



GUZMAN Y GOMEZ LIMITED

GENDER PAY GAP STATEMENT

2024-2025

PUBLISHED JULY 2025

GYG's Commitment

At Guzman y Gomez (GYG), our people are at the heart of everything that we do. Our food is undeniably important, and it is our people that drive our success and make GYG a great place to work. GYG understands that a strong, supportive, and inclusive culture is the key to delivering exceptional experiences for both our guests and our team.

Diversity of people and perspectives is integral to GYG's success. Our [Diversity Policy](#) outlines our commitment to creating a workplace where every individual is treated with respect and provided equal opportunities which is essential to our success.

GYG welcomes the public reporting by the Workplace Gender Equality Agency (WGEA) each year as an opportunity to strengthen our commitment to diversity and inclusion, ensuring that GYG continues to be a place where all individuals can thrive and contribute to our ongoing success.

As we continue to grow the number of restaurants we have, and in turn our workforce, we are committed to keeping equality front and centre in decisions for learning, development and career progression.

Although overall progress in the Restaurant Group has remained steady, GYG has achieved meaningful improvements in areas where focused action was applied particularly in increasing female leadership representation and building a stronger talent pipeline.

We have made significant progress; however, we acknowledge that there are still opportunities for improvement. GYG's Diversity Policy is supported by our internal diversity plan that outlines actions to ensure that GYG builds and maintains an inclusive and vibrant culture where everyone feels valued and respected.

At GYG we take pride in our commitment to fostering diversity and inclusion, striving to make ongoing progress in reducing the gender pay gap, and ensuring an inclusive workplace where all team members have equal opportunities to excel and succeed.



Steven Marks

Steven Marks
Founder and Co-CEO



Hilton Brett

Hilton Brett
Co-CEO



Rebecca Nikqi

Rebecca Nikqi
Chief People Officer

GENDER PAY GAP AND OUR CONTINUED PROGRESS

GYG recognises its responsibility to comply with the Workplace Gender Equality Act (WGEA) and to meaningfully contribute to gender equity across the QSR industry. GYG reports annually under two legal entities:

- Guzman y Gomez Restaurant Group Pty Ltd representing Corporate Restaurant Operations with 3,699 employees (an increase of 21% from the previous year); and
- Guzman y Gomez Franchising Pty Ltd representing Hola Central, the head office team of 293 employees who support the corporate restaurants and franchisee partners (up 16% from last year).

It is important to note that this reporting excludes GYG's independently operated franchisee businesses, which, while operating under the GYG brand, are separate legal entities.

HEADLINE RESULTS:

As a corporate Group, GYG's gender pay gap has improved overall year-on-year with an overall average gender pay gap of 12% down from 15.4% and a median gap of 6.9% up slightly from 6.2%. Hola Central recorded a median base salary gap of 18.0% and a median total remuneration gap of 18.6%, down from 22.7% and 20.5% respectively. While progress within the Restaurant Group has remained relatively stable, GYG has made meaningful gains in areas where targeted action has been taken, particularly in increasing female representation in leadership and strengthening our talent pipeline.

REMUNERATION OUTCOMES:

For GYG's Corporate Restaurant Operations (3,699 employees), the mean total remuneration gap remained steady at 7.1%, while the mean base salary gap reduced slightly from 6.5% to 6.4%. Strong gains were made in management-level roles, with

improved representation of females and a significant narrowing of the gender pay gap at this level from 3.8% to 1.1% of median total remuneration.

In Hola Central (293 employees), progress was made across all key metrics:

- Mean total remuneration gap improved from 25.5% to 24.4%
- Median total remuneration gap improved from 22.7% to 18.6%
- Mean base salary gap improved from 24.5% to 23.0%
- Median base salary gap improved from 20.5% to 18.0%

These results highlight our dedication to continuous improvement, and GYG remains focused on advancing gender equality as a core value of our business.

FEMALE REPRESENTATION IN LEADERSHIP:

GYG is also pleased to report strong momentum in female representation across both entities.

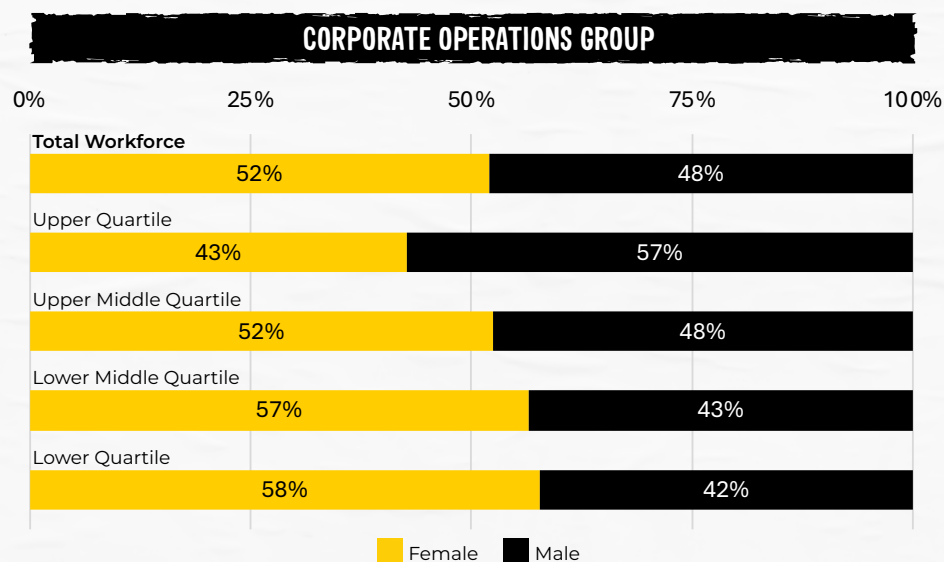
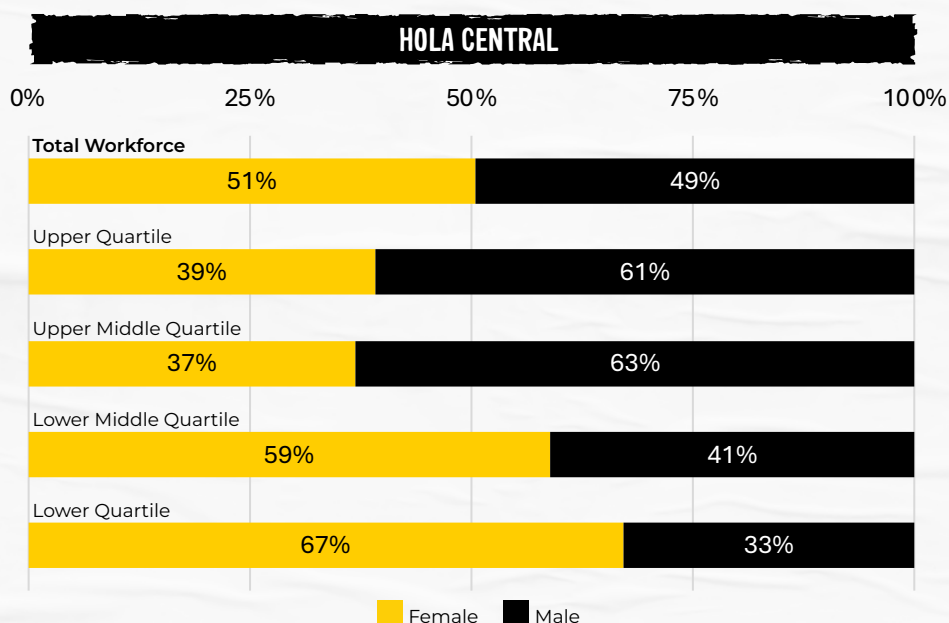
In the Restaurant Group, GYG exceeded its 40% female target at the manager level. The number of female Restaurant General Managers nearly doubled, and promotions reflect a healthy balance, with 46% of promotions to manager roles being female.

In Hola Central, while representation among non-managers decreased slightly, there was a meaningful uplift in female managers, reflecting stronger pipeline development in office-based leadership roles.

	Guzman Y Gomez Restaurant Group Pty Limited (Corporate Restaurants)		Guzman Y Gomez Franchising Pty Limited (Hola Central)	
	2023-24	2024-25	2023-24	2024-25
% Managers who are female	46%	47%	39%	40%
% Non-Managers who are female	56%	52%	51%	59%

GENDER COMPOSITION BY PAY QUARTILE

Total remuneration full-time equivalent pay of all employees into four equal quartiles.



UNDERSTANDING THE GAP:

While there has been meaningful progress across several cohorts, the remaining gender pay gap reflects structural workforce challenges that GYG is actively addressing.

RESTAURANT GROUP

- The overall gender pay gap is primarily driven by the cook cohort where there is greater male representation. This male-dominated group significantly influences average pay outcomes, despite strong representation of women in all other roles.
- At the manager level, there has been significant progress:
 - Female managers now make up 47% of the cohort up from 41% in 2023 and 46% in 2024.
 - The median gender pay gap for managers reduced from 3.8% to 1.1%.
 - Promotions were balanced with 46% women and 54% men.

HOLA CENTRAL

- GYG's two male co-CEO model continues to negatively impact the average remuneration.
- The gender pay gap is mainly influenced by lower female representation in the Technology and Real Estate teams, which remain male-dominated fields.
- GYG continues targeted sourcing and talent review processes to build female representation in non-traditional roles, with this work continuing in the year ahead.

GYG's Commitment Going Forward: GYG is committed to and continues to drive gender equality. GYG has already implemented and continues to focus on:

- Balanced leadership targets (40:40:20 gender composition);
- The Women in Leadership program to accelerate female talent;
- Inclusive and flexible working policies that support families and carers; and
- A company-wide focus on safe, respectful, and equitable workplaces through proactive training, reporting systems, and accountability frameworks.

These results demonstrate continued progress in this space. GYG remains committed the important initiatives that will continue to shift the dial.





GENDER EQUALITY INDICATORS AND GYG'S ACTIONS

GYG continues to address the six Gender Equality Indicators (GEIs) set by WGEA in Australia to measure and promote its ongoing commitment to gender equality in the workplace. GYG addresses these indicators as follows:

1

GENDER COMPOSITION OF THE WORKFORCE:

GYG continues to prioritise gender balance across all levels of its workforce. The workforce profile is measured annually, and GYG remain focused on three key areas:

1. Attracting and retaining more women
2. Expanding flexible work and family-friendly practices, and
3. Upholding our commitment to equal pay.

These pillars form the foundation of GYG's long-term strategy to increase the representation of females in senior and higher-graded roles.

Building on the commitments made last year, GYG continues to focus on the following objectives over the next 12 months:

- Prioritising gender diversity in recruitment and

promotion, aiming for a composition of at least 40% women, 40% men, up to 20% of any gender across the business.

- Rolling out unconscious bias training for all leaders, helping to embed a more inclusive and equitable culture.
- Ensuring diverse hiring panels, with at least one female representative included in every panel.
- Continuing the Women in Leadership program, launched in June 2024, to support the growth of aspiring female leaders at GYG. Through GYG's partnership with Women Rising, the world's fastest growing women's leadership program participants gain tools, coaching and support to lead with confidence, authenticity and clarity.

This remains a key area of focus for GYG as we continue to foster an inclusive and diverse workforce.

2

GENDER COMPOSITION OF GOVERNING BODIES:

GYG remains committed to increasing the representation of females in its governing bodies and continues to prioritise the need for a more balanced and diverse board. Enhancing gender

diversity at the leadership level is a key focus as GYG works to create a more inclusive and representative governance structure.

3

EQUAL REMUNERATION BETWEEN WOMEN AND MEN:

GYG is committed to ensuring equal pay for equal work, with robust systems in place to guarantee that remuneration is based on role requirements, performance, and capability, and never gender. GYG takes a consistent approach to remuneration, paying males and females the same pay for the same job

This commitment is supported by structured governance frameworks and clearly defined processes that promote fairness, transparency, and

accountability. Every decision from recruitment and selection to performance evaluation and promotion is guided by objective criteria and regularly reviewed to uphold consistency across the business.

As part of its broader diversity plan, GYG continues to take proactive steps to reduce bias at every stage of the employee lifecycle. Pay equity is not just a goal, it is a reflection of how we do business every day.

4

AVAILABILITY AND UTILITY OF EMPLOYMENT TERMS, CONDITIONS AND PRACTICES RELATING TO FLEXIBLE WORKING ARRANGEMENTS FOR EMPLOYEES AND TO WORKING ARRANGEMENTS SUPPORTING EMPLOYEES WITH FAMILY OR CARING RESPONSIBILITIES.

GYG remains committed to creating a workplace that supports flexibility, family responsibilities, and overall work-life balance. Over the past year, GYG has continued to strengthen its approach through a range of inclusive employment terms, conditions, and practices that empower team members across all areas of the business to thrive both personally and professionally.

Initiatives that remain in place and utilised across GYG:

- **Formal Flexible Work Policy:** Implemented across both corporate and restaurant networks, this policy outlines the options available to support flexibility, including part-time work, adjusted hours, hybrid working, and location flexibility. Applications are considered on a case-by-case basis to support a range of personal needs including study, health, transition to retirement, and caring responsibilities.
- **Support for Families and Carers:**
 - **Paid Parental Leave:** Employees with 12 months of continuous service are entitled to 12 weeks of fully paid parental leave. GYG does not distinguish between primary or secondary caregivers.
 - **Superannuation Contributions:** Continued throughout both paid and unpaid parental leave, for up to 9 months.

- **Support Following Pregnancy Loss:** Where an employee suffers a stillbirth, infant death, or miscarriage, they remain entitled to their full paid parental leave. They may also access unpaid leave, certified by a medical practitioner, for up to 52 weeks in total.
- **Paid Family & Domestic Violence Leave:** GYG provides 10 days of paid family and domestic violence leave annually, ensuring employees can access the support and time they need.

- **Reducing Stigma Around Flexibility:** GYG continues to promote flexibility as a strength at all levels of the business, including in senior leadership roles, and encourage open conversations around flexible work to ensure it is accessible and inclusive.
- **Employee Wellbeing:** All GYG team members have access to a free, 24/7 support service (Sonder) providing confidential medical, mental health, and safety support, reinforcing our holistic commitment to employee wellbeing.

These measures are supported by regular employee engagement surveys and pulse checks, which give us valuable insight into how our people experience work at GYG. This feedback ensures we continue to listen, adapt and improve the way we support employees with family or caring responsibilities, and more broadly, how we support every individual to succeed.



5

CONSULTATION WITH EMPLOYEES ON ISSUES CONCERNING GENDER EQUALITY IN THE WORKPLACE

GYG continues to conduct regular, independently managed employee engagement surveys to assess how our people experience inclusion and belonging at GYG. Results remain positive, with 78% of employees in the most recent survey rating GYG as an inclusive place to

work, and 71% reporting a sense of belonging.

As part of this process, GYG leaders engage with their teams to obtain further insight and determine appropriate actions for each area. These actions are consolidated across the company and tracked.

6

SEXUAL HARASSMENT, HARASSMENT ON THE GROUNDS OF SEX OR DISCRIMINATION

A positive, inclusive, and respectful workplace remains fundamental to GYG's success. Since launching the Respect at Guzman y Gomez Policy ('Respect at GYG') over a year ago, we have continued to embed its principles across the business. This includes closely monitoring reported matters, analysing trends, and ensuring appropriate action is taken to address issues in line with our commitment to a safe, supportive and high-performing workplace.

Over the past 12 months, we have strengthened our internal reporting and governance processes, enabling greater visibility of behavioural matters at all levels. We remain focused on fostering a culture where inappropriate conduct is addressed

early and leaders are supported to respond with confidence and care.

All team members continue to complete mandatory Code of Conduct training, reinforcing expectations around respectful behaviour and legal obligations. Our Leadership Essentials program also remains a key initiative, helping our leaders proactively manage team dynamics, build trust through two-way feedback, and maintain safe and inclusive working environments.

Creating a workplace where all individuals feel valued and respected is not a one-off initiative, it's a daily commitment. We will continue to prioritise this as a core element of the GYG employee experience.



