



GUZMAN Y GOMEZ LIMITED

GENDER PAY GAP STATEMENT

2025-2026

PUBLISHED AUGUST 2026

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. 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.

We welcome the public reporting by the Workplace Gender Equality Agency (WGEA), which underscores the importance of transparency and accountability in addressing gender pay gaps and promoting gender equality. As we continue to grow the number of restaurants we have, and in turn our workforce, we remain committed to keeping equality front and centre in decisions around learning, development and career progression.

We have continued to make significant progress, with meaningful improvements in areas where focused action was applied, particularly in increasing female leadership representation and building a stronger talent pipeline. We acknowledge, however, 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 4,980 employees (an increase of 35% from the previous year); and
- Guzman y Gomez Franchising Pty Ltd, representing Hola Central, the head office team of 355 employees who support the corporate restaurants and franchisee partners (up 21% from last year).

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

HEADLINE RESULTS:

As a corporate Group, GYG's gender pay gap has continued to improve year-on-year. In the Restaurant Group, the mean total remuneration gap reduced from 7.1% to 6.5% and the median total remuneration gap from 7.0% to 6.2%, with the mean base salary gap improving from 6.4% to 5.9%. Hola Central recorded a median total remuneration gap of 16.1% and a mean total remuneration gap of 21.0%, down from 18.6% and 24.4% respectively. While the median base salary gap at Hola Central widened slightly from 18.0% to 19.3%, the broader trend across both entities reflects sustained progress, achieved alongside significant workforce growth, with the Restaurant Group expanding by 35% to 4,980 employees and Hola Central by 21% to 355.

REMUNERATION OUTCOMES:

For GYG's Corporate Restaurant Operations (4,980 employees), all four key metrics improved year-on-year. The mean base salary gap reduced from 6.4% to 5.9%, the median base salary gap from 6.9% to 6.6%, the mean total remuneration gap from

7.1% to 6.5%, and the median total remuneration gap from 7.0% to 6.2%. In Hola Central (355 employees), three of four metrics improved:

- Mean base salary gap improved from 23.0% to 20.6%
- Mean total remuneration gap improved from 24.4% to 21.0%
- Median total remuneration gap improved from 18.6% to 16.1%

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 continues to maintain strong female representation across both entities, with sustained momentum at the leadership level.

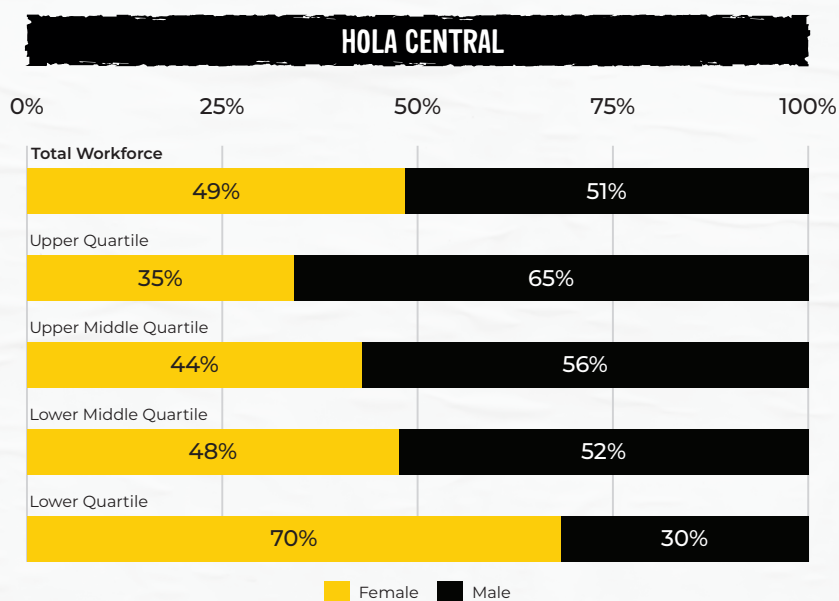
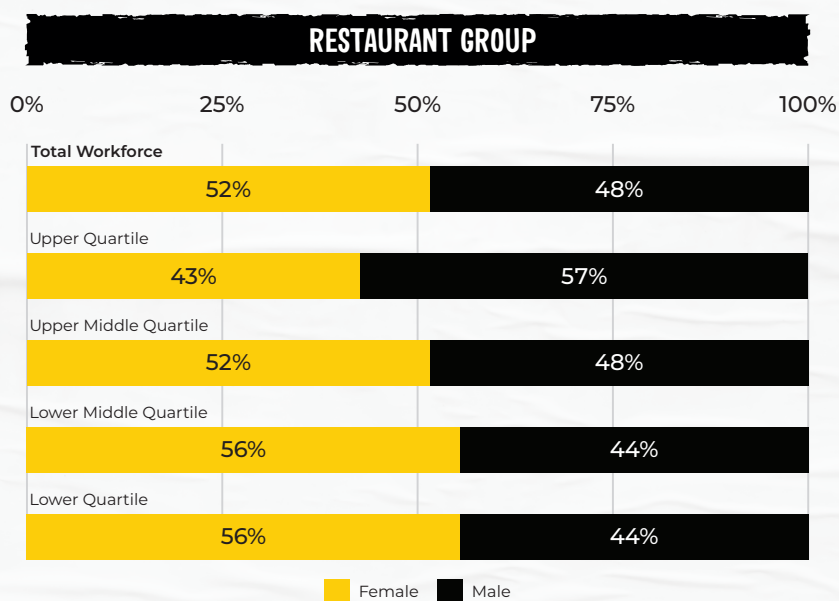
In the Restaurant Group, female managers represent 45% of the cohort, remaining well above our 40% target despite a slight reduction from 47% the prior year. This movement comes during a period of significant workforce growth, with the Restaurant Group expanding by 35% over the year. Female representation among non-managers held steady at 52%, reflecting a stable base from which to continue developing future leaders.

In Hola Central, female manager representation rose again, reaching 41%, up from 40% last year and 36% two years ago. This marks three consecutive years of growth and demonstrates the impact of our continued investment in pipeline development for office-based leadership roles. Female representation among non-managers remained largely stable at 58%.

	Guzman Y Gomez Restaurant Group Pty Limited (Corporate Restaurants)		Guzman Y Gomez Franchising Pty Limited (Hola Central)	
	FY24-25	FY25-26	FY24-25	FY25-26
% Managers who are female	47%	45%	40%	41%
% Non-Managers who are female	52%	52%	59%	58%

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

- We have strong representation of women across our Restaurant Group, meeting our target of 40% female representation and exceeding this in both the lower and upper pay quartiles (56% and 43% respectively). The remaining gender pay gap is primarily influenced by the composition of our most senior restaurant leadership roles. While women are well represented across the broader management cohort, the most senior Restaurant Managers (RMs) and Restaurant General Managers (RGMs) are predominantly male, which continues to impact our overall gender pay gap. Through our AmplifyHER leadership development program, we are investing in the growth of high-potential female talent across Restaurant Group to strengthen the pipeline into these senior leadership roles.
- At the manager level, the internal promotion pipeline is performing strongly, with 57% of promotions from non-manager to manager going to women. The pipeline decreases at the senior end, with RGM hires at 13% female.
- External manager hires ran at 33% female compared to 57% female via internal promotion.

HOLA CENTRAL

- With both co-CEO roles held by men, leadership composition continues to influence Hola Central's average remuneration figures.
- Underrepresentation of women in Technology (16%) and Real Estate (30%), two functions that remain male-dominated across the industry and sit predominantly in the upper pay quartile, continues to account for much of the residual gap.
- Strong female appointments to manager-level roles (76% of all manager appointments) and improved retention of female managers drove the year-on-year improvement in mean remuneration.

GYG'S COMMITMENT GOING FORWARD

GYG remains committed to driving gender equality and continues to invest in the initiatives that move us forward. Our ongoing focus includes:

- Balanced leadership targets of 40:40:20 gender composition across the business;
- The AmplifyHER program, designed to accelerate the growth of female talent;
- Inclusive and flexible working policies that support families and carers; and
- A company-wide commitment to safe, respectful, and equitable workplaces, underpinned by proactive training, robust reporting systems, and clear accountability frameworks.

These results reflect meaningful progress, and GYG remains committed to the 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:

GENDER COMPOSITION OF THE WORKFORCE:

GYG continues to prioritise gender balance across all levels of its workforce. The workforce profile is measured annually, and we 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.

PROGRESS IN THE PAST YEAR:

In 2024, GYG piloted a women's leadership development program within Hola Central, with early results showing strong retention and progression outcomes among participants. Analysis of our broader workforce data identified a more acute representation gap within restaurant operations, where women make up 49% of Restaurant Managers but just 21% of Senior Coaches and 17% of State Managers.

In response, GYG launched AmplifyHER in 2026, a dedicated women's development program for female Restaurant Managers and Coaches delivered in partnership with Inkling. AmplifyHER is designed

to build the leadership confidence and capability required to progress into Senior Coach and State Manager roles, directly targeting the level where our gender representation gap is most pronounced.

In parallel, GYG's talent team adopted a practice of ensuring 50/50 gender representation on shortlists for senior Hola Central roles and continued to maintain female representation on hiring panels across the business.

COMMITMENTS FOR THE YEAR AHEAD:

Building on this progress, GYG is committed to the following actions over the next 12 months:

- Driving 50/50 gender shortlisting for senior Hola Central roles and restaurant management roles, embedded into our recruitment process
- Tracking the progression and retention outcomes of the AmplifyHER cohort, with results to be reported in next year's WGEA statement.
- Continuing to prioritise gender diversity in recruitment and promotion, aiming for a composition of at least 40% women, 40% men, and up to 20% of any gender across the business.
- Maintaining diverse hiring panels, with at least one female representative included in every panel.

2

GENDER COMPOSITION OF GOVERNING BODIES:

Diverse and balanced leadership at the board level remains a priority for GYG. We are continuing to focus on lifting female representation within

our governing bodies, recognising that inclusive governance is fundamental to building a stronger, more representative organisation.

3

EQUAL REMUNERATION BETWEEN WOMEN AND MEN:

GYG's approach to remuneration is built on a clear principle: equal pay for equal work. Pay outcomes are determined by the requirements of the role, individual performance, and demonstrated capability, with gender playing no part in the equation. This consistency applies across every role and every level of the business.

Underpinning this is a set of governance frameworks and defined processes that bring fairness,

transparency, and accountability to remuneration decisions. Whether it is recruitment, performance evaluation, or promotion, every step of the employee lifecycle is guided by objective criteria and reviewed regularly to maintain consistency.

Reducing bias across the employee lifecycle remains a key focus of our broader diversity plan. Pay equity is not an aspiration at GYG; it is embedded in the way we work.



4

FLEXIBLE WORKING ARRANGEMENTS AND SUPPORT FOR FAMILY OR CARING RESPONSIBILITIES:

Supporting flexibility, family responsibilities, and overall work-life balance remains central to how GYG operates.

Throughout the past year we have continued to invest in inclusive employment terms, conditions, and practices that allow our people to thrive personally and professionally, wherever they sit in the business.

Initiatives currently in place at GYG include:

- **Formal Flexible Work Policy:** Operating across both corporate and restaurant networks, this policy provides clear pathways to flexibility through part-time work, adjusted hours, hybrid working, and location flexibility. Each application is considered individually and accommodates a wide range of circumstances, from study and health to transition to retirement and caring responsibilities.
- **Support for Families and Carers:**
 - **Paid Parental Leave:** 12 weeks of fully paid parental leave for employees with 12 months of continuous service, with no distinction made between primary and secondary caregivers.
 - **Superannuation Contributions:** Paid throughout both paid and unpaid parental leave, for up to 9 months.
 - **Support Following Pregnancy Loss:** Employees affected by stillbirth, infant death, or

miscarriage retain their full paid parental leave entitlement and can access medically certified unpaid leave for up to 52 weeks in total.

- **Paid Family & Domestic Violence Leave:** 10 days of paid leave provided annually, ensuring employees have access to support when they need it.
- **Reducing Stigma Around Flexibility:** Flexibility is championed as a strength across every level of the organisation, including in senior leadership, and we actively encourage open conversations to keep it visible, accessible, and inclusive.
- **Employee Wellbeing:** Sonder, our 24/7 confidential support service, is available to all team members and provides medical, mental health, and safety support as part of our holistic wellbeing approach.

These initiatives are informed by regular employee engagement surveys and pulse checks, which give us real visibility into how our people are experiencing work at GYG. That feedback shapes how we continue to refine the way we support employees with family and caring responsibilities, and how we help every individual succeed.

5

CONSULTATION WITH EMPLOYEES ON ISSUES CONCERNING GENDER EQUALITY IN THE WORKPLACE

Each year, GYG conducts a company-wide engagement survey, managed independently by a third party. In August 2025, we had 86% participation across a significantly larger workforce. Our inclusion measures showed that 77% of respondents feel respected at work, 79% feel they can be their authentic self, and 71% feel a sense of belonging. The survey offers team members the chance to provide confidential open-text feedback,

which is carefully reviewed and addressed through leadership action plans. GYG recognises belonging as an area of continued focus and in February 2026 launched an evolved Reward and Recognition Program designed to foster a stronger sense of belonging across the business, complimented by a calendar of “belonging” celebrations including International Women's Day and Harmony Day.

6

SEXUAL HARASSMENT, HARASSMENT ON THE GROUNDS OF SEX OR DISCRIMINATION

A safe, inclusive, and respectful workplace remains foundational to GYG's success. The Respect at GYG Policy is now firmly embedded across the business, shaping how we monitor reported matters, identify trends, and take action to uphold the standards of behaviour our people expect and deserve.

The past 12 months have seen further strengthening of our internal reporting and governance processes, improving visibility of behavioural matters across every level of the organisation. We remain focused on cultivating a culture in which inappropriate conduct is addressed early, and leaders are supported to respond with both confidence and care.

We have also broadened the reach of our training and capability programs over the past year. All new team members now complete Got Ya Back, a mandatory online induction module covering psychosocial safety, bullying, harassment, and the principles of Respect at GYG. Code of Conduct training continues to be a mandatory requirement for every team member, reinforcing our shared expectations around respectful behaviour and legal obligations. In parallel, we have begun rolling out leadership development across every level of leadership at GYG, equipping our people leaders to proactively manage team dynamics, build trust through two-way feedback, and sustain safe and inclusive working environments.

Creating a workplace where every individual feels valued and respected is not a one-off effort; it is built and reinforced every day. It remains a core part of the GYG employee experience and an ongoing area of focus.

GENDER EQUALITY TARGETS:

In 2025, the Australian Government introduced new obligations under the Workplace Gender Equality Amendment (Setting Gender Equality Targets) Act 2025, requiring eligible employers to select and commit to three gender equality targets from a menu of options established by WGEA. These targets apply to employers that directly employ 500 or more employees per legal entity and must be met or demonstrated as improved against over a three-year cycle. Progress will be publicly reported on WGEA's website.

This obligation applies to GYG's Restaurant Group entity (4,980 employees). Hola Central, with 355 direct employees, falls below the threshold and is not subject to the requirement.

GYG welcomes this additional layer of accountability. Having tracked and disclosed our gender pay gap and workforce composition data for several years, the targets framework provides a structured mechanism to turn that data into measurable commitments. The three targets below have been selected on the basis of what the data identifies as the most meaningful areas for action — and where GYG has both the evidence base and the operational levers to drive genuine change.

The baseline year against which progress will be assessed is 2024-25.

Target 1 — Reduce the organisation-wide total remuneration gender pay gap

GYG's Restaurant Group mean total remuneration gender pay gap stood at 7.1% in the 2024-25 baseline year. Under our WGEA obligations, we committed to reducing this by 0.5 percentage points by 2027-28. The gap has already narrowed to 6.5%, a 0.6 percentage point improvement this year, meaning the WGEA target has already been met. Building on this progress, GYG is setting a stretch target of 6% by 2027-28.

This directly addresses the headline metric and builds on the improvement already achieved.

Target 2 — Increase the representation of women in the upper pay quartile

Women currently represent 52% of the Restaurant Group's total workforce but only 42% of the upper pay quartile. GYG commits to increasing female representation in the upper pay quartile to at least 43% by 2027-28. Closing this structural gap driven by the concentration of men in higher-classified kitchen roles is the most direct lever for sustained improvement in the headline pay gap over time.

Target 3 — Employee consultation on gender equality

GYG commits to strengthening the quality and specificity of how it consults employees on gender equality. This will involve adapting our existing employee experience survey and exit interview processes to capture gender equality-specific insights, and establishing a dedicated employee reference group focused on gender equality. This action target reflects GYG's view that data-informed, employee-led input is essential to designing interventions that actually work.

