



# gender pay gap

*report 2022*





## What is the Gender Pay Gap?

The gender pay gap is the difference in average pay between men and women explained through several statistics.

## Is the Gender Pay Gap the same as Equal Pay?

The gender pay gap differs from Equal Pay in that it is an indication of gender development and career progression within an organisation. In contrast, Equal Pay is about a man and a woman receiving equal pay for doing the same or a similar role. As well as being committed to equal pay, itsu is committed to providing a fair and transparent working environment where all our people are rewarded and provided with opportunities to develop based on their performance.

## Gender Pay and Bonus Gap

The **mean** gender pay and bonus gaps are the difference in average hourly pay as of 5<sup>th</sup> April 2022 and bonuses paid in the year up to 5<sup>th</sup> April 2022 for women\* in comparison to men\* across the whole business. That is adding up all the numbers and dividing the result by how many numbers were on the list.

The **median** gender pay and bonus gaps are the mid-point. If you lined up all the men\* and all the women\* in itsu, the median pay and bonus gaps are the difference in average hourly pay as of 5<sup>th</sup> April 2022 and bonuses paid in the year up to 5<sup>th</sup> April 2022 for the “middle-woman” in comparison to the “middle-man”.

*\* Including those that identify as such on information provided at time of hire.*



Difference between men and women

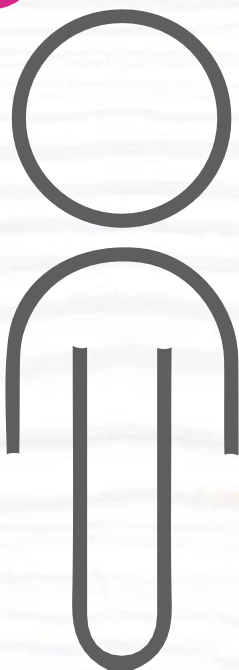
### Pay

2022	mean: 9.4%	median: 0.0%
2021	mean: 6.1%	median: -4.2%

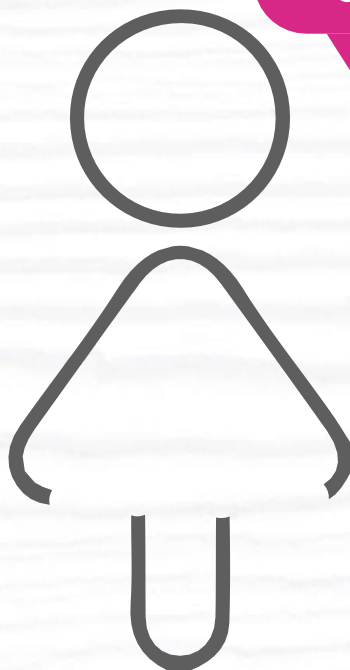
### Bonus

2022	mean: 31.5%	median: 20.0%
2021	mean: 67.8%	median: -18.1%

In 2022 84.5% of  
our men received  
a bonus Vs  
40.6% in 2021



In 2022 87.9% of  
our women  
received a bonus  
Vs  
36.3% in 2021



## proportion of our people awarded a bonus

The re-introduction of our bonus schemes in 2021 [our weekly mystery shopper bonus and management quarterly bonus] resulted in a substantial increase of employees receiving bonuses. Also in 2021 we paid our academy [head office] teams bonuses earned and not paid for 2019 as well as a discretionary bonus for their 2021 achievements.

Our mean gap was substantially reduced versus 2021 as we welcomed more women to our shop population. However our median gap increased mainly driven by the two bonuses paid in our academy teams within the relevant period.







# Pay Quartiles

Quartiles show the pay rates for all our employees, from the lowest to the highest, split in to four equal sized groups of **275 employees**. Each quartile shows the percentage of men and women in each group.

Each percentile is purely arithmetical and is based on lining up all our employees and splitting them into four 'chunks'.

The full pay relevant employees represent **90.2%** of our total itsu population.

Quartile	2022		2021	
				
Lower	45%	55%	45%	55%
Lower Middle	40%	60%	53%	47%
Upper Middle	43%	57%	37%	63%
Upper	47%	53%	39%	61%

## itsu relevant full pay employees split



## our results & commitments



Since our last report in 2021, we have fully reopened our operations following the countrywide restrictions, so the employees included in the gender pay gap calculation increased from 43.6% to 90.2% of our total headcount. Our shop population continues to be most of our total employees, totalling for 91.5% of the data, therefore our bonus and pay gaps are influenced by this.

In 2022 we invested heavily in wellbeing and family friendly initiatives. This coupled with the £2.1mil investment to our entry level hourly rates, we believed contributed to the increase we saw in our female population especially in our shop teams. We are proud of creating an environment where women can start their careers in hospitality and progress within the family tree. We acknowledge that such increase skewed the data and resulted in a slight increase of our pay gap data compared to 2021.

In 2022 we also invested by enhancing and aligning our hourly bonus across all our shop teams, offering a 35% increase of earning potential. For our academy [Head Office] teams we offered two bonus payments within the relevant period, contributing heavily to the increase we see in our bonus gap.

Our focus for 2023 is to continue to invest in our teams, navigating through an uncertain economy and continue with our aspirational growth plans. We remain committed to paying and awarding our teams based on their outstanding contribution to itsu's success where their gender, age, preference or any other characteristic are not relevant to their remuneration.

I confirm the data reported is true and accurate.

**Harry Housen**  
Chief People Officer