

A note from Our Leadership



Ed Devenport
CEO

Incipio's past and future success as a hospitality group is, simply put, a product of its people. It is imperative for our teammates wellbeing and for the success of the company that we create an environment that has a positive influence on our teammates lives, whether somebody is with us for one shift, a holiday job or for a career.

A critical element of creating this positive environment for our teammates is to ensure that Incipio is fair, inclusive, and reflects the diversity of our highly talented team. Achieving this goal starts with fair and unbiased recruitment, continues with proper training and development, and culminates in engaged teammates progressing through the business, confident that their hard work and talent will be rewarded.

I am proud of the ongoing work we are doing to ensure Incipio is a fair, inclusive and inspiring place to work.



Josie Adams
PEOPLE DIRECTOR

Championing diversity and inclusion at Incipio is vital for the success of the business and remains a key focus. The creation of our 'Inclusion Collective', a voluntary open forum for people from all levels of the business to work together on the challenges we face, has established us as an honest, transparent employer who believes in its people.

Culture is a word that is used liberally in our industry. We believe it is imperative that we stand by our people and listen to them in order to create a culture where our people want to work, develop and grow. We believe conversation breeds culture, and we use our internal communication tools to continually engage with our people, ask questions, foster debate and work together to fulfil our vision: 'To be one of the most exciting hospitality businesses in the UK, whilst being one of the best to work for'.

We stay committed to promoting inclusivity and an environment where our teammates win based on ability, performance and impact. We are excited to disrupt the status quo with our efforts throughout 2025 and beyond.

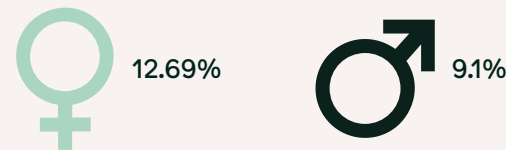
Pay Snapshot

Who works for Incipio

353 team members were included in the snapshot data taken on the 5th April 2024.

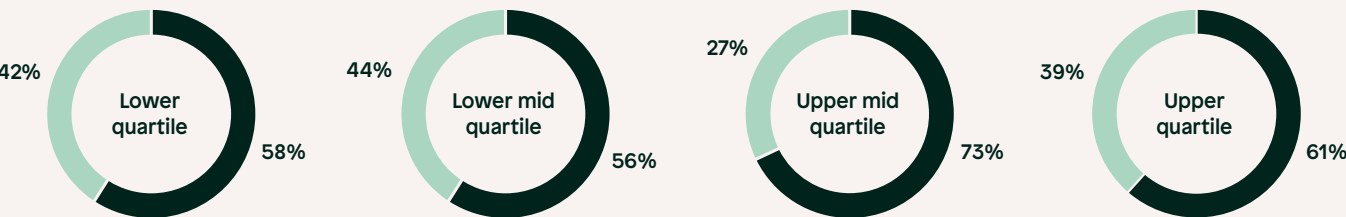


Proportion of employees receiving bonus pay:



Pay Quartiles

Employees are divided into four groups or 'quartiles'. These quartiles are created by ordering all employees from lowest hourly rate of pay to highest then dividing into four equal groups. If employees on the same rate of pay fall across quartiles then we spread them out equally by gender.



Quartile 1 is made up of 58% Men and 42% Women and represent our early careers and those on the beginning of the career pathway.

Gender pay gap

6.07% **4.17%**
Mean pay gap Median pay gap

On the 5th April 2024, overall Men at Incipio were getting paid 6.07% more than women.

At the midpoint Men were paid 4.17% more than women.

Bonus pay gap

45.1% **11.85%**
Mean pay gap Median pay gap

On the 5th April 2024, Men that achieved bonus at Incipio were paid 45.1% more than women that achieved bonus.

At the midpoint Men that achieved bonus were paid 11.85% more than women that achieved bonus.

Key Figures

- Our Gender Pay Gap is Lower than the Industry Average**
Our average gender pay gap is 6.07%, significantly lower than the hospitality sector's 16.63% average.
- The median pay gap at 4.17% also compares favourably to industry benchmarks.
This suggests that pay disparity at Incipio is considerably smaller than what is typical across the sector, reflecting our balanced approach to pay distribution, drive for inclusion and seeing women in senior roles.
- Bonus Pay Gap is Higher Than Some Industry Benchmarks**
At Incipio, more women (12.69%) received bonuses than men (9.1%), highlighting our commitment to recognising and rewarding talent across the business.
While our average bonus pay gap is 45.1%, which is higher than some industry benchmarks, we see this as an opportunity for growth. We are actively reviewing our bonus structures and career progression pathways to ensure that bonus distribution reflects performance, contribution, and impact equitably. By continuing to develop leadership opportunities, mentorship programmes, and transparent reward structures, we aim to further close the gap and create an even more inclusive workplace.
- Industry Trends Suggest Continued Focus on Representation & Leadership Development**
The overall UK gender pay gap dropped from 14.2% to 13.1% between 2023 and 2024, showing positive progress.
Within hospitality, however, the pay gap increased from 13.31% to 16.63%, suggesting that efforts to close the gap industry-wide need strengthening.
Incipio's 6.07% gap is well below this trend, but addressing representation in higher-paying roles and bonus structures could further improve our position, which is something we have implemented within the last 12 months.
Our quartile distribution previously highlighted the need to improve gender representation in senior roles, a challenge seen across the hospitality industry. Since then, we've made significant progress, promoting two women into Director roles, two women into Head of Department roles, and several more into Deputy General Manager positions. These promotions reflect our commitment to fostering career progression and leadership opportunities for women, ensuring a more balanced and inclusive leadership team.

Reducing The Gap

Inclusivity

Our DE&I initiative The Inclusion Collective, a group of team from our venues throughout the career pathway, regular meet to discuss inclusivity at Incipio and how we can create a more inclusive work place for all of our team members.

We are committed to the following:

- **Recruitment** *A fair and unbiased recruitment process.*
- **Internal Engagement** *Engagement initiatives that celebrate everyone.*
- **Representation** *The Inclusion collective will be a true representation of people at Incipio.*
- **Accountability** *Honest, transparent conversations.*
- **Education** *Workshops and training.*
- **Accessibility** *Neurodiversity, Team with health conditions or impairments.*
- **Zero Tolerance policies** *A zero tolerance policy on dehumanising and bullying behaviour.*

We recognise that the gender pay gap only refers to 2 genders; male and female, and that is purely because of the way we are asked to report by the government. We respect that some of our employees may have a different gender identity and we actively support them.

Progression & Leadership

We are committed to developing and progressing all our people in Incipio and work hard to mentor, coach and support women and other marginalized groups to reach and exceed their potential.

In 2024 we held our first Women in Leadership: Across the Career Pathway workshop with 10 female leaders from Incipio.

Over the last 12 months we have:

- Appointed a female non exec
- Promoted 2 female Directors making 60% of our Director team female
- 50% split Female and Male Heads of Department
- Appointed another female General Manager making 42.8% of our General Managers female
- 54.5% of our Deputy General Managers are female and 66.6% of them are internally promoted
- Have a 50% split of female and Male Assistant Managers
- 33% of our Supervisors are female

A review:

We have increased our female senior leaders across our career pathway over the past 12 months significantly, for example in 2023 25% of our Supervisors were female in comparison to 33% which is an 8% increase. Similarly we have increased our Deputy General Managers by 21.6% and General Managers by 9.8%.

We will continue to encourage development and growth through the Career Pathway for women, closing our gender pay gap as women develop into senior roles.

Kitchen engagement, development & recruitment

22.2% of our kitchens are female

In 2023 we had one female salaried chef and 5 hourly female chefs, throughout 2024 we increased this to 10 hourly female chefs and 2 female salaried chefs which is a 100% increase of female presence in our kitchens.

Our kitchen retention rates are above the industry average, and we have highly stable kitchen teams, meaning there are fewer recruitment opportunities. As a result, retaining and developing our existing talent is key to closing any gender pay gap within our kitchens. However, with multiple projects launching throughout 2025, we will have exciting opportunities to bring new talent into the business, further strengthening our teams and enhancing diversity.