

AZZURRI RESTAURANTS LTD

**GENDER PAY
REPORT 2018**

April 2019

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The Gender Pay Gap legislation under the Equality Act 2010, requires all employers with 250 or more employees to publish their gender pay gap.

The gender pay gap is calculated as the difference in average pay between men and women, regardless of the nature of their job, across an entire business. It is different from an equal pay comparison, which would involve a direct comparison between men and women doing the same work within an organisation.

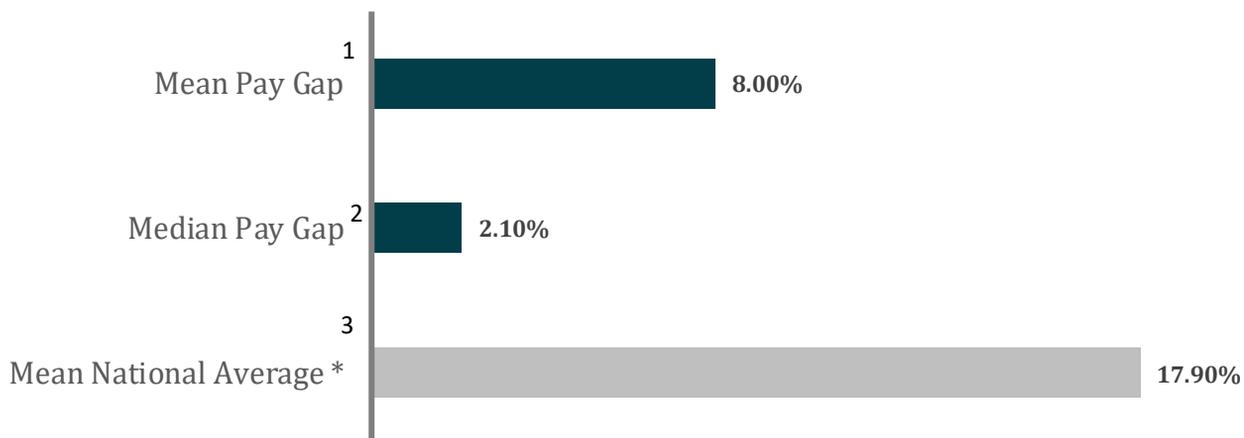
Azzurri Restaurants employs over 6,000 people, serving over 15 million meals a year in our growing estate of over 270 restaurants. Our purpose is to serve the best quality food and create unparalleled dining experiences for our customers. Our staff are at the heart of us being able to do this and we greatly value their relentless hard work that goes into achieving our goal.

We are committed to providing an engaging, honest and inspiring working environment for our employees. At Azzurri we have distinct pay structures, which are appropriate and marked to the market for each individual role.

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Our Findings

Gender Pay Gap



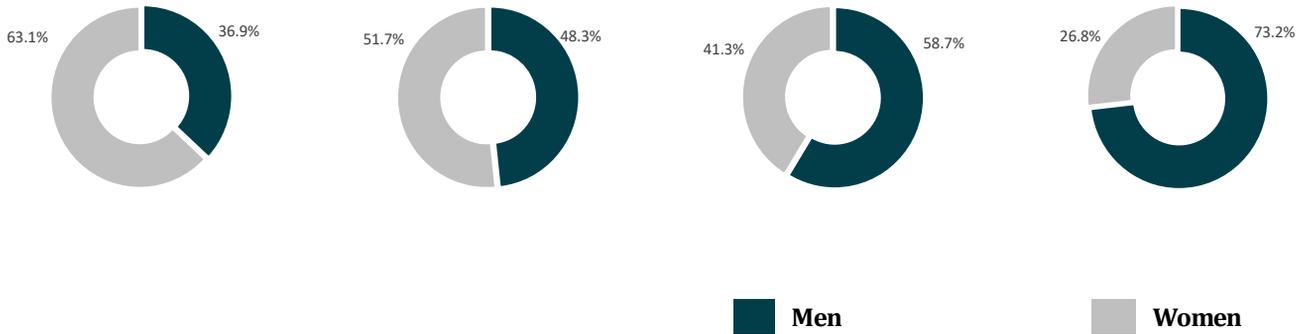
- 1) 'mean pay gap' means the difference between the averages of men's and women's pay
- 2) 'median pay gap' means the difference between the midpoints in the ranges of men's and women's pay
- 3) Office for National Statistics, 2018

The graph above shows our overall mean & median gender pay gap based on hourly rates of pay as at the snapshot date, 5th April 2018.

As at 5th April 2018, the company had a **mean pay gap of 8.0%** and a **median pay gap of 2.1%**. This is below the national average of 17.9% (2018 Median gender pay gap data, Office for National Statistics).

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Pay Quartiles by Gender



The above graph illustrates the gender distribution at Azzurri Restaurants across 4 equally sized quartiles, each containing just under 1,500 employees.

Though we are confident we pay men and women doing the same roles within Azzurri equally, the gender pay gap of 8.0% reflects the imbalance of males and female fulfilling particular roles throughout the business.

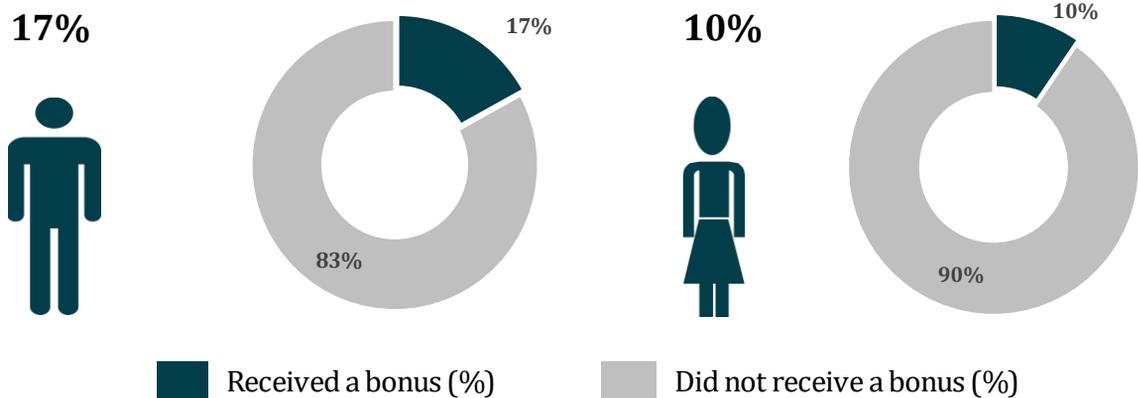
For example, there are more females working in front of house roles which are paid at a lower rate than in chef roles which get paid a premium due to the scarcity of skills & because these roles do not traditionally attract tips or commission (which are excluded from gender pay calculations) so the base pay rates need to be higher. At Azzurri 77% of our chefs are male and 65% of our waiting staff are female. This imbalance of roles is typical for our industry, however we are working hard to create more evenness between the ratio of men to women in roles wherever possible & we have seen an increase in the number of women working as chefs in the last 12 months.

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Gender Bonus Gap

All bonus information is based on a 12 month reference up until 5th April 2018. The mean bonus gap is calculated from the averages of all males and females whose role and remuneration includes the potential to earn a bonus. .

Proportion of all Employees awarded a bonus



There is a 7% difference between the number of males and females being paid a bonus for their performance in 2018. This again is due to the imbalance between the number of males and females filling particular roles within the business, specifically our Head Chefs.

We have bonus schemes in place for our General Managers, Assistant Managers, Head Chefs and Head Office employees but not for our waiters. 93% of our Head Chefs are male and this therefore impacts the figures.

Bonus Pay Gap



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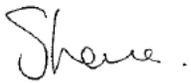
We are committed to ensuring that there is no unconscious bias that restricts the opportunity for career progression within Azzurri.

We are 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 actively reviewing our recruitment policies to attract females to work back of house.

We have in place Flexible Working policies but are reviewing these to identify any further actions we can take to encourage career development and progression amongst our female employees.

This statement confirms that the published information is accurate.



Stephen Holmes
Chief Executive
April 2019