



**FLAT IRON**  
**GENDER PAY GAP REPORT**

**2023**

# WHAT WE REPORT

The gender pay gap sheds light on the average salary difference between women and men at Flat Iron on the snapshot date (05/04/2023). This is not to be confused with the term equal pay, which means paying team members fairly for the same job or work of equal value.

Companies with over 250 employees are required to disclose their gender pay gap, presenting mean and median figures. Additionally, at Flat Iron we share insights into the mean and median bonus gaps and the percentage of men and women receiving bonuses.

Lastly, we offer a glimpse into the distribution of males and females across our pay quartiles, including the highest-paid quartile of employees and subsequent quartiles.

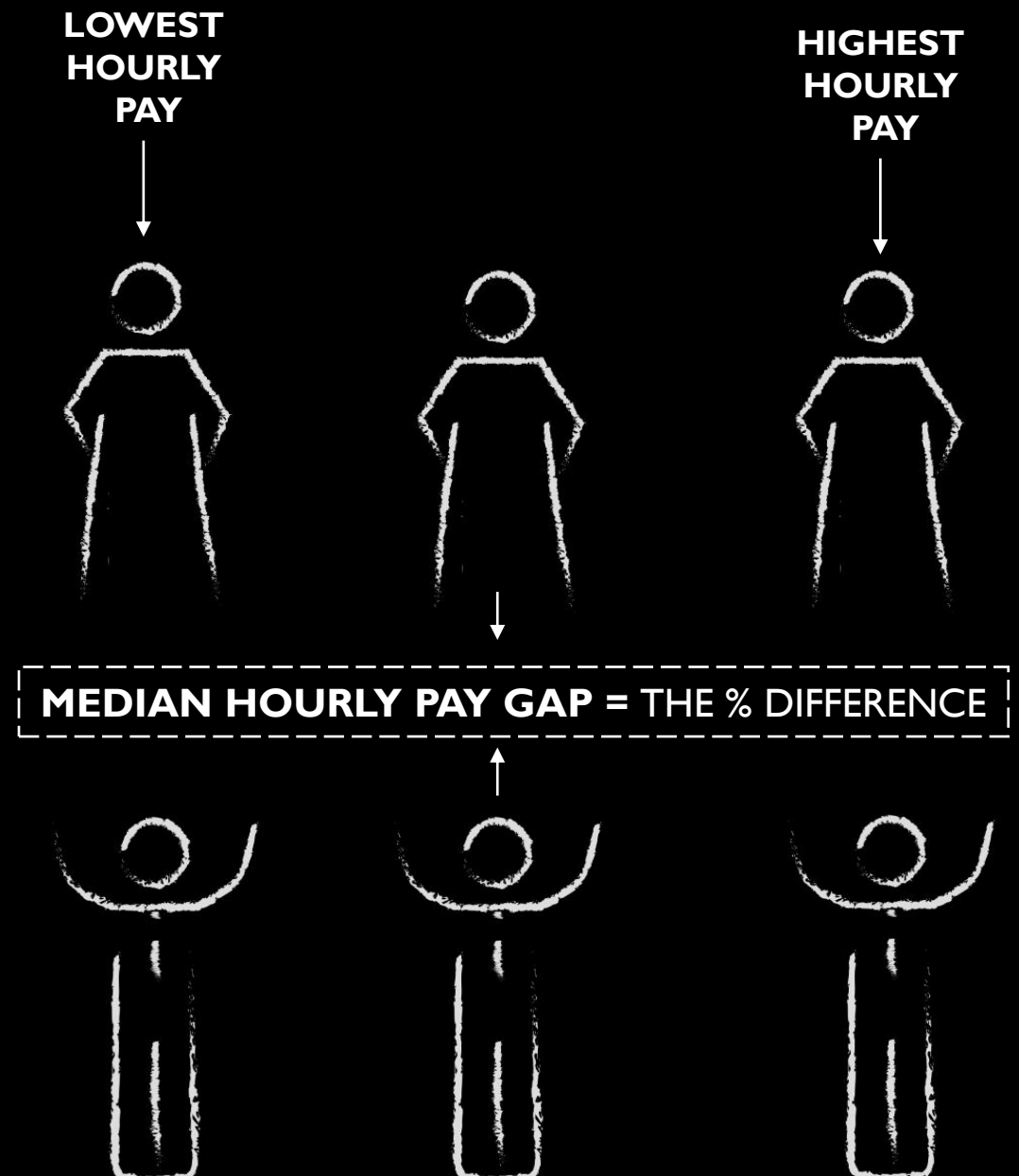
At Flat Iron, when it comes to reporting our gender pay gap, we don't just look at averages; we dig into the detail that guides our people's plans for the years ahead.

We believe in a workplace where everyone, regardless of gender, feels equally valued.

# CALCULATING THE MEDIAN PAY GAP

If we were to create 2 lines (male and female) and arrange them in order of hourly pay, with the highest paid at one end and the lowest at the other end, the median person would be in the middle of each line.

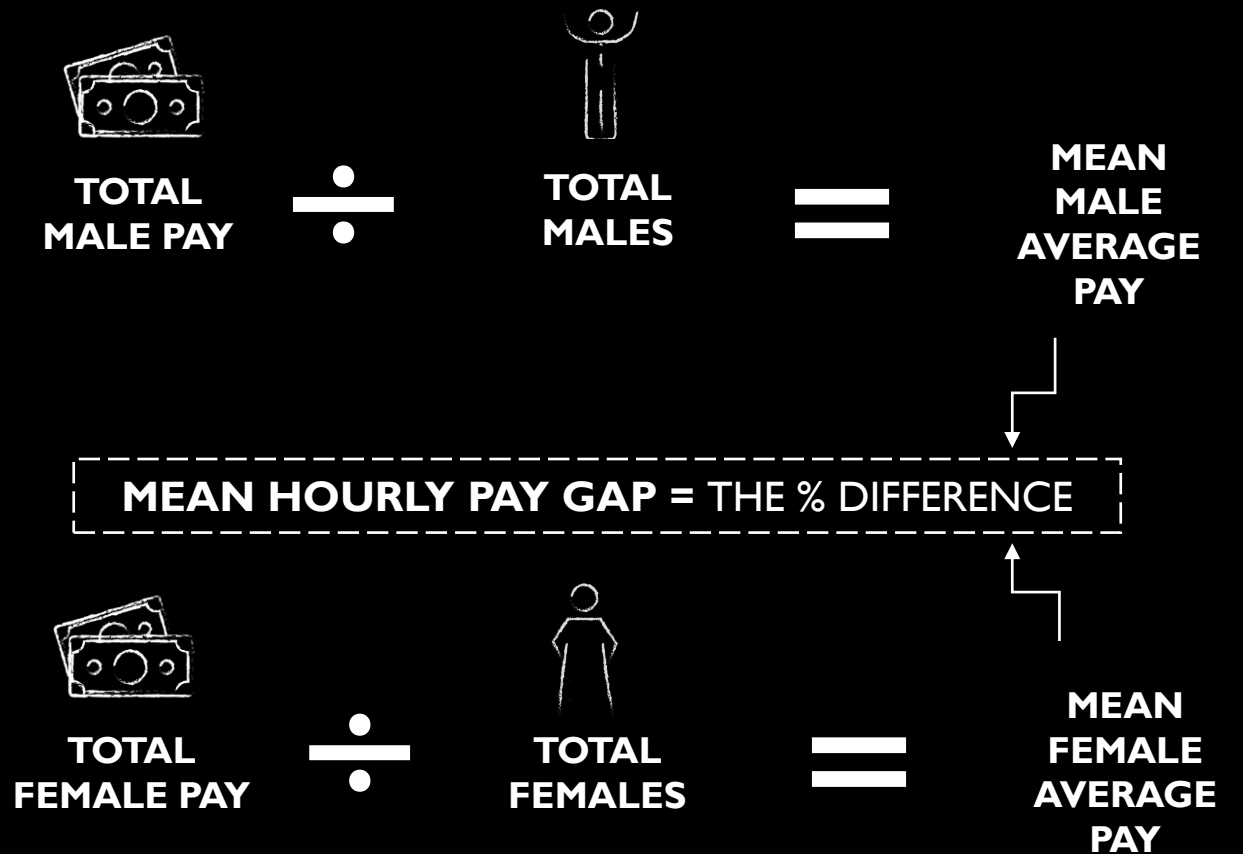
The median pay gap is the percentage difference in pay between the middle-ranking female and the middle-ranking male. The median gender pay gap at Flat Iron simply compares the pay of this middle woman with that of the middle man.



# CALCULATING THE MEAN PAY GAP

The mean gender pay gap is the percentage difference in pay between our total wage spend per female and our total wage spend per male.

This calculation provides insight into the average difference in earnings between men and women.



# OUR PAY GAP

On the snapshot date, Flat Iron employed a total of 549 team members of which 60% were male and 40% were female.

GENDER PAY GAP	2022	2023	+/-
Median	-0.1%	0.0%	+0.1
Mean	6.2%	0.5%	-5.7

This means our median paid male is paid the same as our median paid female and on average our male employees are paid 0.5% more than our female employees.





# OUR BONUS PAY GAP

On the snapshot date, 19% of male employees and 13.7% of female employees received a bonus.

BONUS GENDER PAY GAP	2022	2023	+/-
Median	26.3%	17.4%	-8.9
Mean	41.7%	57.9%	+16.9%

This means our median male bonus was 17.4% more than our median female and on average our male employee's bonus was 57% more than our female employees.



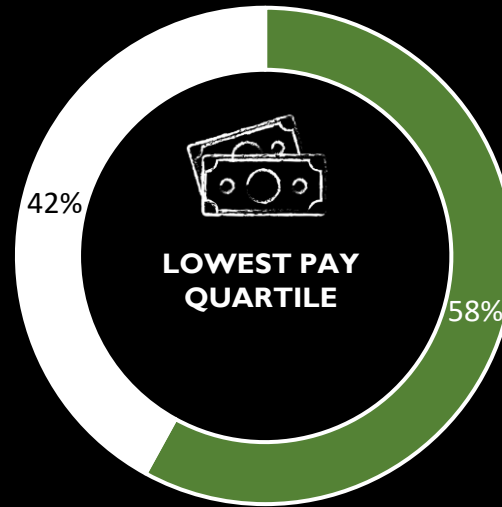
# OUR PAY QUARTILES

These charts show the split between men and women in each of our pay quartiles.

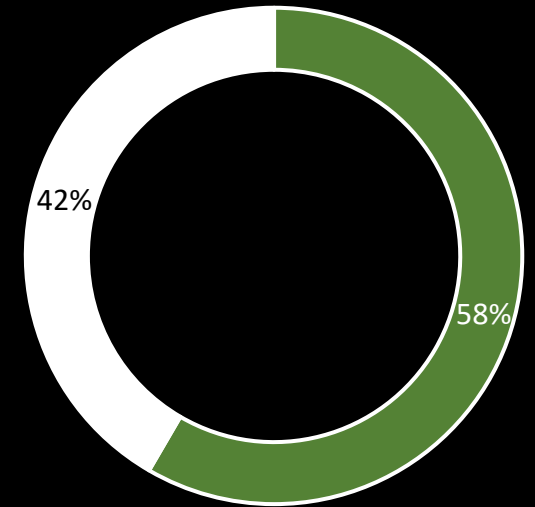
We have made progress in the direction of our pay quartiles versus last year. We know that there's still work to be done and are focused on narrowing the gap specifically in our restaurant teams, which is an industry-wide challenge.



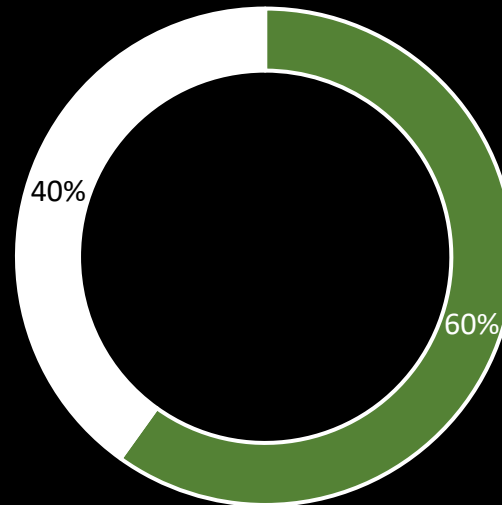
## QUARTILE 1



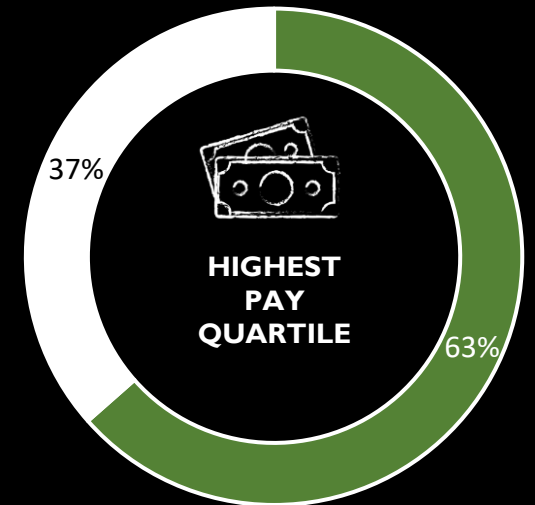
## QUARTILE 2




## QUARTILE 3



## QUARTILE 4



# OUR PLAN

FOCUS AREA	IN 2022 WE AIMED TO...	IN 2023 WE...	IN 2024 WE AIM TO...
<b>RECRUITMENT</b>	Employ more females at Senior Level.	Welcomed 2 more females to our Senior Leadership Team (SLT), specifically in the People and Brand teams, increasing the female representation in the SLT to +22%.	<ul style="list-style-type: none"> <li>• Develop our Managers on inclusive and unbiased recruitment.</li> <li>• Build our succession plans and identify areas where representation is an opportunity to build upon.</li> </ul>
<b>LEARNING</b>	Committed to developing career pathways, leadership development, and delivering clear succession plans.	We identified that 50% of our Restaurant Management team has grown from within. To strengthen this, we launched our career and leadership development pathway to support people to grow in their roles and on to the next.	<ul style="list-style-type: none"> <li>• Increase the percentage of people who are promoted internally.</li> <li>• Ensure all team members in restaurants are promoted and developed through our career pathway.</li> </ul>
<b>LISTENING</b>	We committed to run engagement surveys, in order to listen and identify what matters most.	We measured improvement in 2 key areas that reoccurred in our engagement survey - benefits and careers, as well as committed to a cycle of listening outside of our engagement survey.	<ul style="list-style-type: none"> <li>• Turn our engagement survey results into action via a measurable plan and deliver actions within timescales.</li> <li>• Remain transparent and accountable to Flat Iron Forum.</li> </ul>
<b>SUSTAINABILITY</b>	Committed to a sustainability strategy where Equity, Diversity, and Inclusion are front and centre.	We achieved the 3-star Food Made Good award from the Sustainable Restaurant Association.	 <ul style="list-style-type: none"> <li>• Recruit a Sustainability Partner to further support our sustainability vision.</li> <li>• Use the data from our 2024 engagement survey to identify Equity, Diversity, and Inclusion opportunities.</li> <li>• Identify a charity partner who can support us in supporting minority groups in Hospitality.</li> </ul>
<b>RETENTION</b>	Improve staff retention and decrease turnover.	Improved our turnover by 26% year to date.	<ul style="list-style-type: none"> <li>• Maintain our current retention figures.</li> </ul>



# FORWARD...

As we gear up to make great steak even more accessible in the coming year, our people are at the heart of this.

At Flat Iron we believe in listening more and being guided by data, this approach will make us a better place to work.

We are focused on making a meaningful difference in an industry as challenging and dynamic as ours, one step at a time.

We aim to build a workplace where diversity is present, everyone's wellbeing matters, and fairness rules.

**GINA KNIGHT - HEAD OF PEOPLE**

