

GENDER PAY GAP

5th April 2022 (SNAPSHOT)



“We want to be the undisputed best place to work and will continue to promote diversity regarding gender, age, religion, disability, nationality and ethnicity, race and social background, in order to create a work environment that is free of prejudice – where **‘Everyone Belongs’**.”

(Kate Hetherington – Chief People Officer, PizzaExpress).



OUR CONTINUED COMMITMENT

PizzaExpress remains committed to fairness, inclusion and equality for all team members across our business and brand. We are proud of the diversity amongst our teams and of a culture that encourages our teams to bring their true selves to work. As members of the Women in Hospitality Travel & Leisure forum, of which our CEO Paula MacKenzie sits on the advisory board, we are committed to a 10-point charter promoting equality in our business, including promoting opportunities for women to progress their careers in the sector. Amongst other inclusion related initiatives, two years ago we importantly committed to the Race At Work Charter and have begun data collection in readiness for ethnicity pay gap reporting as we want to go early on this ahead of this being mandatory. We continue to be advocates for the Ethnic Future Leaders Programme.

Since our last report, we have implemented a network of Mental Health First Aiders across the business. We have also published a statement of intent and support system to enable menopause wellbeing and we have partnered with GenM , who are pioneering this agenda.

We have integrated two new training platforms which provide easily accessible and digestible training on topics like gender bias, parenting and empowerment. We have launched online training for all managers on unconscious bias and inclusive leadership, as well as recruitment training to help ensure fairness and equality in our assessment processes. We also ensure all of our recruitment adverts have gone through a 'gender decoder' to ensure language is neutral.

We want to be the undisputed best place to work and will continue to promote diversity regarding gender, age, religion, disability, nationality and ethnicity, race and social background, in order to create a work environment that is free of prejudice – where 'Everyone Belongs'.

I can confirm the data reported is accurate.

Kate Hetherington, Chief People Officer

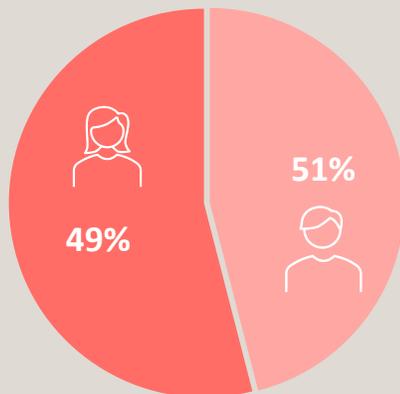
INTRODUCTION

PizzaExpress believes it is important for companies to be open with their gender pay. We have taken several steps to **promote gender diversity** in all areas of our workforce and help bridge the gender pay gap in the UK, which can be seen in our results.

PizzaExpress is **fully invested and fully engaged** to the principle of equal opportunity and equal treatment for all team members, regardless of sex, race, religion or belief, age, sexual orientation or gender reassignment.

As of April 2022 we employed 9500+ team members in the UK, with the majority having a role in our Pizzerias. Many of these roles are part-time and offer great flexibility. **We are proud to have such an equal population of males and females in our teams.**

Our workforce is made up of 49% female and 51% male



WHAT IS GENDER PAY GAP

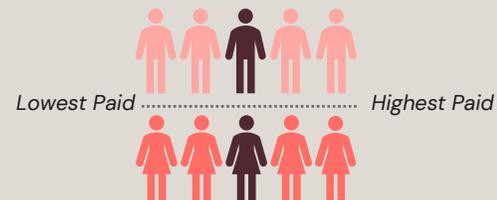
Gender pay gap legislation requires employers in the UK with 250 employees or more to calculate and publish gender pay gap data every year. The information needs to include:

- Mean and median gender pay gap (based on a hourly rate of pay at 5 April 2022).
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5th April 2022).
- Proportion of men and women receiving a bonus payment.
- Proportion of men and women in each quartile pay band.

<https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>

Distinguishing between median and mean

Median Pay Gap



The median represents the middle point of the population. If you lined up all the women and all the men in order of hourly pay rate, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.

Mean Pay Gap



The mean gender pay gap is the difference in the average hourly pay for women compared to men

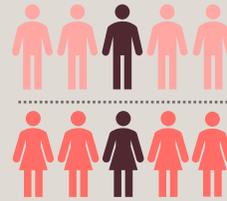
PizzaExpress Gender Pay Gap

Using the calculations set out in the gender pay gap reporting regulations, the **median PizzaExpress gender pay gap is 3.7%**, and the **mean PizzaExpress gender pay gap is 7.5%**.

The gender pay gap for our restaurant **hourly paid** team remained at **1.1%** which is better than the overall gap in 2020 by 2.9% (exclusion of employees on furlough compromised the integrity of the data) **and positively in line with our overall 2019 pre-pandemic position.**

In Quartile 1 & 2 we see more females performing front of house (waiting) roles, whilst in Quartile 3 & 4 we see more males performing back of house (chef) roles. The latter attracts hourly rates above the statutory age-related rates, whilst for the former, hourly rates are linked to the statutory age bands. Post-Brexit and pandemic we have seen a significant **shift in the age-profile** of our teams, with a younger workforce most notably in front of house roles (age-banded) which have a higher proportion of females.

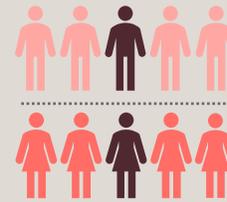
Post-pandemic as widely known, there has been a **recruitment shortage** in the chef (back of house) roles, necessitating additional pay awards and this has contributed to the gender pay gap vs the pre-pandemic position.



Median Gender Pay Gap
3.7%
 2020 6.6%
 2019 1.1%



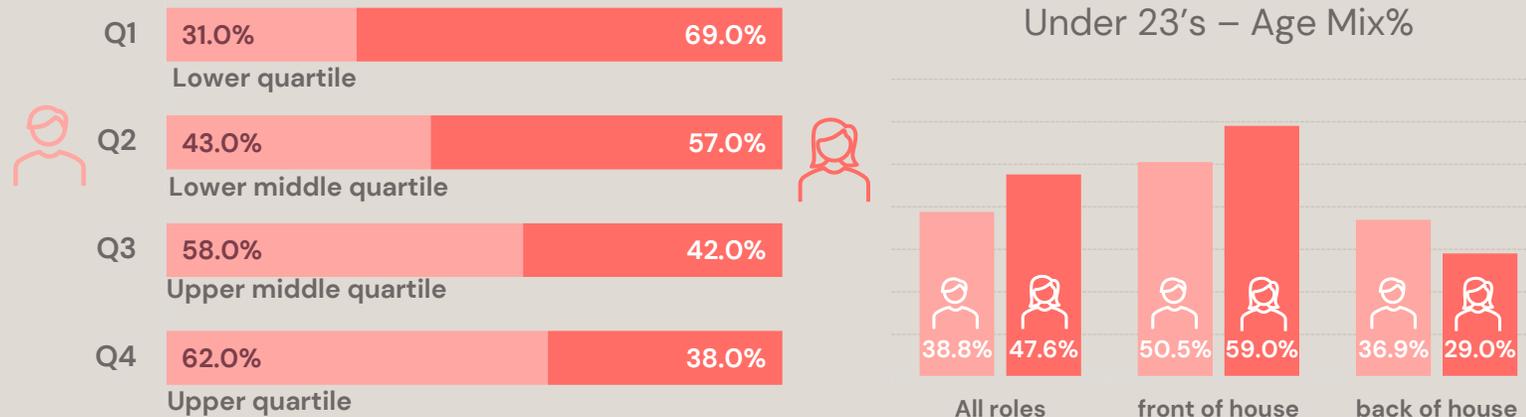
Mean Gender Pay Gap
7.5%
 2020 16.3%
 2019 6.4%



The median national gender pay across the UK (2019)
17.3%



Proportion of males and females by pay quartile & Under 23% breakdown



PizzaExpress Gender Bonus Gap

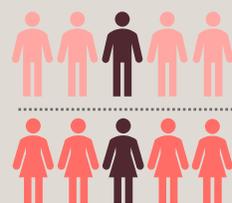
Using the calculations set out in the gender pay gap reporting regulations, the **median PizzaExpress gender bonus gap is 1.6%**, and the **mean PizzaExpress gender bonus gap is -3.1%**.

Salaried restaurant management bonuses are determined by the performance of restaurants against a pre-defined set of KPIs.

We are very proud of the equality shown in our 2022 bonus scheme.

The reduction of the percentage of employees paid a bonus is driven by the removal of a back of house (chef & cleaner) team level incentive in previous years, which is a role that attracts a higher proportion of male team members.

	2022		2020		2019	
	Male	Female	Male	Female	Male	Female
Total Employees Paid	4,159	4,447	4,679	4,664	5,062	5,111
Employees Paid Bonus	484	505	2,146	1,247	2,364	1,349
% Paid Bonus	11.6%	11.4%	45.9%	26.7%	46.7%	26.4%



Median Gender Bonus Gap

1.6%

2020 -30.4%

2019 -10.6%



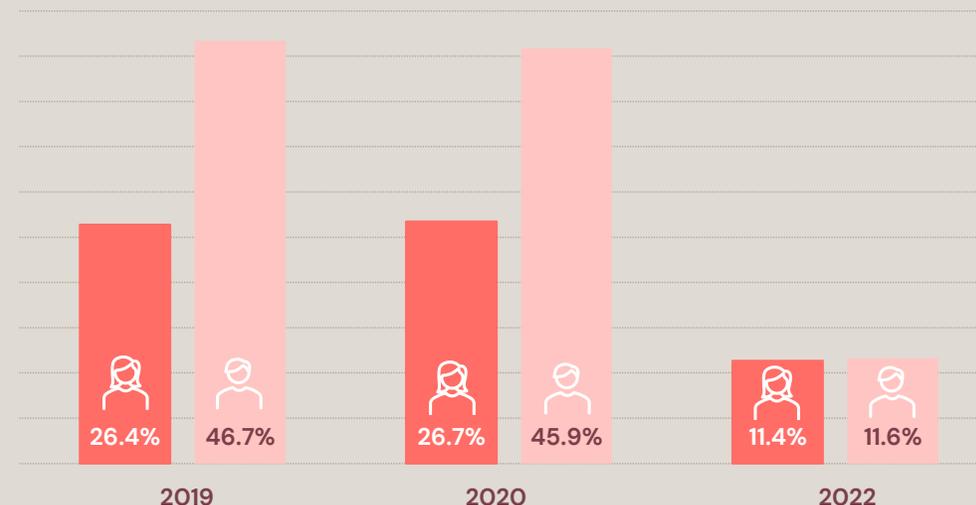
Mean Gender Bonus Gap

-3.1%

2020 -39.9%

2019 -27.1%

Proportion of females and males receiving a bonus



PizzaExpress – ‘The Gender Decoder’



Our employer brand is **#Express Yourself**. We believe that PizzaExpress is a place where everybody can truly be themselves, and a place where everyone can belong.



In order to make sure our recruitment advertising is free of any bias, we use an external ‘**gender decoder**’, which assesses our recruitment adverts and ensures that they are worded in a way which is fair, open and inclusive.



Every advert we post will be taken through the gender decoder by the recruitment team.

PizzaExpress – Other Actions & Plans



Continue use of Gender Decoder in all of our recruitment advertising and elevate our engagement survey (Let’s Talk) in terms of content and frequency to better understand the needs of all team members. (Each survey asks the question: “People from all backgrounds are treated fairly”. We scored 88% in the last survey.)



Commit to opening progression routes for more diverse populations through the creation of an Emerging Careers programme and aligned career journey, including attracting more females for back of house roles.



Plan to review family policies relating to Maternity/Paternity/Shared Parental leave, Menopause awareness and Family life.



Examine contract types and working hours, aiming to create more flexibility.



Multi-skilling our workforce for both males and females so that everybody can grow and to attract more females into back of house roles.



PizzaExpress – Our 2023 Plans



We have partnered with Gen M (a menopause movement) in order to be able to **provide better signposting, training and guidance** for team members going through menopause and better equipping line managers in supporting this.



We've upped our training, particularly for salaried managers and restaurant support, who all now complete **inclusive leadership and unconscious bias** training when they join as well as training on how we, as a business, can achieve equality and diversity.



Our Learning and Development team have integrated two new training platforms which provide easily accessible and digestible training on topics like **menopause, gender bias, parenting and empowerment**.



We are creating a talent strategy which incorporates our inflection point data across the estate and will include **specific actions** to help address them.



We have an ongoing partnership with the **Employer's Network for Equity & Inclusion**, which allows us to access resources for our teams and line managers.



Our CEO, Paula MacKenzie sits on the advisory board of **Women in Hospitality, Travel and Leisure**, who we continue to partner with.

THANKS

