



Azzurri Group | Who we are

At Azzurri we're building better food businesses, driven by dedicated teams of people who pride themselves on being conscientious, curious, and resilient. The Group employs more than 5,000 people, who serve 14 million meals annually across an estate of over 200 restaurants and stores, including Zizzi, ASK Italian and Coco di Mama.

Our businesses employ individuals, who are not all the same and that's their greatest strength. We draw on those differences and the experiences had, to build better food businesses that sustain happy, healthy lives. We employ great people from a wide variety of backgrounds, not just because it's the right thing to do, but because it makes our businesses stronger. We are proud that our shared values and our enthusiasm, create environments where everyone can flourish. We take pride that across the Group we have people that care deeply, look out for each other, and work together to be the best that they can be. We are all committed to creating an inclusive and respectful culture where every individual can be themselves, will be respected and can thrive, grow and progress.

We take time to listen to all team members through regular engagement surveys, listening groups and 1-2-1s, to learn what is important and where we can improve.

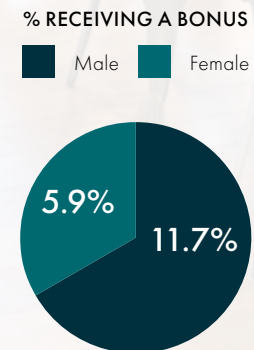
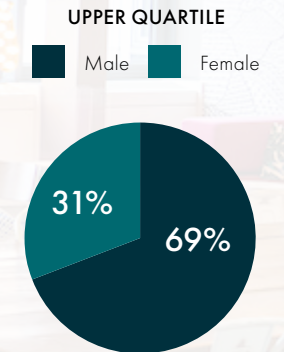
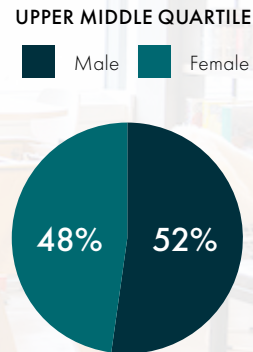
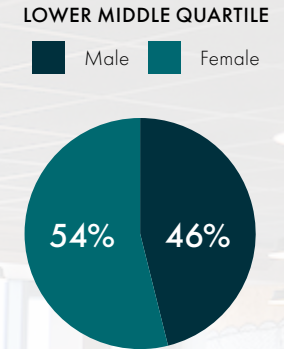
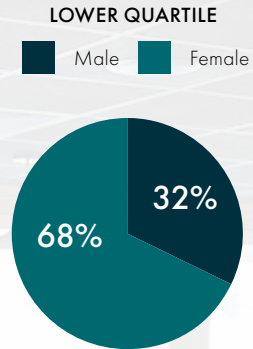
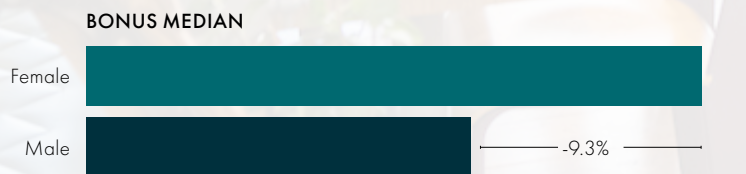
Reporting on our gender pay gap on an annual basis gives us insight, makes us challenge ourselves and agree actions that will drive meaningful change. We are proud of the work we have already done and are committed to driving more action over the coming year.

This report outlines our Gender Pay Gap in April 2022.



AZZURRIGROUP

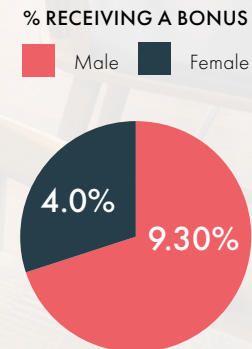
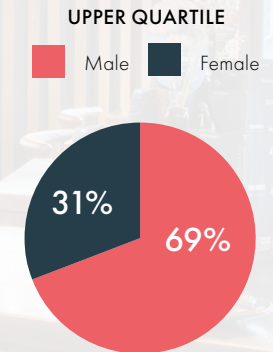
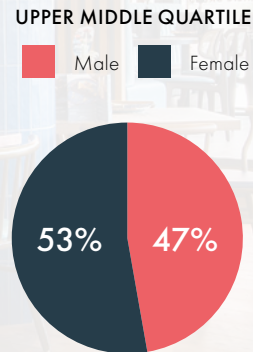
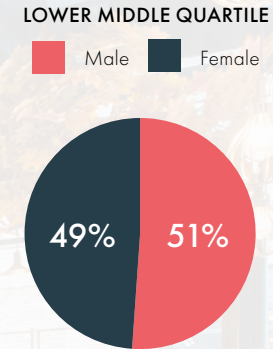
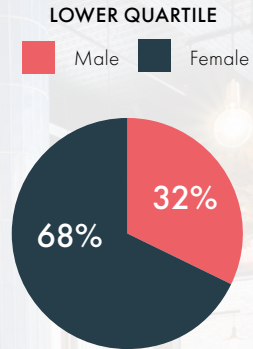
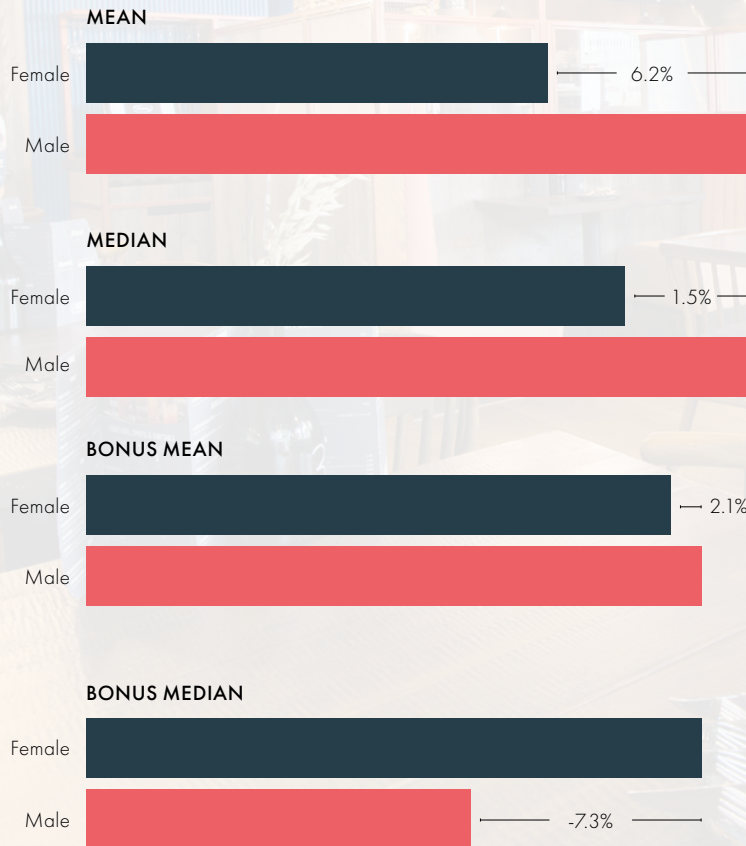
Here is the detail on our reported gender pay gap for the Azzurri Group, which includes the data from ASK Italian, Zizzi and Coco di Mama.



Zizzi

Since first opening our doors and firing up our signature pizza ovens in Chiswick over 20 years ago we now have over 134 restaurants across the UK & Ireland.

Our median gender pay gap at 1.5% is low however it is not yet zero. We have more females in our upper middle quartile, as illustrated and we have also grown the number of females in our upper quartile. Whilst we have more work to do, this is a positive step and we are moving in the right direction.

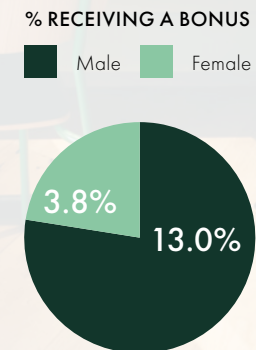
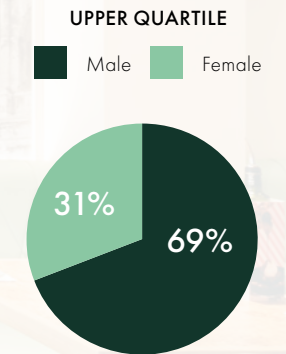
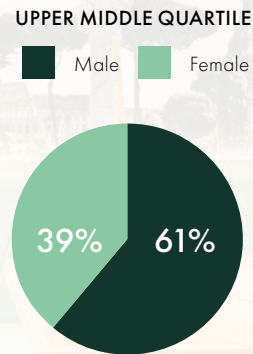
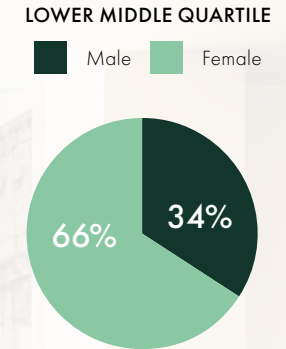
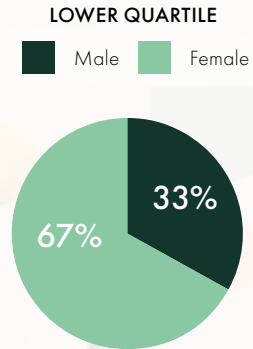
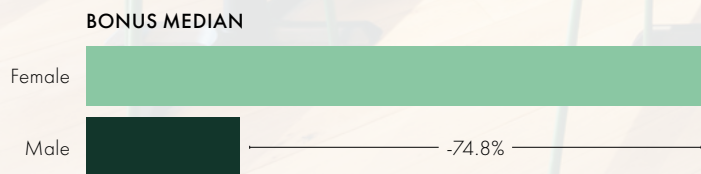
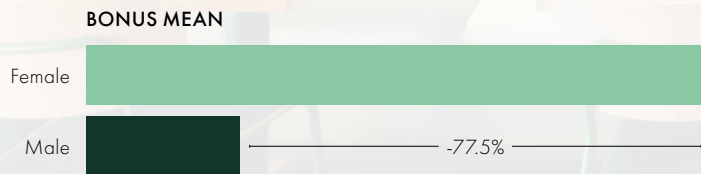


ASK ITALIAN

With 65 restaurants nationwide, we take our inspiration from the Italian way of life, putting our heart and soul into the details.

ASK Italian's bonus statistics stand out from our other brands. This is because female bonuses received tended to be higher than males, which is mostly due to females being in more senior roles than males. That's great news!

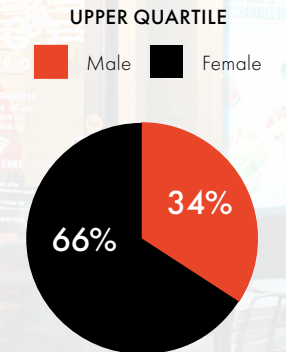
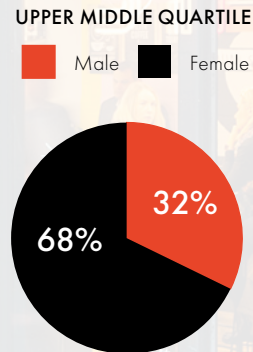
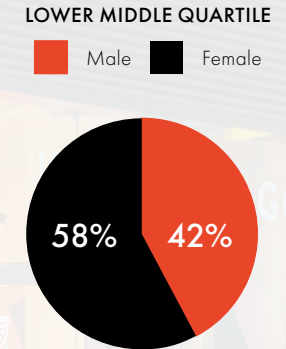
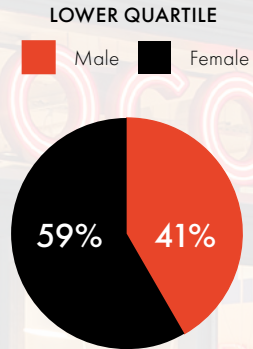
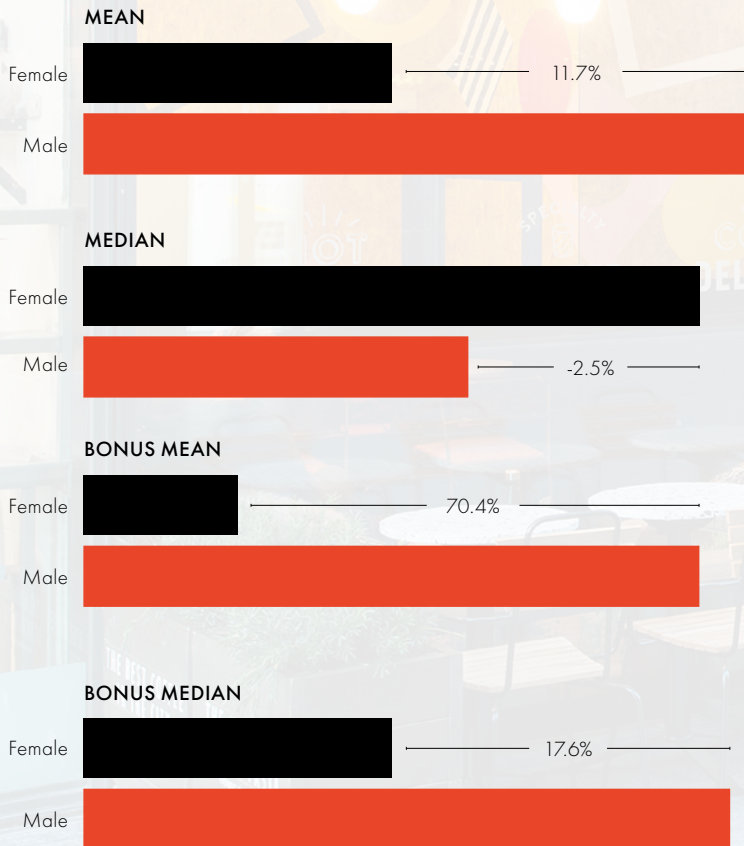
We're happy to see so much female progression into our senior roles but we would like to see more female General Managers in our restaurants. This links nicely into our goal of removing any barriers for females running our restaurants.



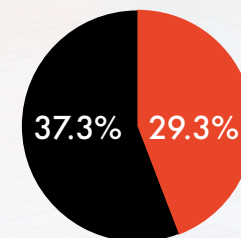


Coco di Mama first opened its doors in London in April 2011, with the sole mission to become the nation's most loved Italian-to-go.

Coco doesn't quite hit the 250+ employee requirement for government reporting, but we thought it best to be transparent about our business. Our quartiles show that we have a predominantly female workforce, with good representation of females in senior roles.



% RECEIVING A BONUS



One eye on the detail

Our gender pay gap report for 2022, reported in 2023, uses a snapshot date of April 2022. The pandemic and lockdowns affected our restaurants and stores so in some cases our year-on-year comparisons are difficult to analyse. Where applicable we have used 2019 data to give us meaningful comparisons and to map our progress. 98% of our workforce is in our restaurants and stores with only 138 of our 5,200 employees, working in our central teams.

Our gender pay gap is impacted by the historical make up of hospitality, where most of the chefs are males and most of the waiters are female. We are working hard to evolve and change this.

7%

Increase in female representation in the upper quartile.

Why did Azzurri's median gender pay gap increase?

The make up of our workforce has got younger, with 50% of our female employees under 23 years old whilst 35% of our male employees are under 23. This impacts our gender pay gap as our front of house roles are paid age related pay, and we have more females (66%) working front of house.

We have, however, seen an increase in female representation in all the reporting quartiles.

Why did Azzurri's mean gender pay gap decrease?

The % female representation in our upper two quartiles has increased by 7% & 6% respectively. This shows us that females have filled our more senior salaried roles, reducing the disparity in pay in higher paying roles. This is a positive move forwards.

Looking back to look forward

Kitchens that welcome our female chefs

We have been working closely with our teams to ensure that our kitchens are set up to welcome female chefs, that all potential barriers are removed and exploring how we can support females in these roles. We are very proud that over the last couple of years we have significantly increased the number of females working in our kitchens, with over 11% of our Head Chefs and 27% of our chefs now female. Four years ago, our chefs were 98% male.

Inclusive recruitment

We have and continue to actively review our recruitment practices to attract females to work back of house. With a targeted focus on female orientated campaigns and driving attraction through female representation in brand imagery, females can see that being a chef is a great job.

Kitchen Design

Sometimes our kitchens are not female friendly, possibly designed by a man! We have and continue to evaluate the working environment. Even small changes are making the kitchens more inclusive.

Flexibility for all

We have in place Flexible Working policies, but we are not sure that they are working as well as they could. We are reviewing these to ensure there are no barriers to progression and to identify any further actions we can take to encourage career development amongst our female employees.



Bringing this all together

- Our gender pay gap continues to be impacted by the make up of our workforce, with a larger % females in our Front of House roles vs. a larger % males in our Back of House roles;
- It has been impacted by our teams becoming younger over the last 2 years;
- We have increased the number of female chefs and head chefs;
- 55% of our Assistant Managers are female however only 42% of our General Managers are female;
- We have increased the number of females in leadership roles, with twice as many female managers as males in our office teams;

67%

Female Managers in our Central teams.

55%

Female Assistant Managers



What we are focused on

- We are continuing to focus on creating more inclusive kitchens, including reviewing kitchen layouts, running recruitment campaigns to attract and encourage females to work back of house and providing the necessary leadership skills to encourage females to progress;
- We are working closely with colleges, offering apprenticeships, industrial placements, work experience and flexible contracts, showcasing how fulfilling a career as a chef can be for females;
- We are looking at how we can increase the number of female General Managers, making sure that there are no barriers to progression and that our Flexible Working policy is fit for purpose;
- We are working closely on developing the leadership capabilities of our central team managers to ensure they continue to progress and become our directors of the future;

This statement confirms that the published information is accurate.

Stephen

Stephen Holmes
Chief Executive
March 2023

