



FLAT IRON

GENDER PAY GAP REPORT
2025



WHAT WE REPORT

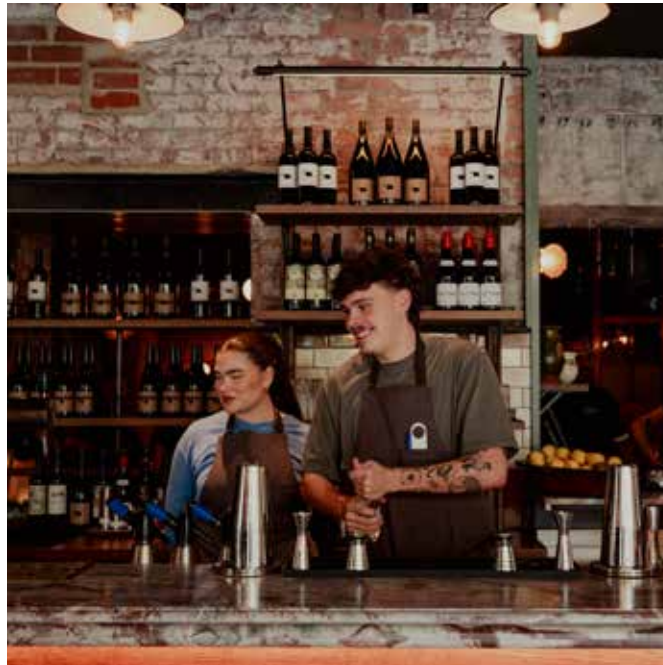
The gender pay gap sheds light on the average salary difference between women and men at Flat Iron on the snapshot date (05/04/2025). This is not to be confused with the term equal pay, which means paying team members fairly for the same job or work of equal value.

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 use it to guide our plans for our people over 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.



LOWEST HOURLY PAY

HIGHEST HOURLY PAY



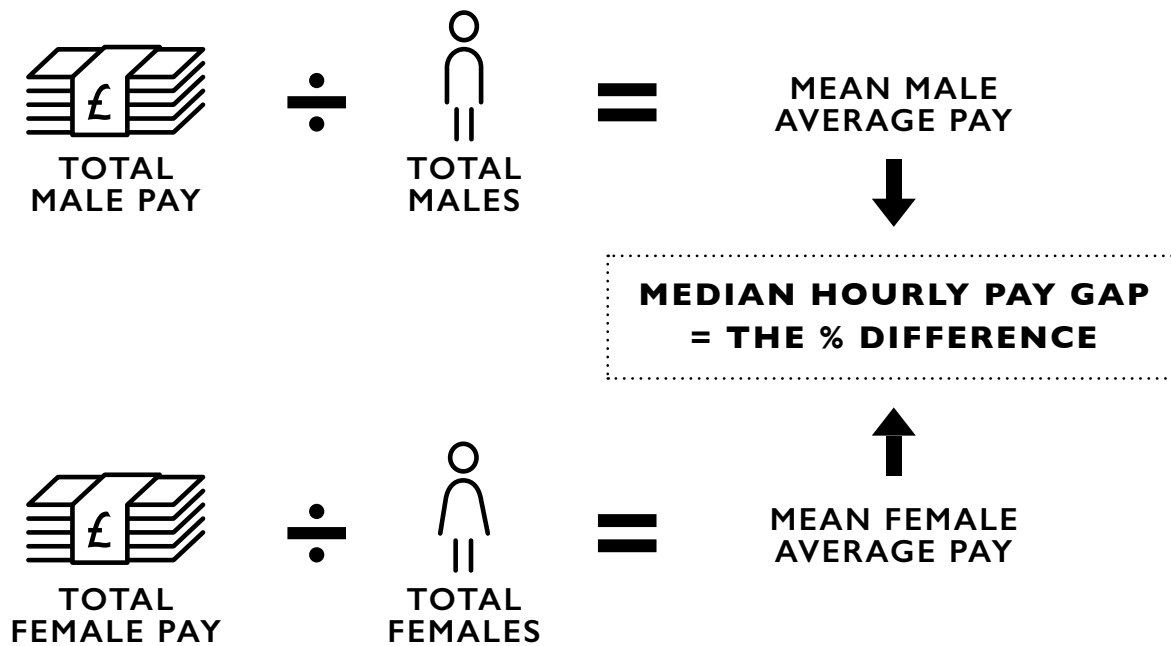
**MEDIAN HOURLY PAY GAP
=
THE % DIFFERENCE**



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 725 team members, 62% were male and 38% were female.

GENDER PAY GAP	2024	2025	+/-
MEDIAN	-0.3%	-0.8%	-0.5%
MEAN	-0.1%	-0.9%	-0.8%

In 2025, both the median and mean gender pay gaps are less than 1%, with women’s average hourly pay slightly higher than men’s pay.



OUR BONUS PAY GAP

On the snapshot date, 14% of male employees and 10.3% of female employees received a bonus. In 2025, women received higher bonuses on average.

BONUS-GENDER PAY GAP	2024	2025	+/-
MEDIAN	-7.9%	-78.0%	-70.1%
MEAN	-14.2%	-19.6%	-33.8%

Our bonus structure includes both incentive and performance bonuses.

Women are more represented in roles eligible for performance bonuses and in the upper pay quartiles. A higher proportion of men incentive bonuses, that tend to be lower in value. All influences the overall bonus pay gap results.

OUR PAY QUARTILES

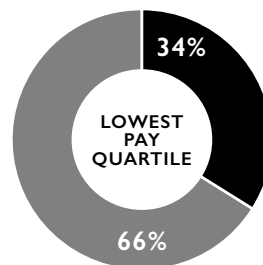


This shows the proportion of women and men in each pay quartile, from the lowest to the highest hourly pay.

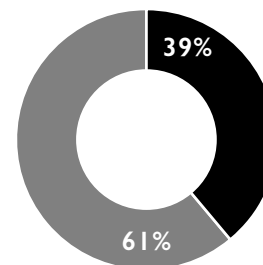
At Flat Iron, the gender broadly split is consistently across each quartile.

We continue to focus on creating opportunities that support balanced representation across roles as our teams grow and develop within hospitality.

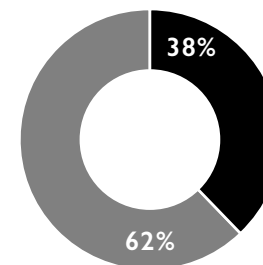
QUARTILE 1



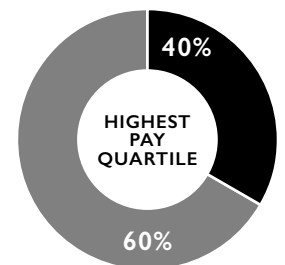
QUARTILE 2



QUARTILE 3



QUARTILE 4



FOCUS

LAST YEAR WE...

THIS YEAR WE WILL...

ATTRACT

- Welcomed over 680 new team members to Flat Iron. Around a third of these hires were women, with female representation lower at management level. This reflects some of the wider challenges the hospitality industry faces. It reinforces the importance of continuing to invest in internal development and progression pathways so more women can move into leadership roles as the business grows.
- Provided work experience opportunities for seven young people this year, 86% of whom were female.
- Delivered on our commitments by introducing greater flexibility and making adjustments where possible to support team members with young children.

- Further highlight flexibility and clear routes into leadership in our job adverts.
- Run four employability cohorts with Springboard, creating opportunities for people from disadvantaged backgrounds to enter hospitality.
- Continue to offer work experience placements to provide early exposure to careers in our industry.
- Strengthen our equal opportunities data, working with our system suppliers to improve data collection and insight so we can better understand our people and make more informed decisions.

DEVELOP

- We are proud to have supported 75 team members through our development programmes this year, with an equal gender split across participants.
- We also launched our first high-potential leadership programme within our support team, where 60% of participants were women. This programme has supported the promotion of six team members into more senior roles, four of whom were women.

- Continue to strengthen our career pathways by introducing two new development programmes and increasing the visibility of existing programmes.
- Ensure personal development plans are in place for all support team members who have been in role for more than six months, creating clearer pathways for growth and progression.
- Strengthen our approach to succession planning by holding quarterly talent reviews, holding ourselves accountable to the development commitments we make.

ENGAGE

- Ran our engagement survey, with 86% of our teams contributing feedback. Overall happiness at work was 81% for both men and women, showing a consistent experience across genders. Scores were very similar across most areas of the survey, suggesting men and women feel similarly about culture, wellbeing and recognition at Flat Iron. The biggest difference was in development, where women scored 68% compared with 76% for men, despite women making up 52% of those taking part in development programmes.

- Complete our Cycle of Listening, including two engagement surveys, four Flat Iron Forum meetings and six roundtable sessions reaching over 100 people. These conversations will help us listen to our teams and use the insights to influence our people strategy for the year ahead.
- Launch a new partnership with Hospitality Action to further support the wellbeing of our teams.



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



