



gender pay gap

2023

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** and **behaviours**.





the results

gender pay and bonus gap



The **mean** gender pay, and bonus gaps are the difference in average hourly pay as of 5th April 2023 and bonuses paid in the year up to 5th April 2023 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 5th April 2023 and bonuses paid in the year up to 5th April 2023 for the “middle-woman” in comparison to the “middle-man”.



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

pay & bonus

pay

2022 mean: 9.4%
median: 0.0%

2023 mean: 5.7%
median: 0.0%

bonus

2022 mean: 31.5%
median: 20%

2023 mean: 11.2%
median: 8.1%



collect

In 2023 **90.5%** of men
and **93%** of women
received a bonus

We are proud that more of our teams received a bonus in 2023 V 2022, an example of a strong year where we rewarded our teams for their achievements.

The bonus gap between male and female employees is heavily driven by our hourly paid teams who receive a weekly bonus based on their worked hours.

In 2023 we increased our team's hourly bonus fourfold offering the same bonus structure across all roles, having a bonus gap of 1.95%. This gap only exists as our female employees worked on average 8.2% less hours than their male colleagues.

pay quartiles

[what are they]

Quartiles show the pay rates for all our employees, from the lowest to the highest, split in to four equal sized groups of **293 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 **90.7%** of our total itsu population, with **49%** being **men** and **51%** being **women**.



pay quartiles

[2023/2022]

Quartile	2023		2022	
				
Lower	50%	50%	45%	55%
Lower Middle	44%	56%	40%	60%
Upper Middle	49%	51%	43%	57%
Upper	51%	49%	47%	53%



our results & commitments



2023 was a good year for itsu. Our consistent efforts over the past three years have been reflected into our gender pay results.

Our shop population continues to represent 91.5% of the data so our bonus and pay gaps will always be heavily influenced by this; however, we strongly believe that our compensation methodology best serves our teams.

In 2022 our bonus gap was greater due to splitting the academy [head office] bonus payments in two reporting years, skewing the data considerably. We are proud that in 2023, a year with no payment anomalies, the gap has closed further, reflecting that bonuses are paid based on company performance and merit, nothing else.

itsu continues to be a place where women can find a purposeful career, reflected by our overall team gender split. However, it is also a place where everyone, regardless of how they identify as, can develop and be rewarded fairly. Our investment in a competitive and transparent pay structure system has contributed to a 4% reduction of our gender pay gap.

We know that we have a long way ahead of us and we have some exciting plans in 2024 that will further enhance our commitment to fairer and more transparent pay for the industry.

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

