

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. Our median pay gap of 0% shows our resolute commitment to this process.



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 2024 and beyond.

Pay Snapshot

Who works for Incipio

306 team members were included in the snapshot data taken on the 5th April 2023.

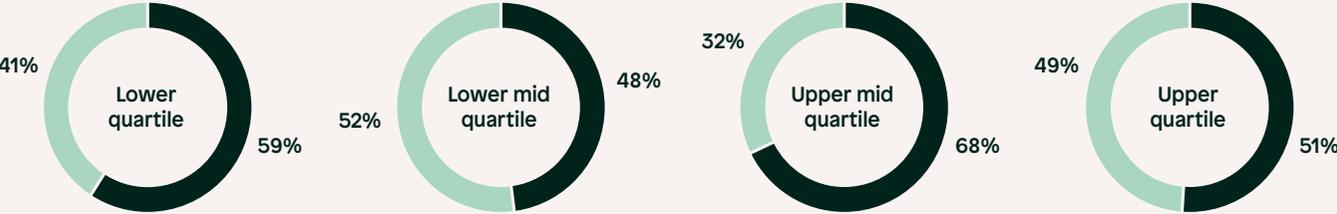


Proportion of employees receiving bonus pay:



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.



Gender pay gap



Bonus pay gap



Key Figures

- In 2023 the Gender Pay Gap was reported as an average of 7.7% in the UK* and 5.2%** in Hospitality. In Incipio we are consistently looking to reduce our Gender Pay Gap however our current mean is on par with Hospitality. We are continuously working to close the pay gap at Incipio and whilst average is ok for some, it's not ok for us.
- However, our median Gender Pay Gap is at 0%. We have driven this through fair and unbiased recruitment, internally progressing our teams from the ground up and will continue to implement this strategy going forward.
- Our quartiles show our consistent approach to equality and fairness across Incipio. The upper mid quartile is driven by back of house teams who are majority male and our junior HQ team who are majority female. In our 2024 strategy we have implemented a new Kitchen Career Pathway and engagement initiatives to drive equality in our kitchens.
- A greater proportion of women received a bonus. We are committed to furthering the development of women in our workplace to address the average bonus disparity observed in 2023.

Sources:

*<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2023#the-gender-pay-gap>

**<https://www.umbrellatraining.co.uk/news/equal-pay-in-the-hospitality-industry-as-of-2023#:~:text=Among%20the%20three%20HTL%20sectors,from%204.2%25%20to%205.2%25>

Reducing The Gap

Inclusivity

In 2024 we launched The Inclusion Collective with the goal of 'Creating a round table of team from across the career pathway who will discuss Inclusion at Incipio, identify needs and how to create a more inclusive culture throughout the entirety of Incipio'.

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.

- Incipio's HQ are completely split as 50% female and 50% male.
- Out of the 3 Heads of Departments, 2 of them are women which is 66%.
- Out of the 11 Group Managers, 5 of them are women 45%.
- 30% of our General Managers are female.
- 45% of our Deputy General Managers are women.
- 50% of our Assistant Managers are women.
- 25% of our Supervisors are female.

Diversifying our leadership teams is something we are really passionate about and we are focusing on the following:

- Developing internal talent through our development programs and central courses.
- Not worrying about hitting 'quotas' and making sure we have the right people in the right roles at the right time.
- Engaging with our people, open and honest conversations about the future and career opportunities at Incipio.
- A new Diversity, Equity & Inclusivity policy.

Kitchen engagement, development & recruitment

Historically, hiring female chefs can be challenging therefore Incipio's strategy is to grow our own. We are always striving to be better than the average industry statistic and always want to create new opportunities for growth. How do we ensure our kitchens attract female talent?

- We currently have one salaried woman in our back of house teams and 5 hourly paid female chefs.
- We are launching a new kitchen career pathway alongside an engagement strategy to empower women in our back of house teams to empower women to meet their potential.
- The new career pathway includes development programs and central courses for our chefs to build on their leadership skills.
- We have partnered with our kitchen suppliers to provide monthly prizes for incentives we are running in house to drive engagement across our kitchens.
- Our Head Chefs have completed equality and fairness training and are committed to fair recruitment processes, and we continually discuss inclusivity at Incipio and how to create inclusive spaces.

Ultimately our retention in our kitchens is above industry average and we have very stable kitchen teams and therefore very little room to recruit so retaining and developing our current talent is key to closing any Gender Pay Gap in our back of house teams.