

GENDER  
PAY GAP  
REPORT

BIGGER, BOLDER HOSPITALITY

INCIPIO-GROUP.CO.UK

**INCIPPIO**



■ **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 2026 and beyond.

# A NOTE FROM OUR LEADERSHIP

# PAY SNAPSHOT

## WHO WORKS FOR INCIPIO?

375 team members were included in the snapshot data taken on the 5th April 2025.



## PROPORTION OF EMPLOYEES RECEIVING BONUS PAY



## KEY FIGURES

### GENDER PAY GAP IS LOWER THAN THE INDUSTRY AVERAGE

Our average gender pay gap is 3.22%, which is 1.1% lower than the hospitality sector's 4.3% average.

Our median pay gap has reduced from 4.17% in our previous report to 1.7% this year. This represents a significant improvement and compares favourably to industry benchmarks of 13.1%. The reduction reflects progress in achieving a more balanced distribution of men and women across pay quartiles, including increased representation of women in senior roles.

Our pay quartile analysis shows broadly balanced representation in the lower (45% female / 55% male) and lower middle quartiles (47% female / 53% male). However, the upper middle quartile remains an area of focus, with women representing 30% of roles. The upper quartile has strengthened to 40% female representation. In all quartiles we have increased our female representation since our last report.

### UNDERSTANDING THE IMPACT OF SENIOR REPRESENTATION ON BONUS OUTCOMES

At Incipio, more women (17.75%) received bonuses than men (13.84%), highlighting our commitment to recognising and rewarding talent across the business.

While our average bonus pay gap is 42%, which is higher than some industry benchmarks, we see this as an opportunity for growth. While this represents a 4 percentage point improvement in the mean bonus gap compared to last year, the overall gap remains significant.

The gap in bonus values reflects the distribution of higher value bonuses within senior roles, where representation continues to influence average outcomes.

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 and be transparent with reward structures, we aim to further close the gap and create an even more inclusive workplace.

Since the 2025 reporting snapshot, we have taken tangible steps to address this imbalance. Two female Directors have been promoted, women now represent 7 of our 9 Heads of Department, we have appointed a female Head Chef, and three of our General Manager roles are held by women. These leadership appointments strengthen our senior pipeline and are expected to positively influence future pay and bonus gap outcomes. We remain committed to sustaining this momentum by continuing to support progression into senior roles and ensuring equitable access to bonus opportunities.

## GENDER PAY GAP



On the 5th April 2025, overall men at Incipio were getting paid 3.22% more than women, but this is 53% better than last year.

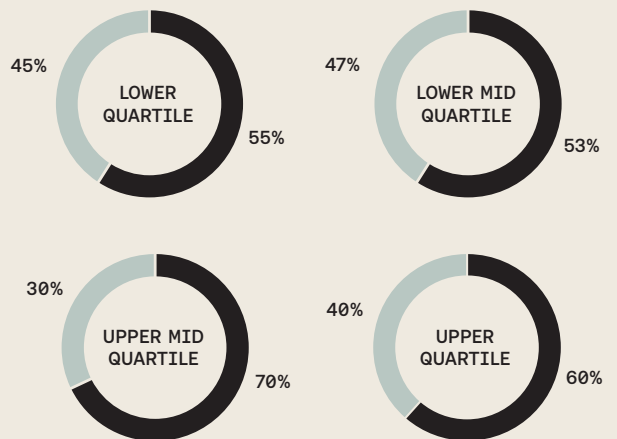
## BONUS PAY GAP



On the 5th April 2025, we have made improvements on the mean bonus pay gap by 4%.

## 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.



We have been focusing on Quartile 3. This has seen some improvement but still not enough. We will continue to work on this.

## ■ 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 workplace for all our team members.

### WE ARE COMMITTED TO THE FOLLOWING PRINCIPLES:

- We check in on each other with intention.
- We don't question people's experiences. We believe them.
- We want to listen to & act upon your feedback.
- There should be no conversation, about us, without us.

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 to the one assigned to them at birth 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 marginalised groups to reach and exceed their potential.

Since 2024 we have held Women in Leadership workshops focusing on the female experience at Incipio and how to empower women striving for senior roles.

Over the past 12 months we have achieved:

- A 60% female led Director team
- 2 female board members
- Hired our first Female Head Chef
- 77.7% of our Head of Departments are women
- Appointed 3 Female General Managers bringing our Female GM's to 37.5%
- 54% of our Deputy General Managers are female and 66% of them are internally promoted, evidence of our dedication to inclusive development
- 42.8% of our Sous Chefs are women
- 43% of our Supervisors are female – signalling strong development of women in early careers strengthening our pipeline of women into senior roles

## ■ KITCHEN REPRESENTATION, DEVELOPMENT & TALENT PIPELINE

Kitchen teams remain a key focus area for improving long term gender balance within the business, particularly as operational kitchen roles typically sit within higher earning and bonus eligible pay bands.

Female representation within our kitchen teams has increased to 27.7%, representing a 5% improvement since our previous report in 2024. Female representation within kitchen leadership teams is currently 20%, demonstrating continued progress in strengthening the leadership pipeline within traditionally male-dominated roles.

Turnover within our kitchen teams remains below industry benchmarks across key roles. Industry averages typically report turnover of 92% for Junior Sous Chefs, 46% for Head Chefs, 78% for hourly kitchen roles, and 63% for Sous Chefs. In comparison, our teams demonstrate stronger retention performance, with 100% retention in Head Chef and Junior Sous Chef roles over the past 12 months, 19% turnover within hourly kitchen roles, and 60% turnover within Sous Chef roles. Our lower turnover rates indicate strong engagement and provide greater opportunity to focus on progression and internal talent development rather than high volume recruitment.

During late 2025 & early 2026 recruitment activity, we have continued to prioritise gender balanced hiring. Halfway through current recruitment campaigns, 2 salaried female chefs have already been appointed, supporting our objective of strengthening the female talent pipeline within leadership roles in our Kitchens.

## ■ IMPACT OF NATIONAL MINIMUM WAGE INCREASES AND EMPLOYER COSTS

In 2025, continued increases in the UK National Living Wage and wider employer cost pressures have shaped reward strategy across the hospitality sector. At Incipio, we maintain a merit and role based pay philosophy, supporting fair and competitive pay across operational levels.

Our gender pay outcomes continue to be influenced primarily by senior role distribution rather than base pay structures, with strong representation across lower pay quartiles and continued focus on strengthening female representation in senior leadership and bonus eligible roles.