



gender pay gap

report 2017





What is the Gender Pay Gap?

The gender pay gap is the difference in average pay between men and women explained through several statistics.

Is the Gender Pay Gap the same as Equal Pay?

The gender pay gap differs from Equal Pay in that it is an indication of gender development and career progression within an organisation. In contrast, Equal Pay is about a man and a woman receiving equal pay for doing the same or a similar role. As well as being committed to equal pay, itsu is committed to providing a fair and transparent working environment where all our people are rewarded and provided with opportunities to develop based on their performance.

Gender Pay and Bonus Gap

The **mean** gender pay and bonus gaps are the difference in average hourly pay as at 5th April 2017 and bonuses paid in the year up to 5th April 2017 for women in comparison to men across the whole business.

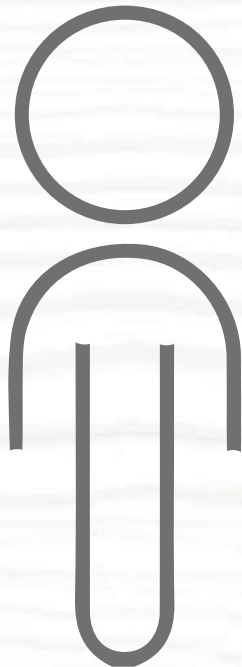
The **median** gender pay and bonus gaps are the mid-point. If you lined up all the men and all the women in itsu, the median pay and bonus gaps are the difference in average hourly pay as at 5th April 2017 and bonuses paid in the year up to 5th April 2017 for the middle woman in comparison to the middle man.



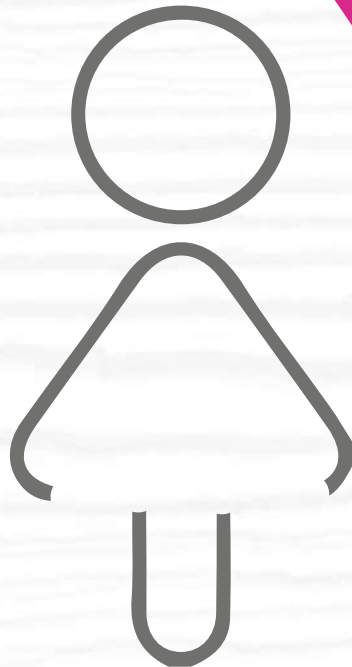
Difference between men and women

pay	mean: 9.7%	median: 0.2%
bonus	mean: -0.3%	median: 11.9%

92.5% of our
men received a
bonus



94.3% of our
women received
a bonus



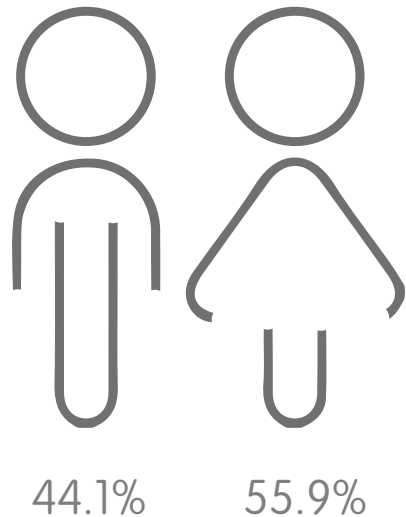
proportion of our people awarded a bonus

Our shop teams are paid a weekly bonus and
we're very proud that we pay this on average
80% of the time

Pay Quartiles

Quartiles show the pay rates for all our employees, from the lowest to the highest, split in to four equal sized groups of just under 280 employees. Each quartiles shows the percentage of men and women in each group.

itsu gender demographic



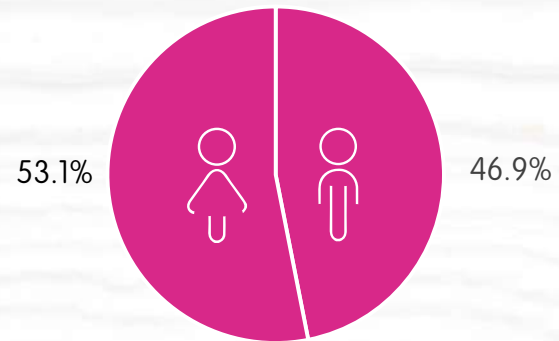
lower quartile



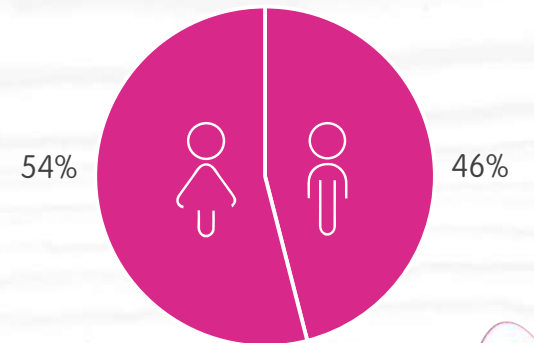
lower middle quartile



upper middle quartile



upper quartile



our commitments

At itsu we are proud to be a diverse and inclusive place to work and we aim to create an environment where all our people have opportunities to grow and develop. We use defined and transparent pay and bonus structures across our business using a global grading system to ensure that all our people are paid fairly and equally for equivalent roles.

We are proud that our pay gap figures are better than the UK average. In addition, our figures show that almost the same proportion of our male and female employees received a bonus in the year to 4th April 2017 (less than a 2% difference) and our pay quartiles closely match that of our gender demographic. Whilst we celebrate these strengths, we still recognise that there are further improvements to be made. We therefore make the following commitments:

- We will review each of our internal salary bands and the corresponding roles to ensure that all our people are firstly in the correct banding and secondly paid fairly in relation to other roles of similar levels of responsibility
- We will keep on reviewing our development and succession models to ensure there is fair female and male representation in both our shops and our Academy [Head Office] at all levels.

I confirm the data reported is true and accurate.



Harry Housen
People & Development Director

