

DEVELOPING PEOPLE WHO EXCEED EXPECTATIONS

As an employer of 39,000 people we are focused on and committed to making Greene King a great place to work.

Recruitment, training and development

It is our policy to ensure that employees are recruited, selected, developed, remunerated and promoted on the basis of their skills and suitability for the work performed. The company is committed to treating all employees fairly and equally and will endeavour to provide workplace adaptations and training for employees or candidates who have a disability and colleagues who become disabled during their employment.

Managing talent, succession planning and investing in our people are priorities for us and this year we spent over £3m on training and development, including our new online training platform, available to all our 39,000 employees.

Our focus in the last 12 months has been the quality of induction we provide to colleagues joining the business and we have seen an improvement in both the take-up and quality of our induction programmes.

With our new online training platform we have launched a range of online courses which are available to all colleagues. It is also the platform which we now use to support the introduction of new initiatives and changes, for example, the introduction of the new GDPR provisions.

As a leader in the hospitality industry, we want to support young people into work by offering opportunities to learn a skill and a trade and helping them start their career journeys.

We are proud that we have supported more than 10,000 of our team members through our apprenticeship programme since 2011, which has been repeatedly recognised externally for its dedication to high quality training and development.

The scheme expanded this year to offer roles for leadership and management, brewing, chefs, bar and front of house staff, and helped team members achieve industry-leading qualifications and build a long-term career in hospitality. We have seen an 89% increase in externally recruited apprentices, compared to 2016/17, thanks to promotion at over 250 events with schools, colleges, career fairs and MPs.

We also support young people into work through our Get into Hospitality programme with The Prince's Trust. For more information on this, please see our corporate responsibility section on page 40.



Engagement

Improving engagement has been a significant focus of activity, especially in the second half of the year. The engagement survey completed in April 2018 showed overall engagement at 63%. This is an encouraging result and more activity will be planned in the coming year to drive further improvement. Another focus for this year has been recognition and communications and significant progress has been seen in this area. We have also made improvements in our staff discount benefit and usage has increased significantly.

The company values employee engagement across the business and produces a monthly publication that is circulated to all employees containing company news and articles. In addition, the company provides regular briefings and presentations to staff on the company's performance and strategy as well as annual and interim results. The company operates an HMRC-approved share save scheme open to all employees which helps to align employees with the performance of the company.

Wellbeing

We held our second Wellbeing Week at Greene King head offices this year, building on the success of the previous year, which raised awareness about physical and mental health in the workplace. We will seek to roll this out to the rest of the company going forward. There is more information in our best for team section on page 5.

Diversity

We promote an environment in our pubs, restaurants, hotels, headquarters, pub company support centre and breweries that is free from discrimination. We work to a policy in which no employee receives less favourable treatment on the grounds of their colour, nationality, race, religion/belief, ethnic or national origin, sex, marital or civil partnership status, gender reassignment (whether proposed, started or completed and under or not under medical supervision), disability or past disability, part-time or fixed-term status, pregnancy or maternity, parental responsibilities, sexual orientation or age (a protected characteristic).

To further build an inclusive and accepting workplace for everyone, this year we have introduced new networking groups. The LGBT network is open to team members from across the business – whether part of the LGBT community or allies – and is a forum where they can share ideas, offer support and provide input on topics that can be fed back to the business.

Gender pay gap

We strive to build a business which is fair and equal and we are committed to working towards closing the gender pay gap. We have made good progress with our pub general manager roles with 40% now being held by women and we are working to make further progress to increase the number of women in more senior roles through improved flexible working and clear development plans.

We recognise that we have more to do to increase the number of women in more senior roles. One of the things we are doing is creating a network to help women within the business to flourish and develop into more senior positions and ensure we are as effective as we can be with assisting women's career development.

Human rights, anti-corruption and anti-bribery policies

While we do not have a formal human rights policy, we are absolutely committed to conducting business with integrity and fairness. Our code of conduct provides that all employees are to be treated with respect, and their health, safety and basic human rights protected and promoted. It covers a range of topics including modern slavery, working conditions, child labour, discrimination and anti-corruption and anti-bribery measures, including a specific anti-bribery policy.

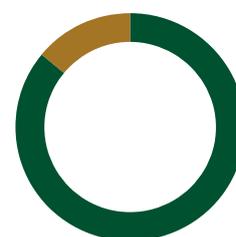
We expect our suppliers and sub-contractors to comply with the provisions of our code or meet the same standard through their own code.

Our whistle blowing policy for our employees encourages staff to report any wrongdoing, including human rights violations such as modern slavery or human trafficking and any concerns with bribery. Our teams are able to report via a confidential email or hotline and no significant issues were raised through these during the year.

DIRECTORS

14% female

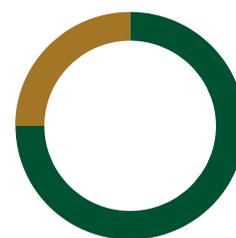
■ Male 6
■ Female 1



SENIOR MANAGEMENT (excluding directors)

25% female

■ Male 153
■ Female 52



ALL EMPLOYEES

53% female

■ Male 18,371
■ Female 20,709

