



Azzurri Group | Who we are

At Azzurri, our purpose is simple: to build better food businesses that sustain happy, healthy lives.

The Group employs over 5,600 people across an estate of over 200 restaurants and stores, including Zizzi, ASK Italian and Coco di Mama.

We're here to create food businesses that are as unique and individual as the people that work in them, and we are committed to providing an engaging, inspiring, honest and open environment for our teams. We do that by supporting our team members to develop and grow with our businesses, investing in their well-being, and by creating opportunities for those who might want to join us.

We empower our teams, with training, development and career opportunities that create confidence, support long-term growth and allow individuals to thrive. Our values are at our core, and we are proud 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.

Through our bi-annual engagement surveys, listening groups and one to ones, we learn what is important to all our team members and where we can improve.

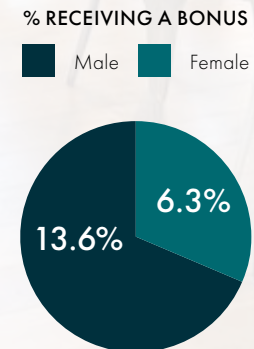
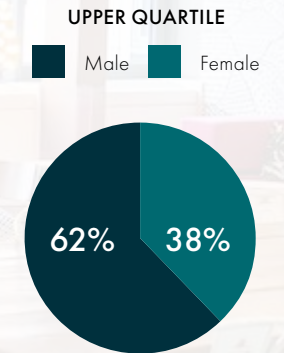
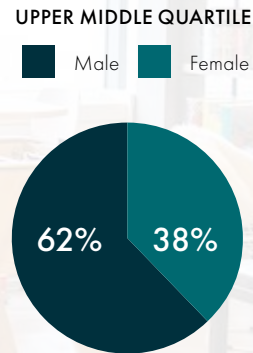
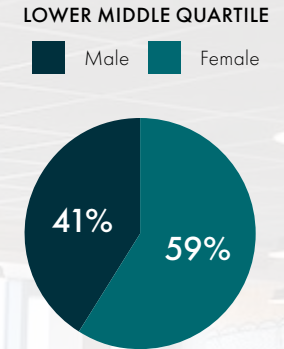
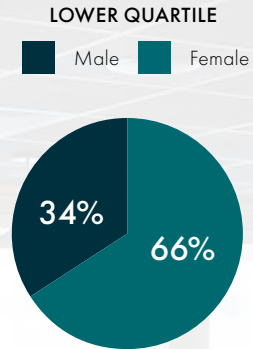
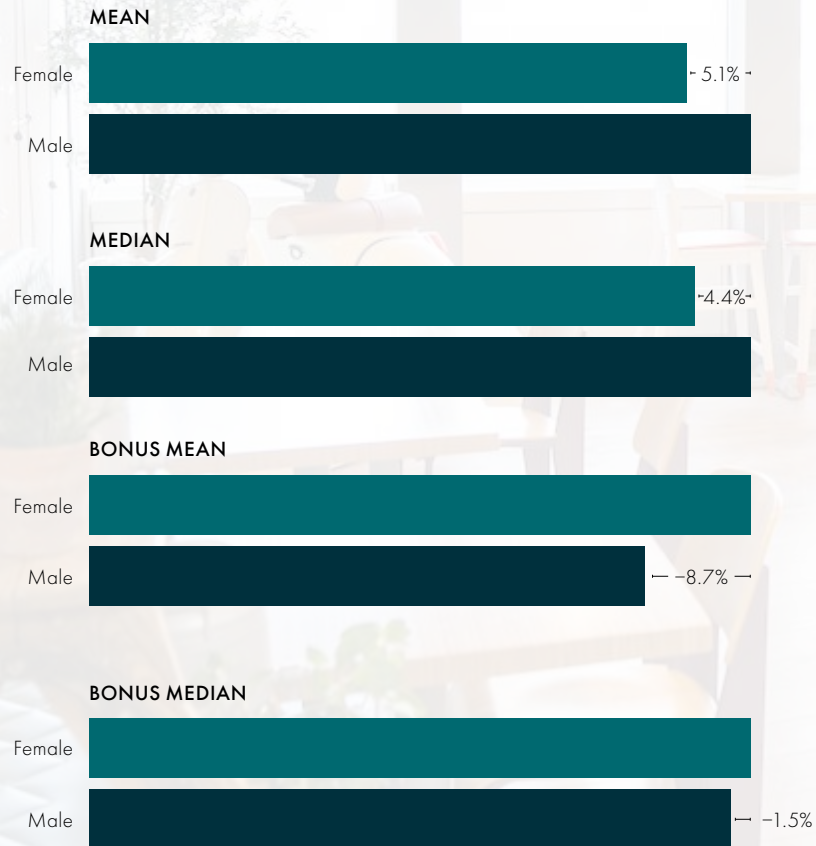
Reporting on our gender pay gap on an annual basis makes us challenge ourselves and agree actions that will drive meaningful change. We are proud of the work we have already done, and we are committed to driving more action over the coming year.

This report outlines our Gender Pay Gap for 2023, using a snapshot date in April 2023.



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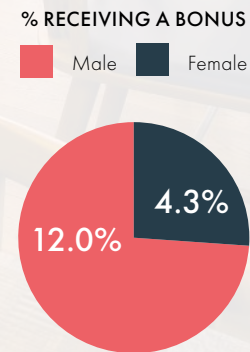
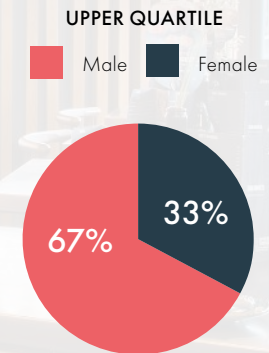
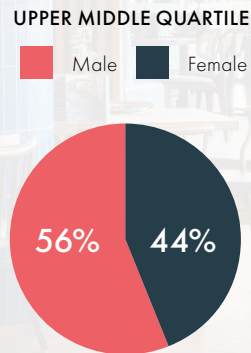
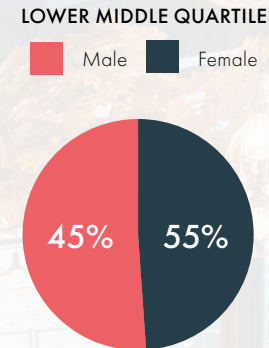
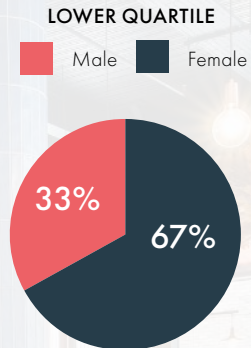
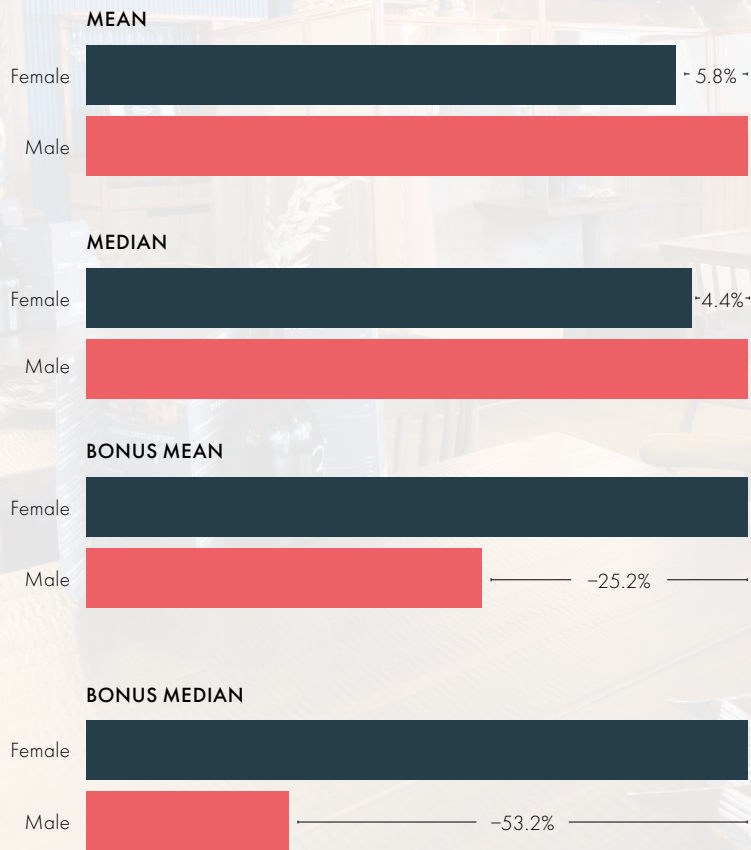
Here is the detail on our reported gender pay gap for the Azzurri Group, which includes the data from ASK Italian, Zizzi and Coco di Mama.



Zizzi

We have 133 Zizzi restaurants across the UK and Ireland with 3,700 employees.

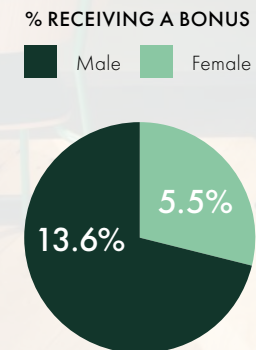
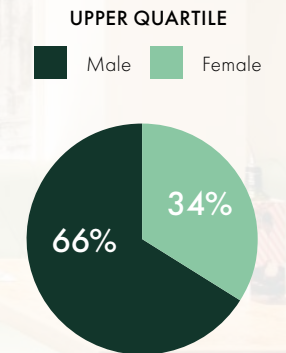
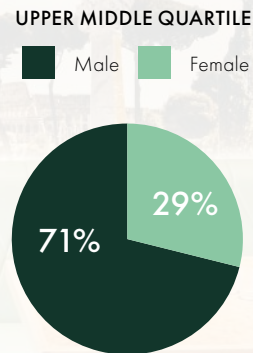
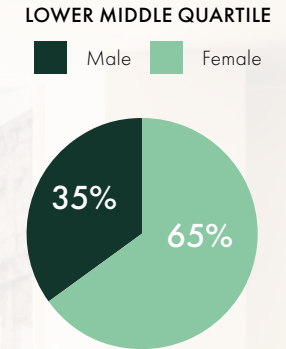
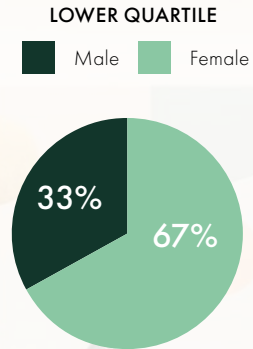
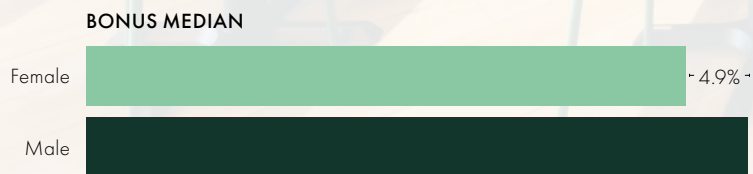
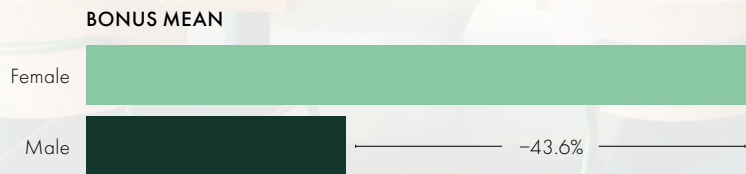
Our median pay gap at 4.4% has widened on last year, whilst the mean gap at 5.8% has narrowed year on year. We have seen an increase in females in the lower middle quartile and the upper quartile, showing female progression to higher paid and more senior roles.



ASK ITALIAN

We have 65 ASK Italian restaurants across the UK with 1,700 employees.

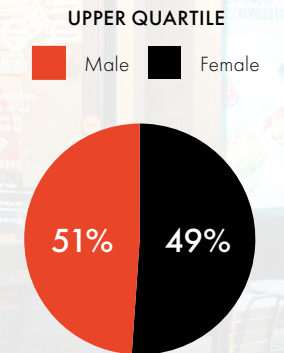
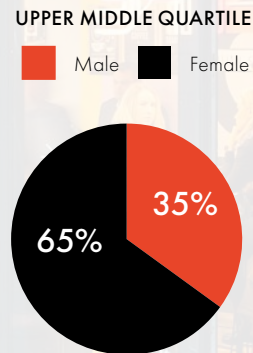
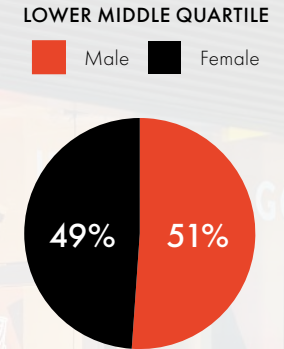
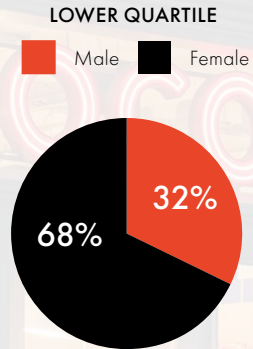
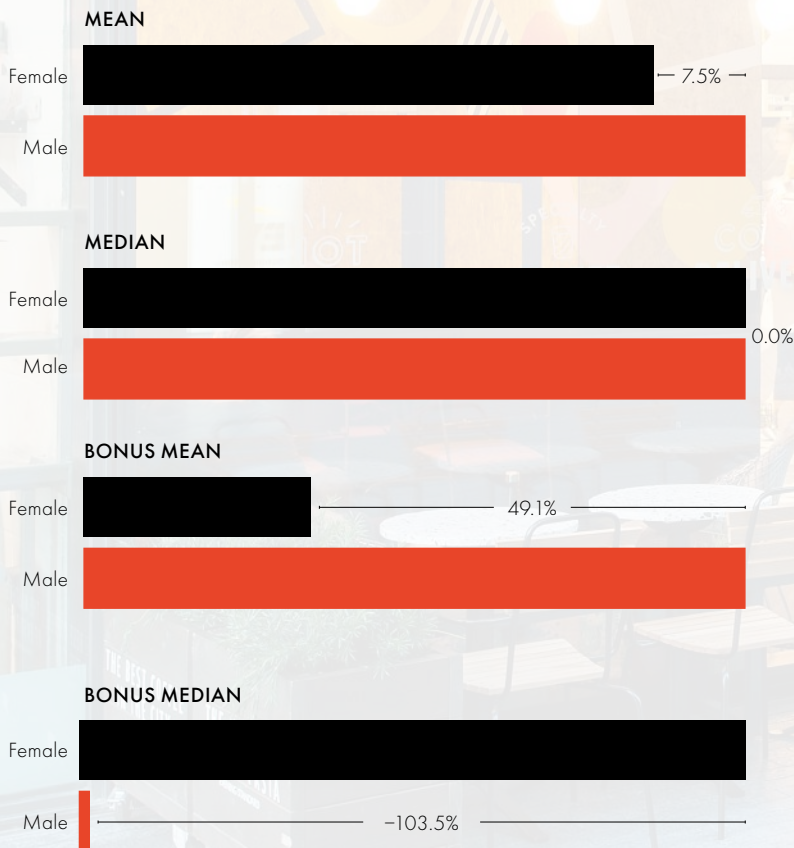
Both our median and mean pay gaps have narrowed this year. We have also seen an increase in the number of females in the upper quartile, showing female progression to higher paid more senior roles.



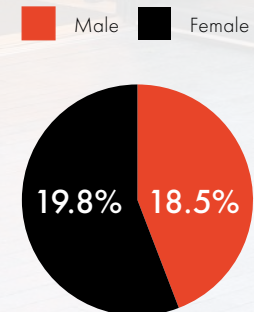


We have 16 shops and 132 delivery kitchens with 170 employees. Coco doesn't hit the 250 + employee requirement for government reporting but full transparency is important to us.

This year we have no median pay gap and our mean pay gap has also narrowed. Coco is a largely female business, but we have had more males move into management this year.



% RECEIVING A BONUS



What do we know?

- The make up of our workforce impacts our gender pay gap. Whilst we have an even split male to female overall across all our team roles, we have more females working as waiters (66%) and more males working as chefs (76%). Our front of house roles receive age-related pay and with 44% of our female team members under 23 years of age, this creates the gender pay gap. It is worth noting that 97% of our total workforce are in restaurant roles.
- The Group Mean pay gap at 5.06% has fallen by 0.84% year on year. This is because we have less team members who are under 23 this year versus last year. We also have more females in senior and therefore higher paid roles versus last year.
- Our Group Median pay gap at 4.40% has increased 0.50% on last year, as we have more females front of house and more males back of house than we did in 2022.
- Despite a relatively evenly split workforce, twice as many males received a bonus versus females. This is skewed by the Head Chef role being predominantly male and our restaurant team members not included in the bonus schemes.
- We have seen a 3% increase in females in restaurant management roles with 53% of our restaurant management now female. We have also increased female representation within our Operations teams by 5%. We have however not increased the number of female Head Chefs, which indicates that we have more work to do to encourage more females to work in our kitchens.
- In our central teams we have more females in all roles except at executive director level. We have investigated any pay gap differentials within our central team and are confident that these are not gender related.
- We are pleased that our gender pay gap remains low in comparison to the national average whilst continuing to look at what more we can do to reduce it further.



What are we focused on?

- We are holding listening groups/feedback sessions with female chefs, to identify what more we can do to remove any barriers to progression for them.
- We continue to work on creating more inclusive kitchens, including reviewing kitchen layouts.
- We are reviewing all our recruitment materials to ensure the opportunity for flexible working is clearly articulated.
- We are introducing targeted development for high potential female managers in our restaurants and in our central teams to ensure they are equipped to take on more senior roles.
- We continue to expand our apprenticeship, internship and work placement schemes, to demonstrate the opportunities for progression within hospitality and to support individuals to reach their full potential.

This statement confirms that the published information is accurate.

Shane .

Stephen Holmes
Chief Executive
March 2024

