

DF

TACOS

GENDER PAY GAP 2023

Snapshot date 5th of April 2023



ABOUT GENDER PAY GAP REPORTING

We welcome sharing our Gender Pay Gap as an opportunity for us to re-affirm our commitment to an equitable work environment.

Gender Pay Gap reporting highlights the difference between the average pay of men and women (regardless of the job they do) which reflects whether both are equally represented across all levels of seniority. This is different to Equal Pay, which is about men and women being paid the same for the same job.

This report has been produced in line with the legal guidance and is based on legal gender status. We are proud to support the diverse group of people who work for us across the spectrum of gender identity.

THE 2023 CALCULATIONS

The information presented in this report reflects a snapshot of our employee data as at 5th April 2023 and analyses the pay of the 650 full paid employees in the business (DF Tacos and Wahaca) at the time of the snapshot.

The presentation of bonus data is based on the 707 employees who were on the payroll as of 5th April and looks at the preceding 12 months of bonus payments.



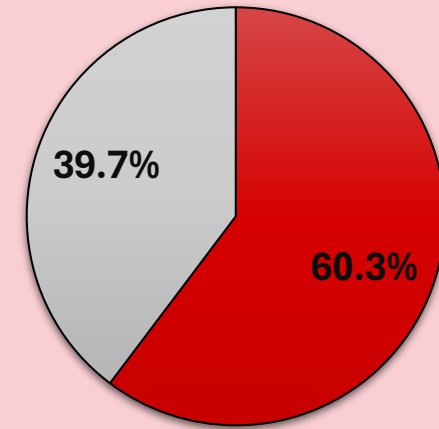
OUR FAMILIEE

We are driven by our Familee values and committed to creating an inclusive environment that provides freedom of expression and equal opportunities for everyone.

We pay men and women undertaking the same roles equally. However, we continue to have a higher male representation within our teams (60.3% men vs 39.7% women which is very similar to last year's representation).

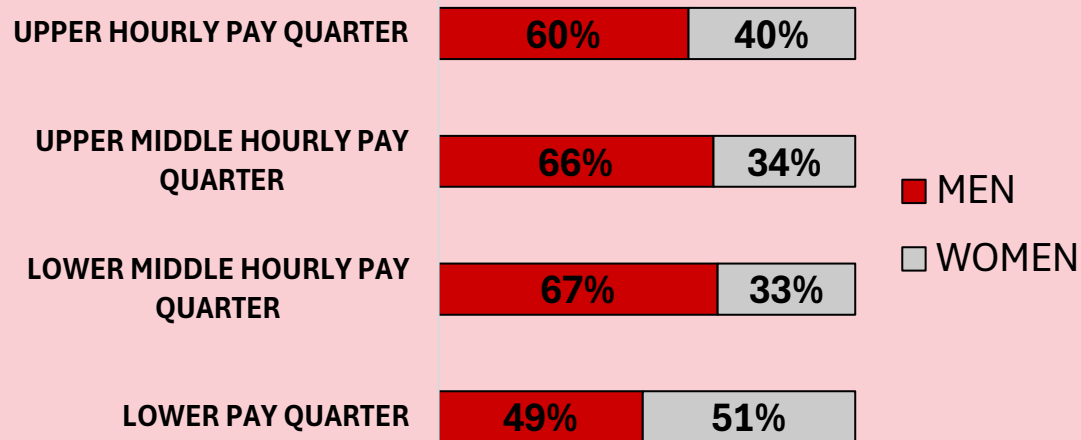
Although we have a higher proportion of men within our teams, we are proud of the percentage of women represented across all levels of our business. Hospitality has traditionally had a low representation of women in the workforce.

GENDER REPRESENTATION



■ MEN □ WOMEN

PAY QUARTERS



Our highest percentage of women are in the upper and lower quarters. Our upper quarter includes all of our senior Central Support roles, Operations managers and most of our Restaurant Managers and Supervisors.

When analysing our upper quarter in detail, we are particularly proud of our representation of women amongst our Central Support and operation teams (33.3% men vs 66.7% women). However, within our operational sites, the percentages of males is higher across all positions.

PAY GAP RESULTS

The **mean** (average) calculations are a result of adding all women's wages and dividing them by the number of women, then comparing that to the same figure for men.

We have a reverse mean gender pay gap of -7.8% which means that women on average earn more than men. These result is 2% higher towards women than last year (-5.8%). This is due to the increased number of women in our Central Support roles.

MEAN
-7.8%



MEDIAN
0%

The **median** is the number that falls in the middle of a range when everyone's wages are lined up from smallest to largest.

Our **median** average is 0% meaning that the median rate of pay is exactly the same for men and women.

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BONUS RESULTS

We are committed to creating an environment with equal opportunities and have implemented bonus schemes which are accessible at all levels within our business.

Our results show that a higher proportion of women received a bonus in the 12 months preceding the snapshot date (66 women out of 281 and 67 men out of 426).

PERCENTAGE OF EMPLOYEES PAID A BONUS



Our **bonus mean** and **median gaps** show that on average, men were paid a higher bonus amount than women.

BONUS MEAN

29.4%

Despite having a higher proportion of women in key leadership roles in our Central Support Team, we also have a higher proportion on them working on a part-time basis and therefore their bonus amounts are pro-rated in line with their working arrangements.

BONUS MEDIAN

17.5%

At our operational sites, our Managers have a transparent and very competitive bonus scheme to reward great performance based on clear targets. We have a higher proportion of men holding these roles who achieved and received a bonus in this period.

Our hourly team members have the opportunity to earn more through 3 different bonus schemes which involve training, referring friends and developing into management. The data shows that more women than men participated in the referral and training bonus schemes which is one of the reasons we have a high proportion of women receiving bonus.

OUR COMMITMENTS

We are proud of this years' Gender Pay Gap results. We believe in an equitable work environment, inclusive of a diverse workforce, including with reference to gender, age, nationality, belief, sexual orientation or any other aspect of our identity.

RECRUITMENT AND ATTRACTION

We aim to create a vibrant culture that best reflects the customers and communities we serve.

We will continue offering flexible working arrangements where possible as well as competitive packages to be able to attract the best talent.

PAY AND BONUS

We operate a fair and transparent pay structure and competitive bonus scheme to reward great performance based on clear targets for managers. Further bonus schemes are also available to all, including hourly paid employees.

OUR PEOPLE

We will continue to listen to our teams' feedback and act on it to ensure everyone within the business feels supported, valued and engaged and comfortable to raise any issues.



GEMMA GLASSON

Managing Director

LEADERSHIP

We are extremely proud of the high percentage of women in key leadership positions within our company; particularly in our Management and Central support Teams. We will continue working to break the bias in our industry with the aim of attracting more women across all pay quarters.

TRAINING AND DEVELOPMENT

We will continue to ensure there is equal opportunities for anyone seeking progression. We want to ensure everyone feels inspired to reach their full potential.

SEE OUR PREVIOUS GENDER PAY GAP REPORTS

[2022 report](#)

[2021 report](#)

[2020 report](#)