

# GENDER PAY GAP



“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 the business. Our people are at the heart of our success and everything we do, and we believe they should always be able to express themselves. We are proud of the diversity amongst our teams and of a culture that encourages them to bring their true selves to work.

As members of the Women in Hospitality Travel & Leisure forum (WiHTL), we remain committed to a 10-point charter promoting equality in our business, including promoting opportunities for women to progress their careers in the sector. We have taken action to develop a diverse pipeline of future top talent, through working with WiHTL and utilising the Senior Women Leaders, Senior Ethnic Leaders, and Ethnic Future Leaders development programmes, which also allow our Senior Leadership Team members to be reverse mentees for different communities.

This year we launched our culture code to the business, a fresh set of values that we see as being key to a successful, people-orientated business that encourages and supports everyone to thrive in their role:

Our values are:

Head: we're customer centric, commercially minded and obsessed by performance in all we do

Heart: we show compassion towards our teams and achieve everything through our people

Home: we create a home, where everyone has a place at our marble table and can truly express themselves every day

All together, we see this as using your head, showing your heart and feeling at home.

Towards the end of last year, we undertook a review of our family friendly policies and further enhanced the provisions for maternity, paternity, adoption and surrogacy leave for our salaried team members. We've also reduced the length of service requirement to access these enhanced benefits.

We want to be an attractive employer to all and commit to promoting diversity regarding gender, religion, disability, nationality, sexuality, ethnicity, race and cultural 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

# WHAT IS GENDER PAY GAP?

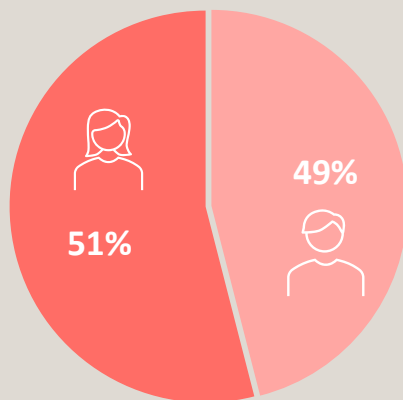
## INTRODUCTION

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, disability, socioeconomic background, sexual orientation or gender reassignment.

As of April 2023 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 51% female and 49% male



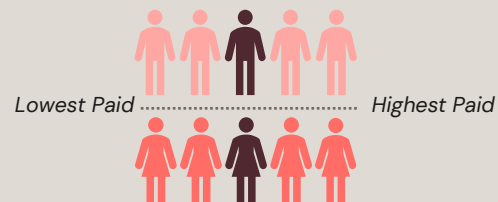
Gender pay gap legislation requires employers in the UK with 250 employees or more to calculate and publish gender pay gap data every year. The information needs to include:

- Mean and Median gender pay gap (based on a hourly rate of pay at 5 April 2023).
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5th April 2023).
- 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

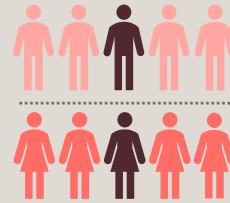
# PizzaExpress Gender Pay Gap

Using the calculations set out in the gender pay gap reporting regulations, the **median PizzaExpress gender pay gap is 2.3%**, and the **mean PizzaExpress gender pay gap is 7.5%**.

The gender pay gap for our restaurant **hourly paid** team was 2.0%.

We see more females performing front of house (waiting) roles, whilst we see more males performing back of house (chef) roles. The latter attracts hourly rates above the National Minimum Wage/National Living Wage, whilst the former are paid at NMW/NLW rates.

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**

**2.3%**

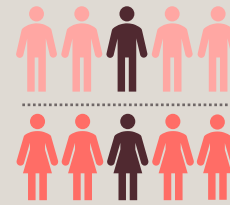
2022 3.7%  
2020 6.6%  
2019 1.1%



**Mean Gender Pay Gap**

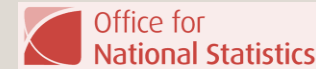
**7.5%**

2022 7.5%  
2020 16.3%  
2019 6.4%

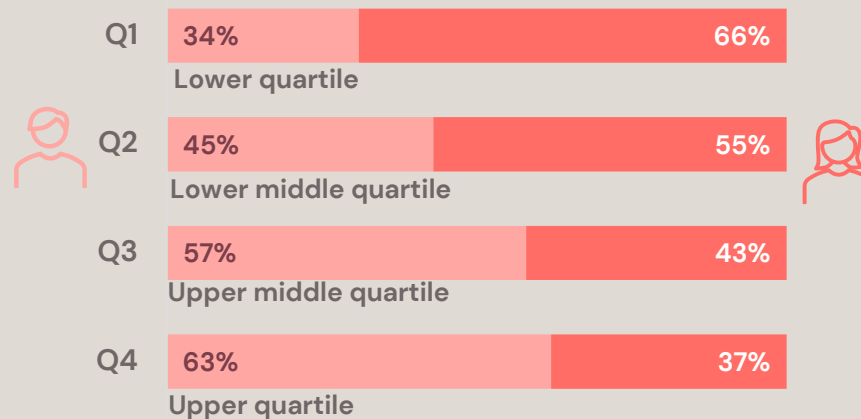


**The median national gender pay across the UK (2023)**

**14.3%**

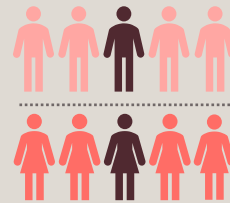


## Proportion of males and females by pay quartile & Under 23% breakdown



# PizzaExpress Gender Bonus Gap

Using the calculations set out in the gender pay gap reporting regulations, the **median PizzaExpress gender bonus gap is -3.7%**, and the **mean PizzaExpress gender bonus gap is -4.1%**.



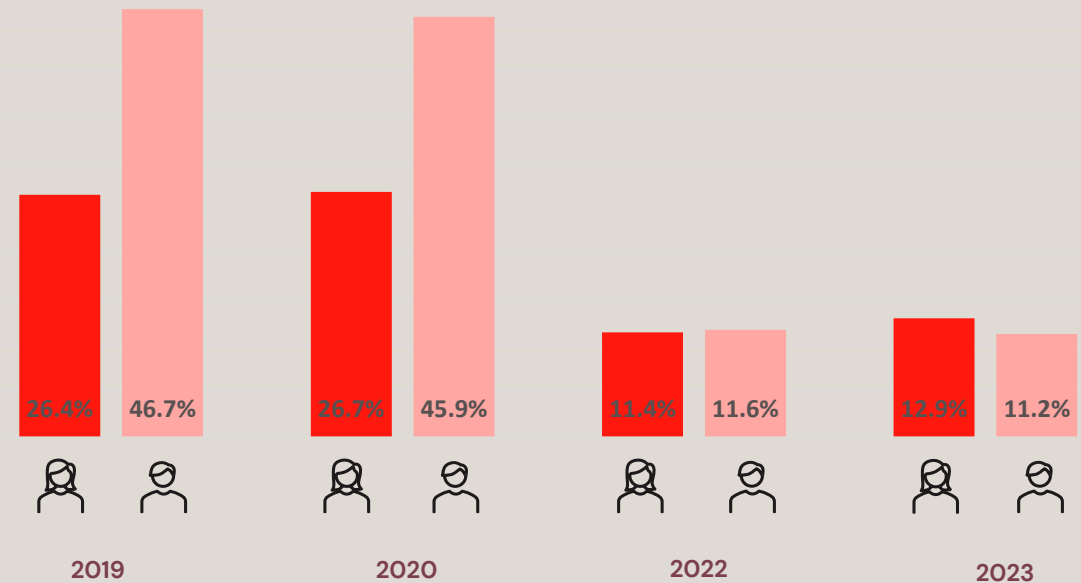
**Median Gender Bonus Gap**  
**-3.7%**  
 2022 1.6%



**Mean Gender Bonus Gap**  
**-4.1%**  
 2022 -3.1%

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

## Proportion of females and males receiving a bonus



|                      | 2023  |        | 2022  |        | 2020  |        | 2019  |        |
|----------------------|-------|--------|-------|--------|-------|--------|-------|--------|
|                      | Male  | Female | Male  | Female | Male  | Female | Male  | Female |
| Total Employees Paid | 4454  | 4630   | 4159  | 4447   | 4679  | 4664   | 5062  | 5111   |
| Employees Paid Bonus | 574   | 518    | 484   | 505    | 2146  | 1247   | 2364  | 1349   |
| % Paid Bonus         | 12.9% | 11.2%  | 11.6% | 11.4%  | 45.9% | 26.7%  | 46.7% | 26.4%  |

# 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



Elevated our engagement survey (Let’s Talk) in terms of content and frequency to better understand the needs of all team members. The national engagement score for PizzaExpress & Milano as of October 2023 is 7.3 out of 10. 70% of people took part, our highest participation in 5+ years.



Featured as a Leading Inclusive Employer at the WiHTL Inclusion Summit



Conducted a review of PizzaExpress family policies, and increased the enhancements for maternity, paternity, adoption and surrogacy pay policies.



Raised the visibility of people metrics across the business, with weekly reports on male and female headcount numbers on our people reporting.



Proud to be named a Top 10 Sunday Times Best Place to Work 2023

# PizzaExpress – Our 2024 Plans



We continue our partnership with Gen M (a menopause consultancy) 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 plan to continue our review of family friendly policies, through to Shared Parental Leave, and extend our Maternity Community Calls to more of our teams to better support them during this life stage.



We've increased our training, for everyone in the business from Shift Managers and upwards, making training around equality and inclusion mandatory.



We have created a talent strategy which looks at performance alongside the behaviours within our Culture Code. This lays out 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

