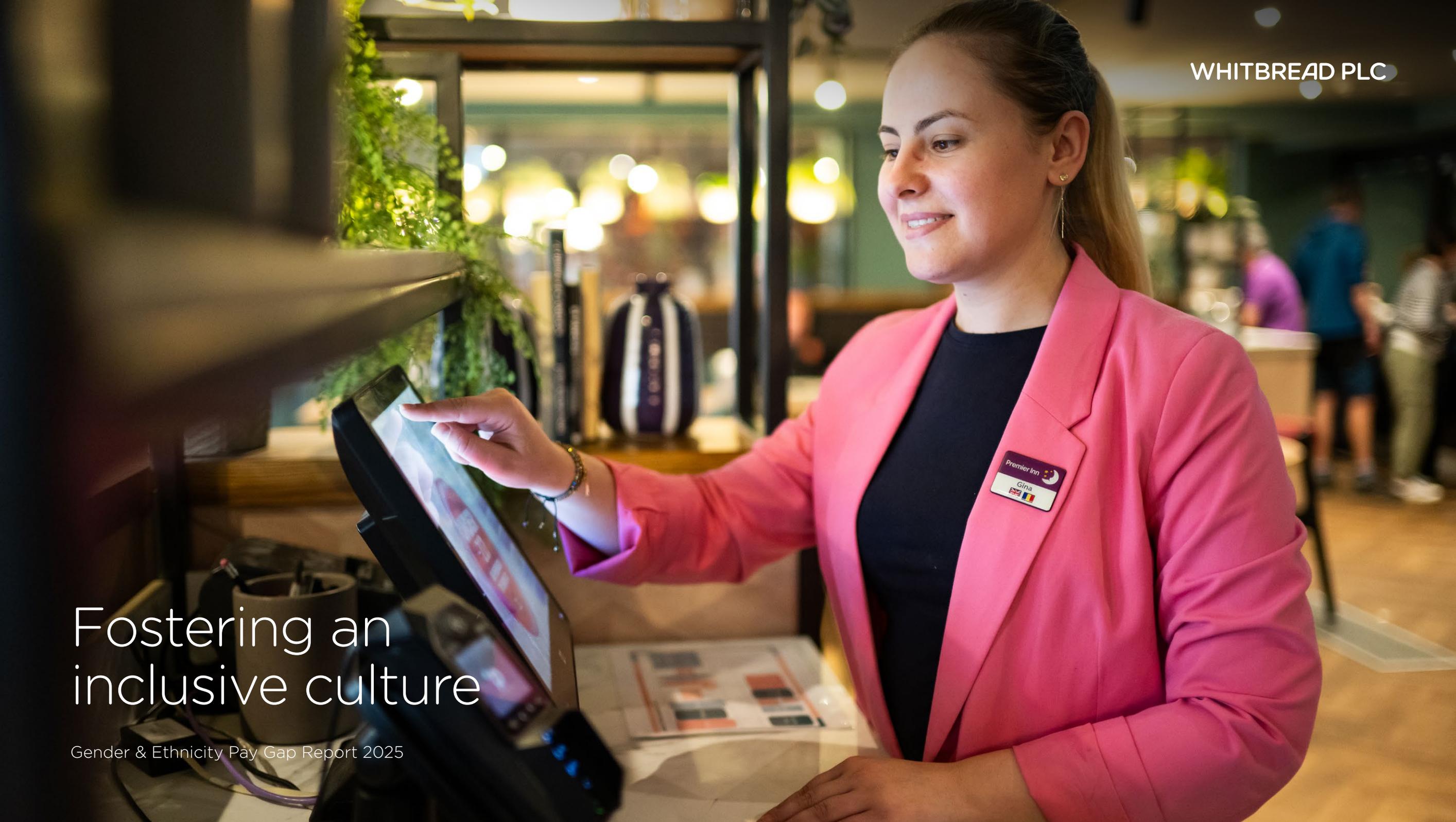


# Fostering an inclusive culture

Gender & Ethnicity Pay Gap Report 2025





At Whitbread, we believe that our differences make us stronger. When people bring diverse backgrounds, perspectives and experiences, it sparks new ideas and better ways of working. We don't just recognise difference – we value it, celebrate it and make space for it to thrive.

**This report is interactive.**

To navigate, use the buttons on the top right to move between sections. Visit links by clicking the buttons found below:

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**Statutory disclosures**

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Read more about our diversity and inclusion on our website

# Progress on diversity and inclusion in 2025

**Rachel Howarth**  
Chief People Officer



At Whitbread, our commitment to building a more diverse, equitable and inclusive organisation continues to guide both our long-term strategy and our everyday decision-making. Creating meaningful representation at senior levels, across both gender and ethnicity, remains central to this ambition, and our annual pay gap analysis plays an important role in helping us understand where progress is being made and where we must continue to focus our efforts.

This year's gender pay gap results show steady improvement. Our median gender pay gap has reduced to 4.61%, and our mean gap has decreased to 9.17%, reflecting a gradual strengthening of female representation in higher-paid roles across the organisation. While we still have further to go, particularly at the most senior levels, the direction of travel is positive and demonstrates the impact of our ongoing investment in talent development and progression.

We also remain strongly committed to transparency around ethnicity reporting, and I am proud that Whitbread continues to be one of the few FTSE 100 companies to voluntarily publish its ethnicity pay gap. For 2025, our median ethnicity pay gap stands at -2.79%, with a mean gap of -1.30%, continuing the trend of small gaps in favour of ethnically diverse colleagues. These results are shaped by the distribution of our workforce, including higher ethnic diversity in London and other urban areas where hourly rates are higher.

Within this report, we share deeper insight into the factors that influence these results and the actions we are taking to drive sustained progress. This includes strengthening our pipelines into senior roles, improving representation in our highest-paid levels and continuing to embed inclusive leadership practices across the organisation. We are also investing in development opportunities for groups that remain underrepresented in senior roles, supporting progression pathways that create long-term change.

Our ambition remains clear: to build a Whitbread that reflects the diversity of the communities we serve and where every colleague, regardless of background, has the opportunity to thrive. The progress outlined in this year's report reinforces that we are moving in the right direction, and with continued focus and commitment, we will go further still.

A handwritten signature in black ink that reads "Rachel Howarth".

**Rachel Howarth**  
Chief People Officer  
27 February 2026

# Making a difference through our networks

## Gender equality



Led by **Katy Attwood** (Head of Procurement) and **Rebecca John** (Technical Product Manager)

We are incredibly proud to reflect on a year that has marked a defining moment in our journey. One of our greatest achievements this year was Whitbread being awarded the Henpicked Menopause Friendly Employer accreditation, a milestone that recognises years of persistent advocacy, collaboration and heartfelt commitment from our GEN community.

Menopause can have a significant impact on colleagues' working lives. When symptoms are not properly recognised or supported, some people may feel less able to pursue progression opportunities, may reduce their working hours, or may leave the workplace altogether. This is why the accreditation holds such importance for us. It reflects the impact of our efforts to remove stigma, promote open conversations and ensure leaders are equipped with the knowledge and confidence to support colleagues with compassion.

We continued to advance this work as part of World Menopause Day activity, delivering engaging Menopause Awareness Training through our Henpicked-trained Menopause Champions and hosting wellbeing sessions on nutrition, mindfulness, yoga, meditation and sound baths. We also worked with our menopause support provider

through our EAP to run a webinar exploring how hormonal health impacts wellbeing and performance.

Another highlight of the year was a guest speaker session hosted for National Inclusion Week with Kate Nicholls, Chair of UKHospitality, the leading trade body for the hospitality industry. She shared thoughtful reflections on the future of the industry, her own career journey and the evolving role of women in hospitality.

In the spirit of celebrating women's contributions, we also celebrated our third GEN Superhero Awards as part of International Women's Day. These awards recognise individuals who turn inclusion into action and who champion gender equality across Whitbread.

We are deeply grateful for every colleague who has joined us, challenged us, supported us and walked alongside us this year. Together, we are accelerating progress, not only in closing the gender pay gap, but in building a culture where everyone can thrive.



## Race, ethnicity, and cultural heritage



Led by **Akshay Agarwal** (Regional Operations Manager) and **Leonie O'Conner** (Commercial Lead)

We are proud to reflect on another successful year of progress, advocacy and community building for REACH. This year included achieving Level 3 Advanced Employer status in the Investing in Ethnicity Matrix, a recognition that reflects the maturity of our approach and our continued commitment to meaningful, long-term change across the organisation.

At the start of the year, we refined our strategic objectives, which have guided all REACH activity. Our first objective, Educate and Celebrate, focuses on increasing awareness of racial and ethnic diversity while honouring the rich cultural heritage of our colleagues. Throughout the year, we marked key observances including South Asian Heritage Month and Black History Month. These events brought team members together through storytelling, cultural dress days and vibrant on-site celebrations in our Dunstable and London offices, featuring music, dance and market stalls showcasing local Black and Asian owned businesses.

Our second objective, Connect, Listen and Collaborate, is about strengthening our community and ensuring team members have opportunities to share their experiences and shape meaningful change. Following the success of our Support Centre Community Forum, we are growing

the community in Operations by hosting on-site events. This enables our front-line team members to get involved with the network, helping us better understand the unique challenges they face so we can develop more targeted support.

Our third objective, Learn and Grow, focuses on supporting the long-term development and progression of our ethnically diverse colleagues. While our overall ethnicity pay gap remains marginally positive in favour of ethnically diverse colleagues, we recognise that we have more work to do to improve representation across all roles, particularly within management and leadership. To help address this, we delivered our first development session featuring senior operations leaders from ethnic minority backgrounds, giving colleagues practical insight into career pathways, challenges and strategies for advancement.

Looking ahead, we remain committed to strengthening equity, representation and opportunity for every team member across the organisation.



# Pay gap reporting explained

The gender pay gap is formed by taking the calculated hourly rate of all women and the calculated hourly rate of all men in our UK business, finding the mean and median and then determining the gap between these numbers across genders.

For our ethnicity pay gap, we have used the same approach, comparing ethnically diverse colleagues with white colleagues.

**A gender/ethnicity pay gap is not the same as an equal pay gap.** Equal pay is the pay difference between different people who carry out the same or similar jobs. Our pay gaps are concerned with the difference in the average pay between different groups over a period of time no matter what their role is. **We firmly believe in equal pay for equal work and conduct equal pay audits across both gender and ethnicity every year.** We are confident that across Whitbread, we have the frameworks in place to ensure there is no bias in our pay practices.

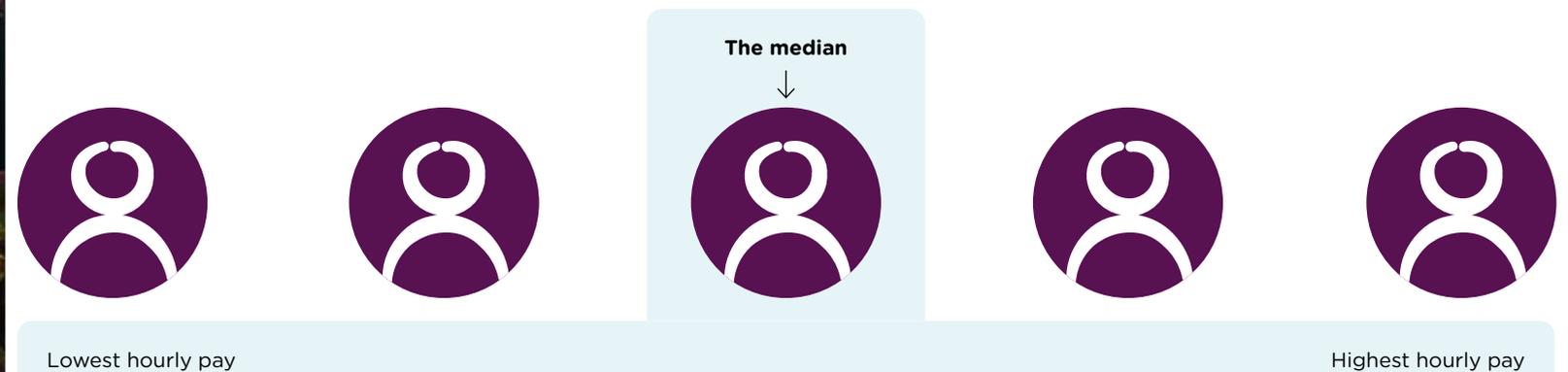
## Mean

The mean is calculated by taking the average pay of all of our male employees and comparing this to the average pay of our female employees. We do the same with ethnically diverse and white colleagues.



## Median

If we were to line up our male and female employees separately from the lowest to the highest paid, then the pay of the employee in the middle is the median. The median pay gap is the difference between the middle male employee and female employee. We do the same with ethnically diverse and white colleagues.



# Gender

In 2025, both our **mean and median gender pay gaps decreased**. The mean gender pay gap reduced by **0.67** percentage points to **9.17%**, and the **median gender pay gap** narrowed slightly by **0.35** percentage points to **4.61%**. These reductions signal progress in narrowing the average pay difference between men and women at Whitbread.

## Key drivers of the 2025 pay gaps:

The decrease in the mean gap is driven primarily by improved representation of women in higher-paid roles in the Support Centre.

The slight narrowing of the median gap is driven by more women in salaried management roles in Operations and mid-level roles in the Support Centre.

As in previous years, our gender pay gap continues to be shaped by the structure of our workforce. Women remain significantly over-represented in our hourly paid roles, which carry consistent pay rates regardless of gender. This year's analysis shows that, as a result, the highest concentration of women still sits within roles at the lower end of the pay distribution. In contrast, salaried roles, both within Operations management and in the Support Centre, remain more evenly balanced between men and women, though women continue to be underrepresented in the most senior and highest-paid levels.

The higher proportion of women in hourly paid roles continues to reflect the flexibility and nature of these roles, which remain particularly attractive to many women. This structural workforce pattern continues to be a key factor influencing our overall gender pay gap.

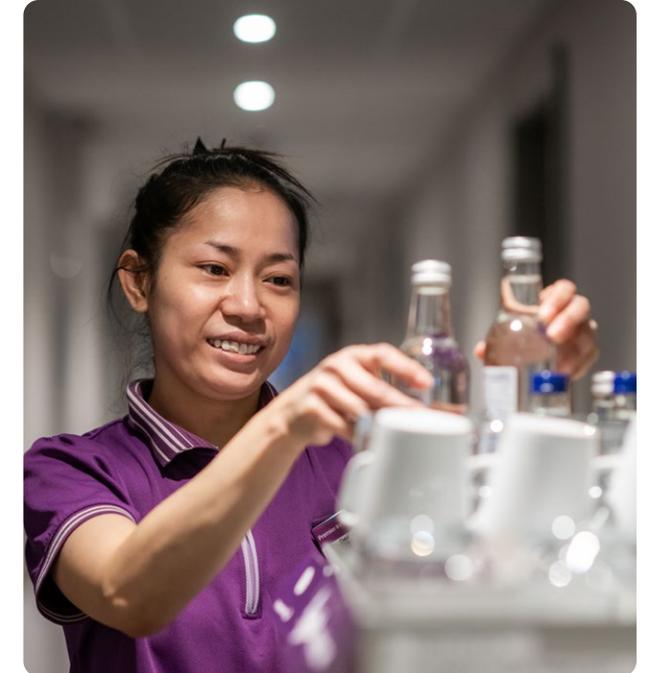
## Gender identity

As part of our commitments to inclusion, we take our responsibility towards our non-binary and gender-fluid colleagues very seriously and are proud to be a recognised Stonewall Gold Employer. Gender pay gap regulations mean we must identify our colleagues as men and women; however, we actively support our teams of all gender identities through our inclusion strategy and our LGBTQIA+ inclusion network, GLOW. You can find out more about GLOW in our Diversity and Inclusion Report, available on the Whitbread website.

## Focus on senior representation

Within our Support Centre, the mean gender pay gap remains notably higher than the organisation-wide figure. This is driven by lower female representation in the most senior roles, where pay levels are highest and therefore have the greatest influence on the mean. While overall gender representation in the Support Centre is broadly balanced, female representation in senior leadership has remained steady at around 40%, highlighting ongoing opportunity for improvement.

Improving gender representation at senior levels remains the most meaningful way to narrow the gender pay gap over time. To support this, we continue to strengthen our pipeline of female leadership talent through robust talent planning processes, succession planning and targeted development activity, ensuring equitable access to progression opportunities across both Operations and the Support Centre.



# Gender in numbers

## Mean gender pay gap

2025  
9.17%

2024  
9.84%

## Median gender pay gap

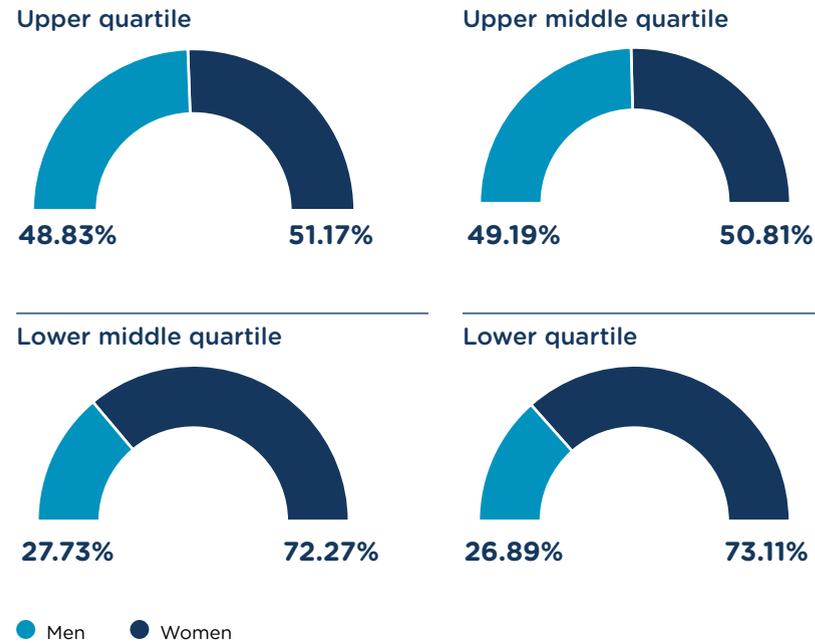
2025  
4.61%

2024  
4.96%

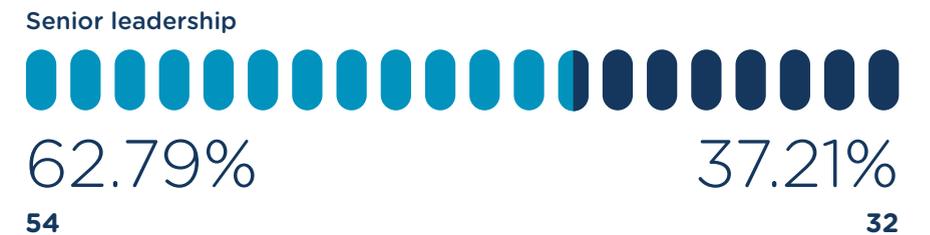
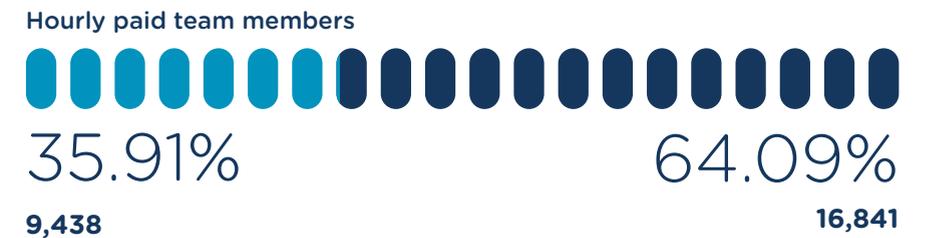
## Colleagues receiving a bonus



## Proportion in each quartile band 2025



## The makeup of our workforce



# Ethnicity

This year's analysis shows that, overall, we continue to have no organisational ethnicity pay gap when comparing colleagues from ethnic minority backgrounds with white colleagues.

For 2025, both our **mean ethnicity pay gap (-1.3%)** and **median ethnicity pay gap (-2.8%)** remain slightly favourable to ethnic minority colleagues. This continues the pattern observed in previous years. One of the key drivers is the distribution of our ethnically diverse workforce, with higher representation in London and other urban areas where hourly pay rates, including regional premiums, are higher. This remains a significant factor in eliminating any material ethnicity pay gap across our Operations population.

## Ethnicity pay gap at the Support Centres

As in previous years, our UK Support Centres shows a larger mean ethnicity pay gap, driven primarily by the distribution of roles rather than pay inequity. Ethnically diverse colleagues are more strongly represented in junior roles, while white colleagues remain more represented in the highest-paid levels. Although we have made progress in improving ethnic diversity within senior leadership, the data shows that representation gaps at the most senior levels continue to influence the Support Centre's pay gap. This effect is amplified because Support Centre pay bands are broader and higher overall, meaning representation differences translate into larger percentage variances.

## Driving progress through representation

Representation continues to be central to our strategy for reducing the ethnicity pay gap. Our focus remains on improving ethnic diversity at all levels, with particular

emphasis on senior roles where the greatest impact on the pay gap can be achieved. This includes strengthening our recruitment processes, building robust talent pipelines and increasing access to development opportunities for ethnically diverse colleagues. These initiatives are core elements of our broader ambition to create a more equitable and inclusive organisation.

We also continue to monitor intersectional outcomes, where ethnicity and gender combine, to ensure that our actions address the experiences of all ethnic groups. This year's analysis highlights that, as in previous years, Black women at the Support Centre experience the widest pay gaps relative to other groups, reinforcing the need for continued progress on diverse representation in the most senior roles.

## Voluntary disclosure

We are proud that across Whitbread, 89.2% of our UK-based team members have voluntarily shared their ethnicity data. This high level of disclosure reflects the strong culture of trust, openness and inclusion that defines Whitbread. Although this figure has decreased slightly by 1.6% since last year, it remains exceptionally strong and gives us the confidence to measure, track and report on our diversity and inclusion commitments. This level of transparency also enables us to produce our ethnicity pay gap analysis and share meaningful insights and actions with our teams.



# Ethnicity in numbers

## Mean ethnicity pay gap

2025

-1.30%

2024

-3.18%

## Median ethnicity pay gap

2025

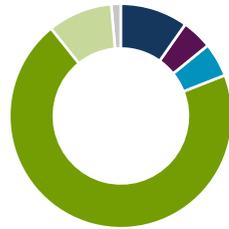
-2.79%

2024

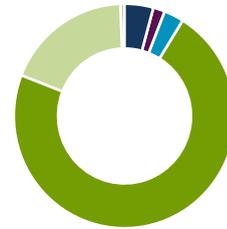
-4.24%

### The makeup of our workforce

Total employees



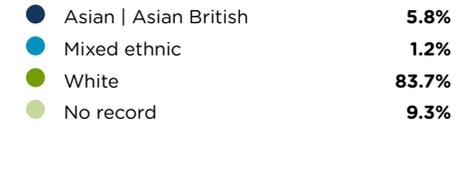
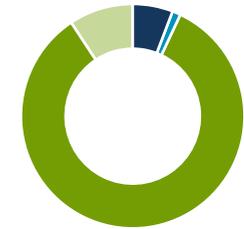
Salaried Managers (Operations)



Hourly paid team members

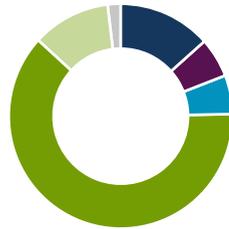


Senior leadership

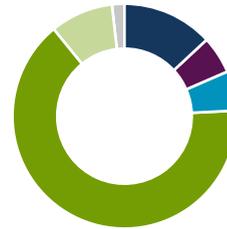


### Proportion in each quartile band 2025

Upper quartile



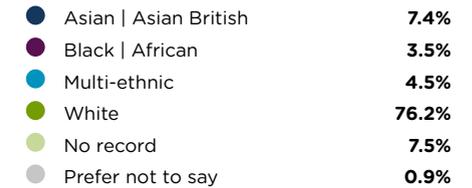
Upper middle quartile



Lower middle quartile



Lower quartile



# Driving change through diversity and inclusion

Our diversity and inclusion commitments provide clear, actionable steps to help us build a more diverse and inclusive business. Pay gap reporting remains a critical tool in understanding imbalances in gender and ethnicity representation, alongside their impacts. However, we know these are just two aspects of identity, and our broader D&I strategy takes an intersectional approach to inclusivity across all areas.

## Key initiatives supporting our commitment

### Senior leadership diversity targets

- 45% female representation by 2026
- 10% ethnic minority representation by 2026

These targets are directly tied to CEO and CFO remuneration, ensuring accountability at the highest level. Over the past year, we've increased our focus on **internal talent management** and **future leadership development** to build a more diverse pipeline. This is a long-term commitment that will require sustained focus and investment, and we are fully dedicated to achieving it.

### Education and training

All UK-based senior leaders across our Support Centres as well as Regional Operations Managers completed mandatory Inclusive Leadership Training. The training equipped leaders with tools and strategies to lead inclusively in an increasingly complex societal landscape. Aligned closely with Whitbread's leadership framework, it reinforced inclusive leadership as a core behavioural expectation.

To mark World Menopause Day, the Gender Equality Network's Menopause Champions continued delivering Menopause Awareness Training, helping leaders build capability to hold supportive conversations and offer meaningful assistance.

This training, also available to Support Centre colleagues, sits within our refreshed D&I curriculum, which includes updated Racial Fluency Training and new Anti-racist Allyship and Male Allyship sessions.

### Active inclusion networks

Our four inclusion networks, each sponsored by an Executive Committee member, are open to all employees. These networks amplify the voices of underrepresented communities and help drive inclusion across Whitbread.



### Focused efforts on inclusion

We were thrilled to be awarded the Henpicked, Menopause Friendly Employer accreditation. Several initiatives were instrumental in achieving this recognition, such as our Menopause Guides, translated into seven languages, our Menopause Support Groups and Menopause Key Cards for Housekeeping teams.

We also partnered with the **10,000 Black Interns** Programme for the fourth consecutive year, strengthening our commitment to creating meaningful pathways into the workplace for underrepresented talent.

In 2025, we welcomed five interns into our Finance, Commercial and Technology teams for a structured ten-week paid internship. We were especially proud to offer one outstanding intern a place on our graduate scheme, further demonstrating our focus on building a diverse future talent pipeline.

### Celebrating key events throughout the year

Our inclusion calendar is well established and supported by all four networks. Key events we celebrate include:

- International Women's Day, World Menopause Day and Trans Awareness Week
- Race Equality Week, Black Inclusion Week, South Asian Heritage Month and Black History Month

These events reflect our commitment to recognising and celebrating the diversity of our teams, fostering an inclusive environment where everyone feels valued.

Together, these actions demonstrate our commitment to driving meaningful change, ensuring Whitbread continues to grow as a diverse and inclusive workplace.

STATUTORY DISCLOSURES

	Pay gap		Bonus gap	
	Mean	Median	Mean	Median
Gender	9.17%	4.61%	37.55%	10.64%
Ethnicity	-1.30%	-2.79%	5.64%	-23.60%

Whitbread PLC	Male	Female
% receiving bonus	10.11%	6.68%
% salaried receiving bonus	71.06%	74.08%

Whitbread PLC	Proportion of males and females in each quartile band		Proportion of hourly rate vs salaried in each quartile band	
	Female	Male	Hourly	Salaried
Upper quartile	51.17%	48.83%	53.87%	46.13%
Upper middle quartile	50.81%	49.19%	98.96%	1.04%
Lower middle quartile	72.27%	27.73%	99.93%	0.07%
Lower quartile	73.11%	26.89%	99.94%	0.06%

I confirm that the gender pay and bonus gap calculations and the data provided for Whitbread PLC are accurate.

**Rachel Howarth**  
Chief People Officer  
27 February 2026



# WHITBREAD PLC

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