



**FLAT IRON
GENDER PAY GAP REPORT**

2024

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 (05/04/2024). 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.

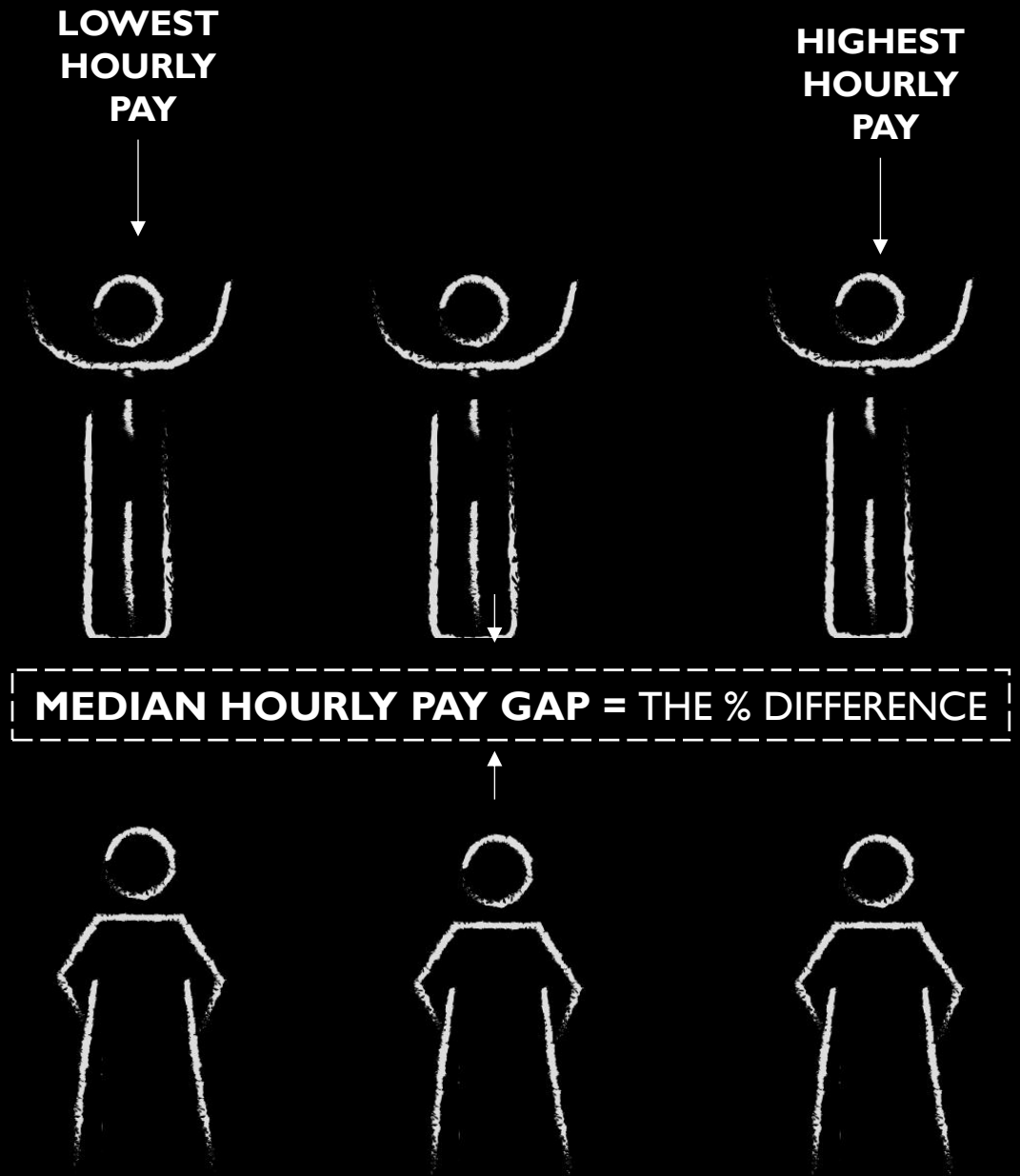
At Flat Iron, when it comes to reporting our gender pay gap, we don't just look at averages; we dig into the detail that guides our people's plans for the years ahead.

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.

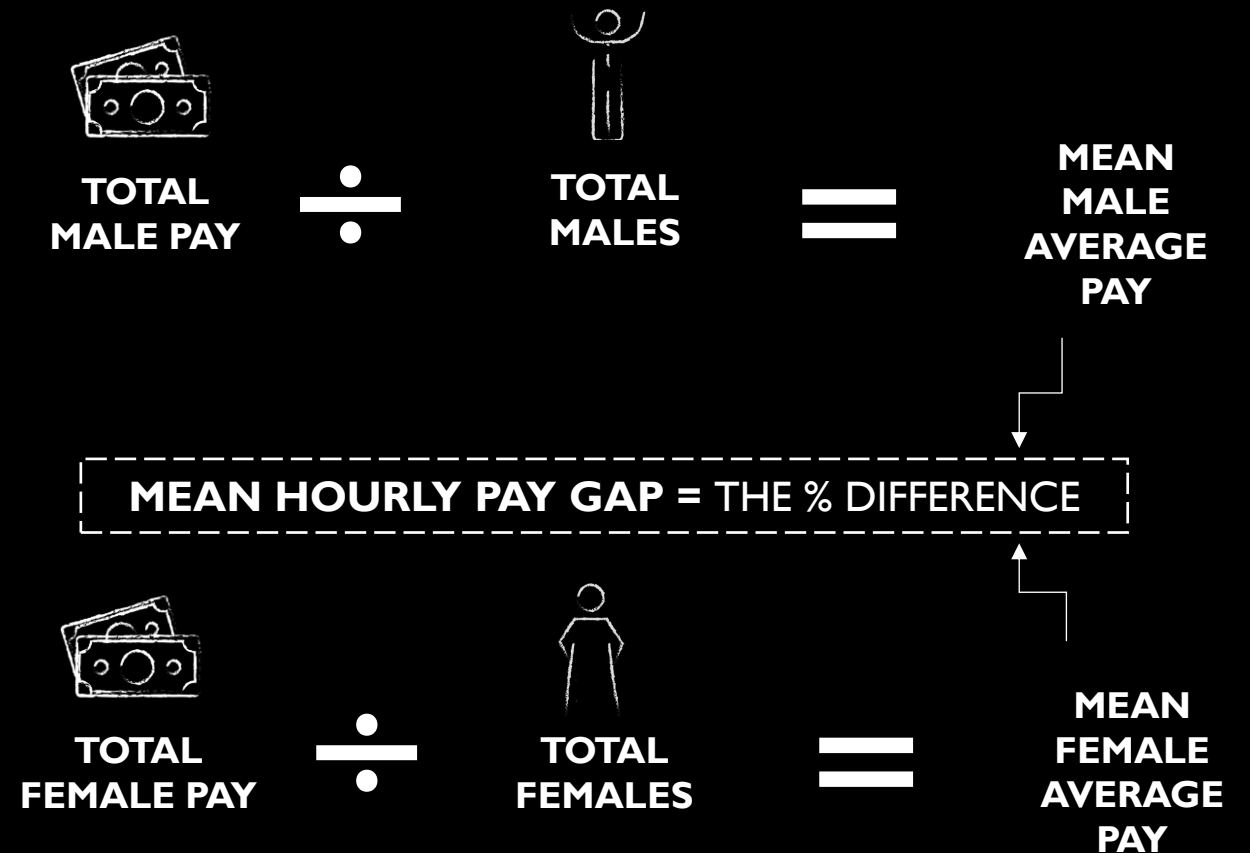
The median pay gap is the percentage difference in pay between the middle-ranking male and the middle-ranking woman. The median gender pay gap at Flat Iron simply compares the pay of this middle man with that of the middle woman.



CALCULATING THE MEAN PAY GAP

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

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



OUR PAY GAP

On the snapshot date, from the sample of 492 team members, 61% were male and 39% were female.

GENDER PAY GAP	2023	2024	+/-
Median	0.0%	-0.3%	-0.3%
Mean	-0.5%	-0.1%	+0.4%

This means our median paid female is paid 0.3% more than our median paid male and on average our female employees are paid 0.1% more than our male employees.



OUR BONUS PAY GAP

On the snapshot date, 13.7% of male employees and 10.6% of female employees received a bonus.

BONUS GENDER PAY GAP	2023	2024	+/-
Median	17.4%	-7.9%	-25.3
Mean	57.9%	14.2%	-45.4%

This means our median female bonus was 7.9% higher than our median male; on average, our male employees' bonus was 14.2% more than our female employees.



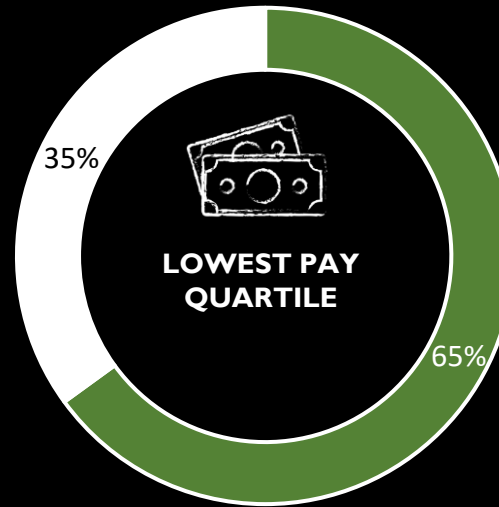
OUR PAY QUARTILES

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

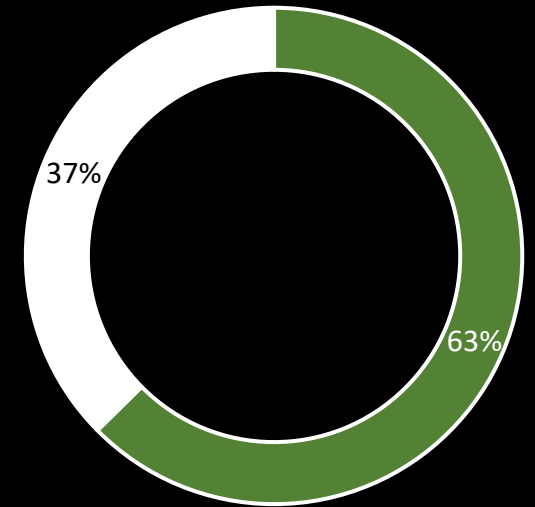
We have made progress in the direction of our pay quartiles versus last year. We know that there's still work to be done and are focused on narrowing the gap specifically in our restaurant teams, which is an industry-wide challenge.

■ WOMEN
■ MEN

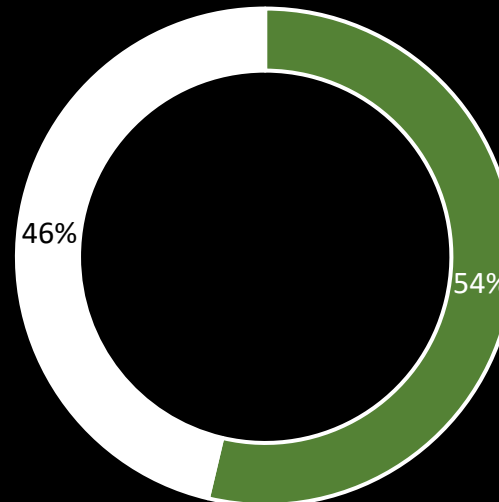
QUARTILE 1



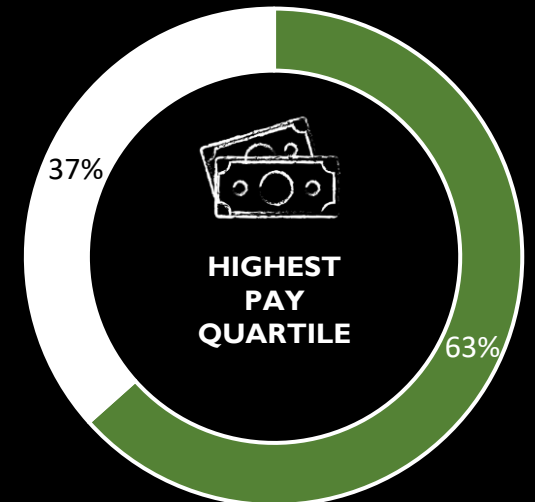
QUARTILE 2



QUARTILE 3



QUARTILE 4



OUR PLAN

FOCUS AREA	IN 2024 WE AIMED TO...	IN 2024 WE...	IN 2025 WE AIM TO...
RECRUITMENT	<ul style="list-style-type: none"> Develop our Managers on inclusive and unbiased recruitment. Build our succession plans and identify areas where representation is an opportunity to build upon. 	<ul style="list-style-type: none"> Relaunched our recruitment process for our Management hires. Developed and promoted 42 Females through our leadership programmes. Increased minority representation in our Support Team by 11%. 	<ul style="list-style-type: none"> Continue to develop our Managers on inclusive and unbiased recruitment. Strengthen our succession plans and identify areas where representation is an opportunity to build upon.
LEARNING	<ul style="list-style-type: none"> Increase the percentage of people who are promoted internally. Ensure all team members in restaurants are promoted and developed through our career pathway. 	<ul style="list-style-type: none"> Launched our internal leadership programmes and developed over 130 people. 100% of managers who promoted the programme received this development. 	<ul style="list-style-type: none"> Raise awareness of equal opportunities and safe spaces through training. Launch personal development tools to complement our leadership and development programmes.
LISTENING	<ul style="list-style-type: none"> Turn our engagement survey results into action via a measurable plan and deliver actions within timescales. Remain transparent and accountable to Flat Iron Forum. 	<ul style="list-style-type: none"> Completed 2 engagement surveys with an 85%+ response rate. Completed all actions on our listening action plan. Achieved Sunday Times Best Places to Work and completed our listening action plan. Consulted with the forum on key topics every quarter. 	<ul style="list-style-type: none"> Identify trends using the engagement survey results and build/complete measurable action plans for 2025. Grow the capability and awareness of our forum representatives through training on Safe Spaces & Wellness.
SUSTAINABILITY	<ul style="list-style-type: none"> Recruit a Sustainability Partner to further support our sustainability vision. Use the data from our 2024 engagement survey to identify Equity, Diversity, and Inclusion opportunities. Identify a charity partner who can support us in supporting minority groups in Hospitality. 	<ul style="list-style-type: none"> Welcomed a full-time Sustainability Partner. Maintained the 3-star Food Made Good award from the Sustainable Restaurant Association. Selected Springboard as an employment partner to support disadvantaged groups in work. Supported Be Inclusive Hospitality with mentoring programs and contributed to an industry report. 	<ul style="list-style-type: none"> Maintain the 3-star Food Made Good award from the Sustainable Restaurant Association. Support greater female representation in our General Manager and Head Chef roles.
RETENTION	<ul style="list-style-type: none"> Maintain our current retention figures. 	<ul style="list-style-type: none"> Improved our turnover by 26% year to date. 	<ul style="list-style-type: none"> Maintain our current retention figures.

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

