



# **Gender Pay Reporting April 2025**

Headcount (snapshot date): 1294

## **Mean and median gender pay gap using hourly pay**

Mean gender pay gap using hourly pay: 0.4%

Median gender pay gap using hourly pay: -1.1%

## **Mean and median gender pay gap using bonus pay**

Mean gender pay gap using bonus pay: 16.1%

Median gender pay gap using bonus pay: -25%

Percentage of men and women who received bonus pay:

Men: 58.5%      Women: 41.5%

## **Percentage of men and women in each hourly pay quarter**

Upper hourly pay quarter:

Men: 53.7%    Women: 46.3%

Upper middle hourly pay quarter:

Men: 50.3%    Women: 49.7%

Lower middle hourly pay quarter:

Men: 55.9%    Women: 44.1%

Lower hourly pay quarter:

Men: 58.9%    Women: 41.1%

At Pho, we remain committed to gender equality and continue to strengthen our efforts to attract, engage and develop female talent across the business. This year's results show a near-balanced mean gender pay gap of 0.4% and a median gap of -1.1%, reflecting positive progress towards pay parity. We are particularly proud of the strong representation of women across our operations and restaurant management teams.

While our hourly pay gap remains minimal, our bonus gap and workforce distribution highlight areas for continued focus. Women are still underrepresented in certain areas of the business, particularly within kitchen and back-of-house roles, which continue to be more male dominated, and influence overall pay outcomes. Increasing female representation in these roles remains a key priority, alongside ensuring equal access to development and progression opportunities.

We will continue to explore and address any barriers to entry and progression, ensuring Pho remains an inclusive workplace where everyone has the opportunity to succeed.

A handwritten signature in black ink that reads "Jade Berry".

Jade Berry  
People Director