

AZZURRIGROUP



boojum

COCO  
DI MAMA



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Zizzi



GENDER PAY GAP REPORT 2024

## 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 6,000 people across an estate of over 235 restaurants and stores, including Zizzi, ASK Italian, Coco di Mama, Boojum and Dave's Hot Chicken.

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

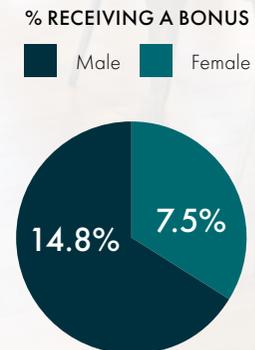
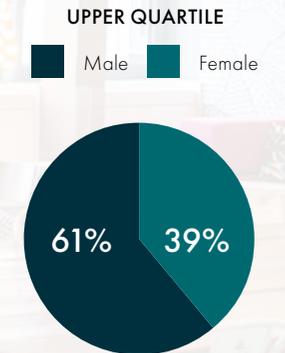
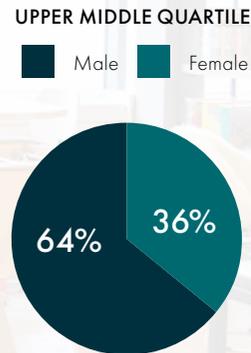
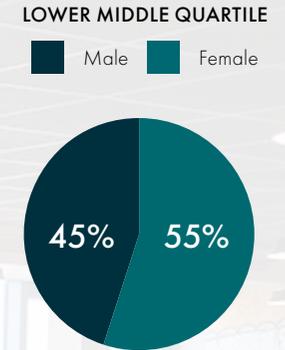
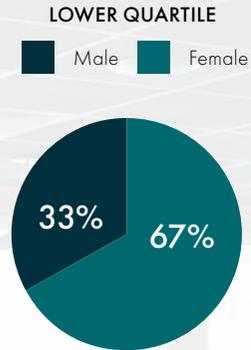
Reporting on our gender pay gap on an annual basis makes us challenge ourselves and agree actions that will drive meaningful change. We are proud of the work we have already done, and we are committed to driving more action over the coming year.

This report outlines our Gender Pay Gap for 2024, using a snapshot date in April 2024.



# AZZURRIGROUP

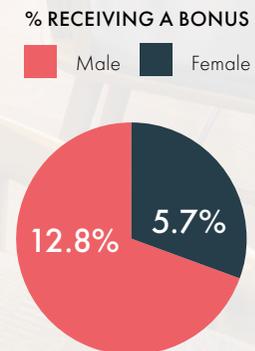
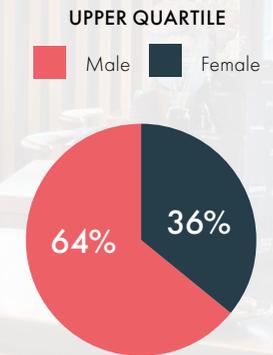
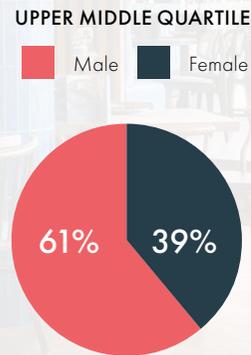
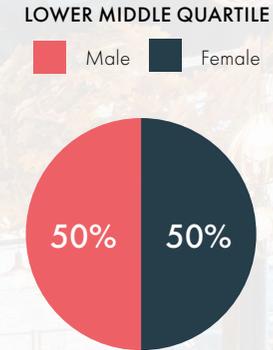
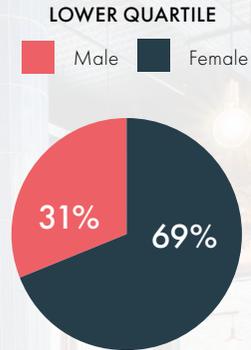
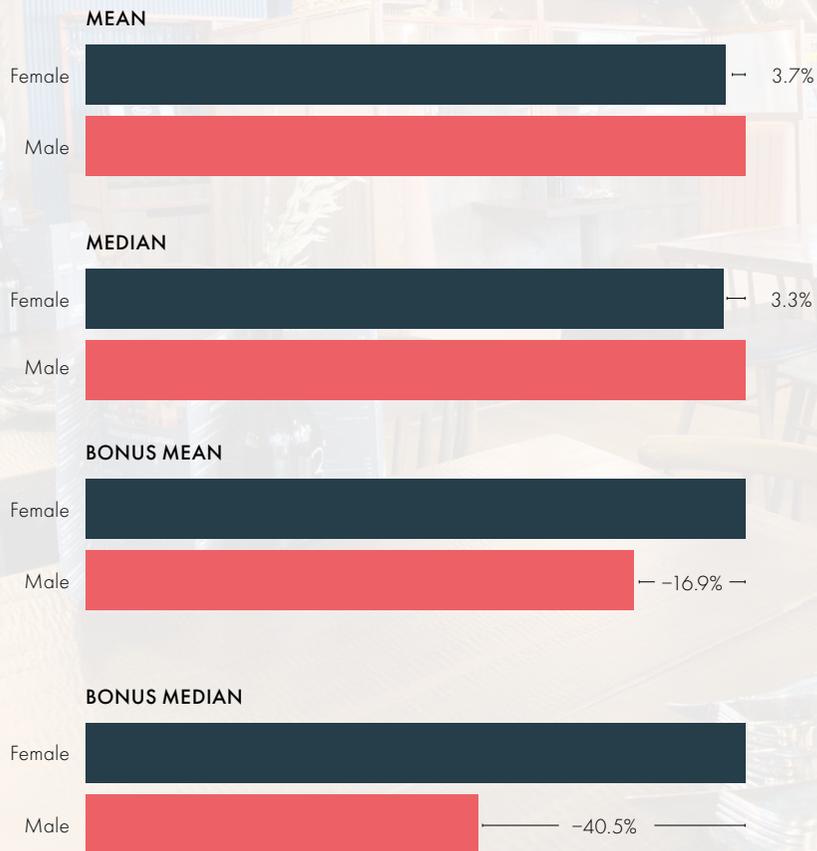
Here is the detail on our reported gender pay gap for the Azzurri Group, which includes the data from ASK Italian, Zizzi and Coco di Mama.



# Zizzi

We have 135 Zizzi restaurants across the UK with 3,500 employees.

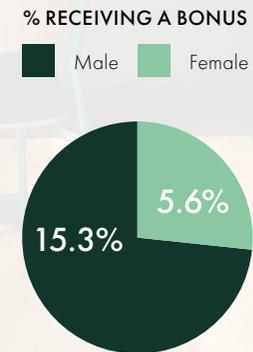
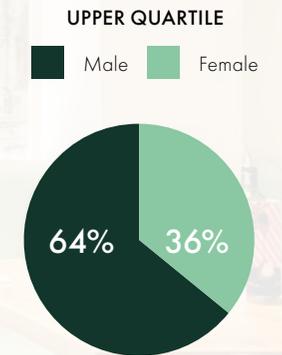
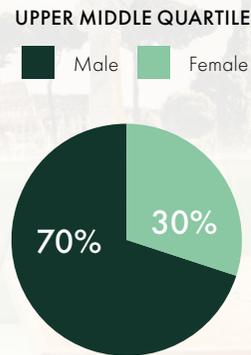
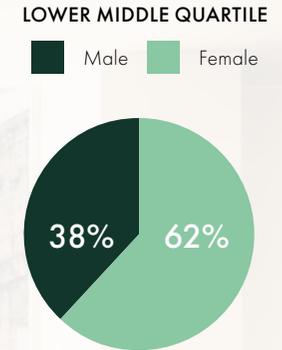
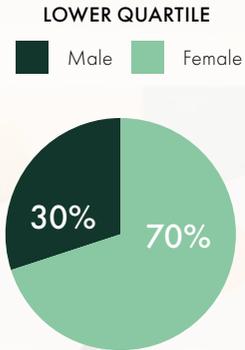
Both our median pay gap at 3.3% and mean gap of 3.7% has narrowed year on year. We've seen a 3% increase of females in the upper quartile year on year, showing a growing number of senior female employees.



# ASK ITALIAN

We have 66 ASK Italian restaurants across the UK with 1,600 employees.

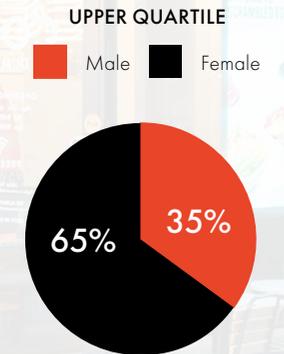
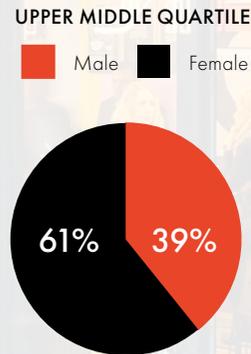
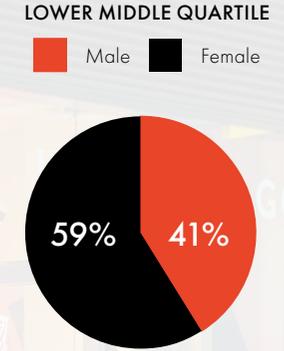
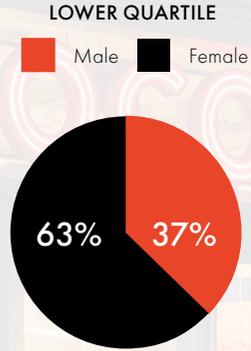
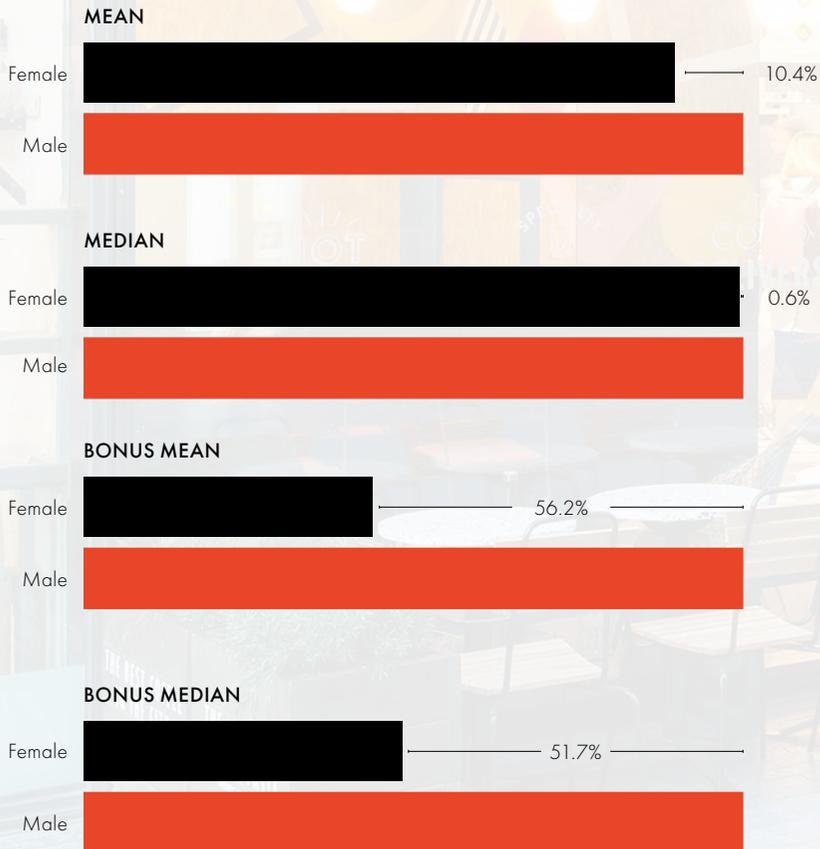
Both our median and mean pay gaps have narrowed this year. We have also seen an increase in the number of females in the upper middle and upper quartile, showing female progression to higher paid more senior roles.



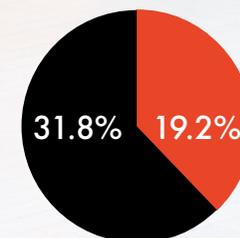


We have 14 shops and 133 delivery kitchens with 155 employees. Coco doesn't hit the 250 + employee requirement for government reporting but full transparency is important to us.

This year we had a minimal median pay gap and our mean increased by 2.9%. Coco is a largely female business, which saw an increase of nearly 10% in the upper quartile on last year.



**% RECEIVING A BONUS**



## What do we know?

- The composition of our workforce directly impacts our gender pay gap. While we have an even male-to-female split across all team roles, there is a higher proportion of females working as waiters (65%) and males working as chefs (76%). Our front-of-house roles are subject to age-related pay, and with 43% of our female team members under 23, this contributes to our gender pay gap. It is also worth noting that 97% of our total workforce are in restaurant roles.
- The Group Mean pay gap stands at 3.09%, a reduction of 1.97% compared to last year. Our gender pay gap continues to be influenced by a higher percentage of females in front-of-house roles and a higher percentage of males in chef roles. However, we have seen an increase in females holding senior and therefore higher-paid positions compared to last year.
- The Group Median pay gap is 3.40%, reflecting a 1% decrease from last year. As was the case previously, more females are in front-of-house roles, while more males work in back-of-house positions.
- Despite an overall balanced workforce, twice as many males received a bonus compared to females. This is largely due to the Head Chef role, which remains predominantly male, and the fact that restaurant team members are not included in the bonus schemes.
- Female representation in restaurant management roles has remained stable at 53%. However, we have seen a decline in the number of female Head Chefs, highlighting the need to do more to encourage and support women in our kitchens.
- In our central teams, females outnumber males in all roles. After reviewing pay gap differentials within our central team, we are confident that these are not gender-related. Additionally, there has been a 4.25% increase in female representation in the upper quartile, indicating a rise in women holding senior positions.
- We are pleased that our gender pay gap remains low compared to the national average, and we remain committed to identifying further opportunities to reduce it even more.



## What are we focused on?

- We are continuing our work on understanding the barriers to entry, retention and progression, through listening groups and feedback sessions with female chefs and Assistant Managers 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 our working practices and looking at how we can enhance greater flexibility to enable career progression.
- 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.

*This statement confirms that the published information is accurate.*

*Steve Holmes*

Steve Holmes  
Chief Executive  
March 2025

