

AZZURRIGROUP



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GENDER PAY GAP REPORT 2025

Azzurri Group | Who we are

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

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.

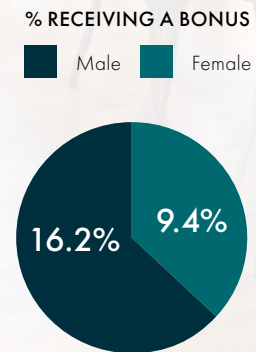
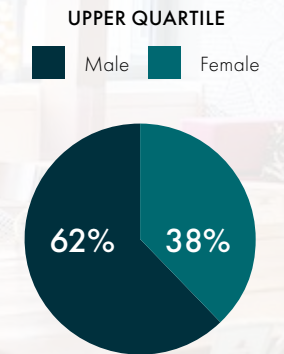
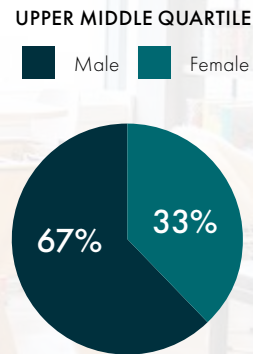
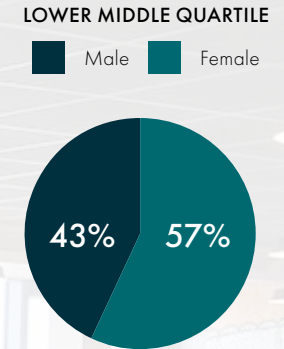
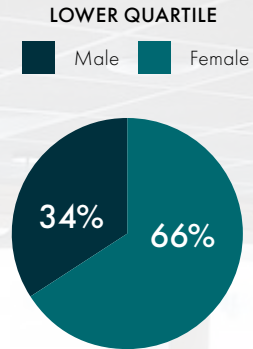
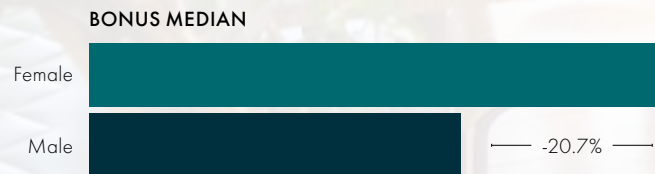
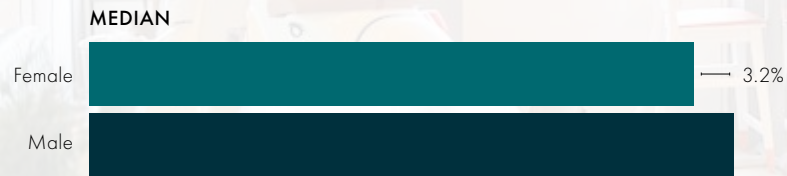
Reporting on our gender pay gap on an annual basis makes us challenge ourselves and agree actions that will drive meaningful change. We are proud of the work we have already done and encouraged by the year-on-year mean and median pay gap decrease. We know what we are doing is working but there will always be opportunities to do better. We are committed to driving more change and ensuring we do everything we can to empower all 6,000 of our team to reach their potential.

This report outlines our Gender Pay Gap for 2025, using a snapshot date in April 2025.



AZZURRIGROUP

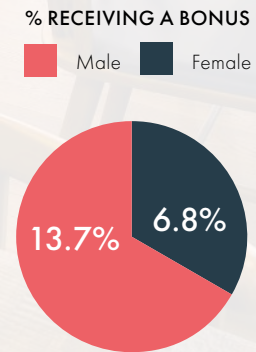
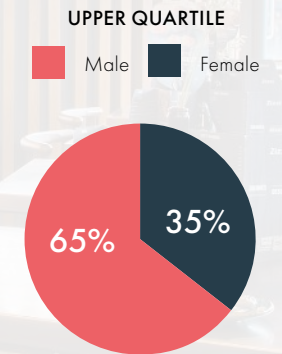
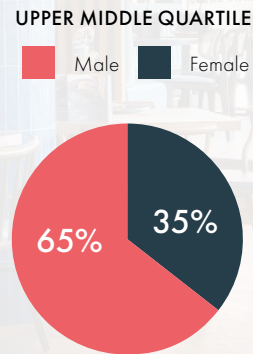
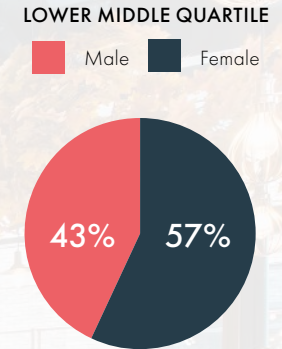
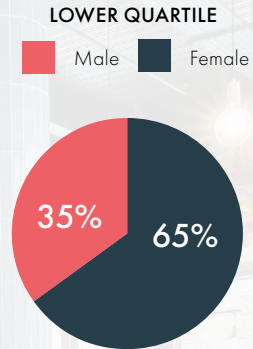
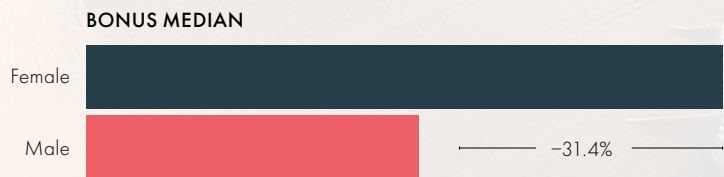
Here is the detail on our reported gender pay gap for the Azzurri Group, which includes the data from ASK Italian, Zizzi and Coco di Mama.





We have 132 Zizzi restaurants across the UK with 3,200 employees.

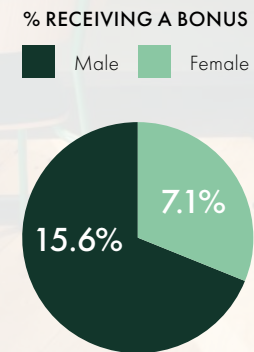
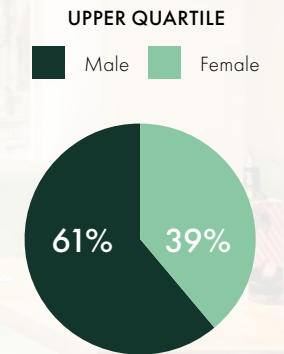
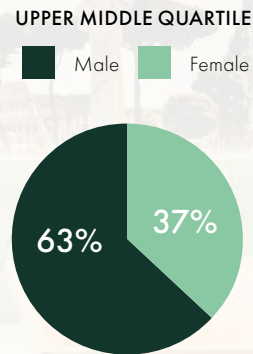
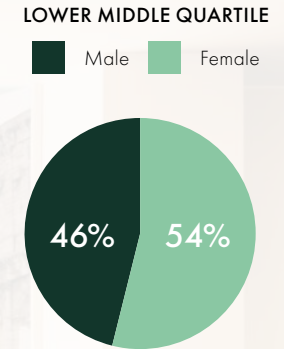
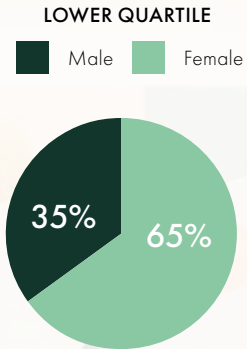
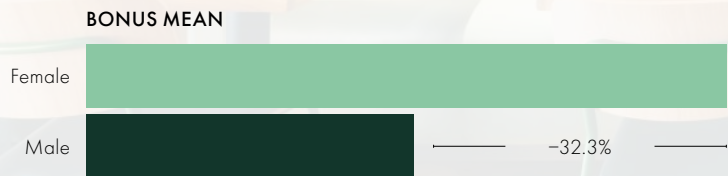
Both our median pay gap at 3.2% and mean gap of 1.6% have continued to narrow year on year. We've seen a 4% decrease in females in the lower quartile and a 6% increase in the lower middle quarter.



ASK ITALIAN

We have 61 ASK Italian restaurants across the UK with 1,400 employees.

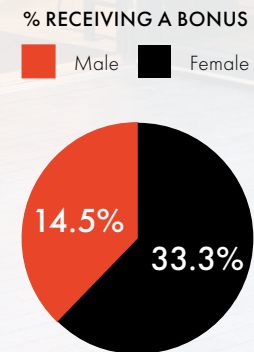
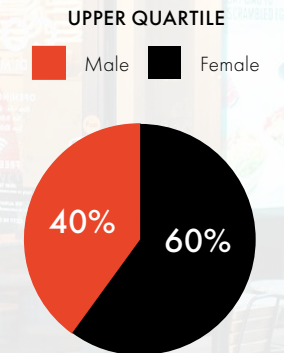
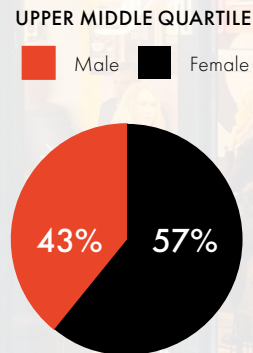
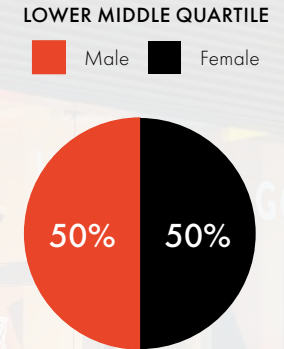
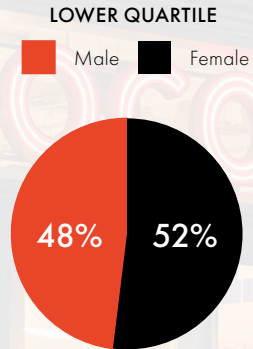
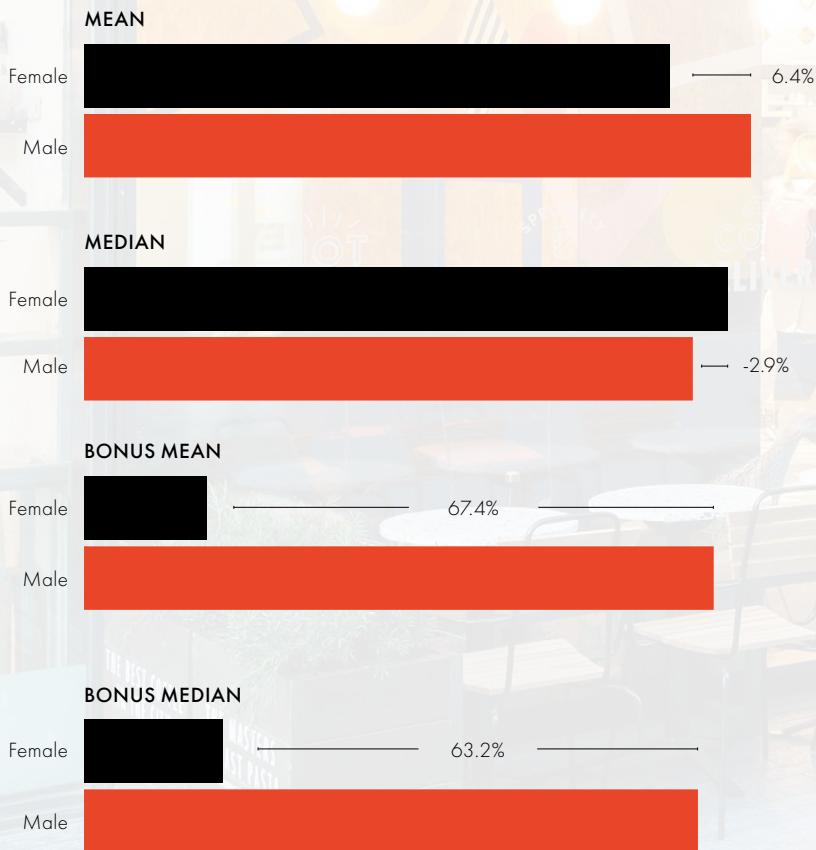
Both our median and mean pay gaps have decreased this year. We have also seen a significant decrease in the number of females in the lower quartile (-5%) and lower middle quartile (-7%).





We have 14 shops and 140 delivery kitchens with 130 employees. Coco doesn't hit the 250 + employee requirement for government reporting but full transparency is important to us.

This year our mean pay gap reduced by 3.9%. We have also seen a decline in the number of females in the lower quartile (-11.5%), but only a slight reduction (-1%) in the upper quartile.



What do we know?

- Our gender pay gap is driven by the composition of our workforce. While we have an almost even male-to-female split across all roles, there is a higher proportion of females working as waiters (65%) and males working as chefs (79%). This distinction becomes even more meaningful when you take into consideration that 96% of our total workforce are in restaurant roles.
- The Group Mean pay gap stands at 1.52% - this figure has halved compared with last year. While encouraged by this, our gender pay gap continues to be influenced by the higher percentage of females in front-of-house roles and a higher percentage of males in chef roles.
- The Group Median pay gap is 3.24%, a decrease of 0.2% compared with last year. This year on year decrease demonstrates a stable decline in line with the previous year.
- Even though our overall workforce remains almost gender-balanced, a higher number of males continue to receive 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. However, a female receiving a bonus is more likely to be in a more senior role than a male, which explains the bonus median gap (-20.7%) for the group.
- Female representation in restaurant management roles has remained stable at 52%. We have seen a slight increase in the number of female Head Chefs, but recognise there is still more to do to encourage and support women in our kitchens. However, the number of females holding senior and therefore higher paid roles has remained stable.
- 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?

- Our continued focus is to uncover and remove any barriers to entry, retention and progression. We are committed to equipping our team members with the skills and confidence they need to grow – ensuring that every career opportunity is accessible.
- We have continued our work on understanding these barriers through listening groups and feedback sessions. These sessions have helped us identify what more we can do to remove any barriers and ensure a clear leadership pathway is visible.
- We understand the positive impact flexible working can have on our female representation across our businesses, so we have a continued focus on promoting flexible working contracts.
- Our inclusive recruitment strategy continues to evolve, enabling us to inspire and attract female talent, particularly to our kitchens.
- We continue to invest in our high potential future leaders in our restaurants and central team through our leadership training and apprenticeship programmes.

This statement confirms that the published information is accurate.

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Steve Holmes
Chief Executive
March 2026

