

★ PRET A MANGER ★

# Gender Pay Gap Report

2025



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Pret A Manger employs over 6,400 people in the UK across nearly 500 shops, with our Support Centre being based in London Victoria. Since 1986, we have been offering up delicious freshly made food, organic coffee and great service to our customers, quickly and full of joy.

At Pret, we pride ourselves on values that emphasise the importance of our employees' happiness, so they can help ensure our customers have a joyful experience while in our shops: Happy Teams, Happy Customers. We're committed to upholding high standards and continually striving for improvement in all aspects. That's why 'Doing the Right Thing' remains an integral part to Pret's ethos and way of working.

The Gender Pay Gap legislation requires Pret to submit an annual review. Continuously reviewing our pay gap metrics allows us to remain committed to ensuring fair pay and representation across our organisation, and we strive to make progress year on year.

This report looks at the gender pay gap across 6,414 employees based on a snapshot date of 5 April 2025, using the criteria specified as part of the Gender Pay Gap legislation. Our gender pay gap is calculated using the approach required by the regulations.

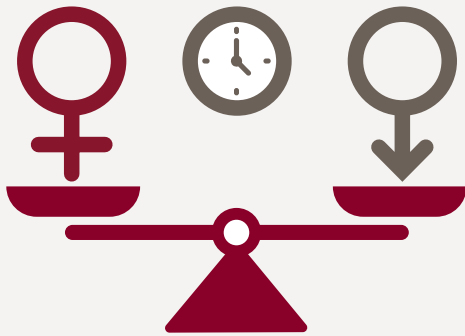
## Results at a glance...

- ★ In line with industry demographics, we have good female representation at Pret. This was also reflected in every pay quartile, with 61% of our entire workforce being female
- ★ Both our mean (4.1%) and median (1.1%) hourly pay gaps have reduced from the previous year, bringing us even closer to pay parity in averaged hourly pay
- ★ Our mean (44.2%) and median (8.7%) bonus gaps continue to be affected by share scheme payouts; however, these also decreased from last year and continue to be reviewed
- ★ Finally, we believe in rewarding our teams, and are pleased to report that 95.1% of men and 94.5% of women received bonuses in the reporting year



## The gender pay gap

...not to be confused with...



The difference between the average hourly earnings for all men and the average hourly earnings for all women

## Equal pay



Men and women being paid for the same work

## What is gender pay gap reporting?

The gender pay gap shows the difference in **average** hourly pay between men and women across the full workforce – from the shop floor to the boardroom.

It is not the same as equal pay, which is about paying men and women the same for doing the same job or work of equal value. Equal pay is a legal requirement; the gender pay gap shows a broader picture of pay differences.

## Why do gender pay gaps exist?

Gender pay gaps can happen in any workplace and affect both men and women. They come from patterns like:

- ★ Fewer women (or men) in top-paying senior roles
- ★ Time out for childcare or other caring, and part time or flexible work. This affects women more than men and can slow career growth
- ★ A lack of pay transparency – this makes it harder to spot and fix unfair differences
- ★ Unconscious assumptions about who is suited to certain jobs or leadership roles can influence hiring, pay and promotion

Pay gaps largely exist due to structural differences, not individual pay decisions.

## Why reporting matters

Reporting the gender pay gap helps organisations:

- ★ Spot patterns and barriers that may need change
- ★ Make fairer decisions about pay and progression
- ★ Strengthen equality and trust at work

Closing gender pay gaps benefits everyone – it supports fairness, boosts business performance, and reduces pension gaps later in life.

## Understanding the data

There are two main figures used to calculate pay gaps:

1. The mean pay gap – the difference between the average hourly pay for men compared to women (total pay for each group divided by the number of employees)
2. The median pay gap – the difference between the middle point in pay (half earn more, half earn less) for men compared to women

The same methods are used for calculating the gender bonus gap, but using bonus payments received rather than hourly pay.

The final percentage shows how much less women earn on average compared to men. It is calculated by comparing the difference between the two groups as a percentage of men's pay. In other words, it shows how large the gap is relative to what men earn.

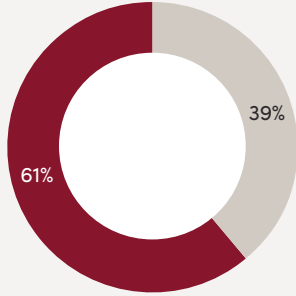
- ★ A **positive gap** means men earn more on average
- ★ A **negative gap** means women earn more on average

We also show our **pay quartiles** – how men and women are spread across four equal pay bands, from lowest to highest.

This helps highlight patterns in representation across pay levels.

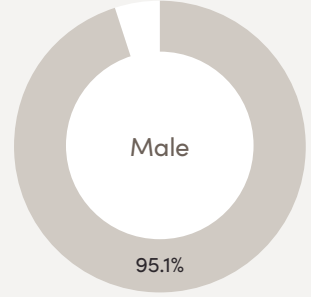
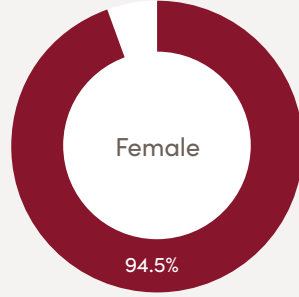


## Workforce demographics



Female - 3920  
Male - 2494

## Proportion of women and men who receive a bonus



## Base pay gap

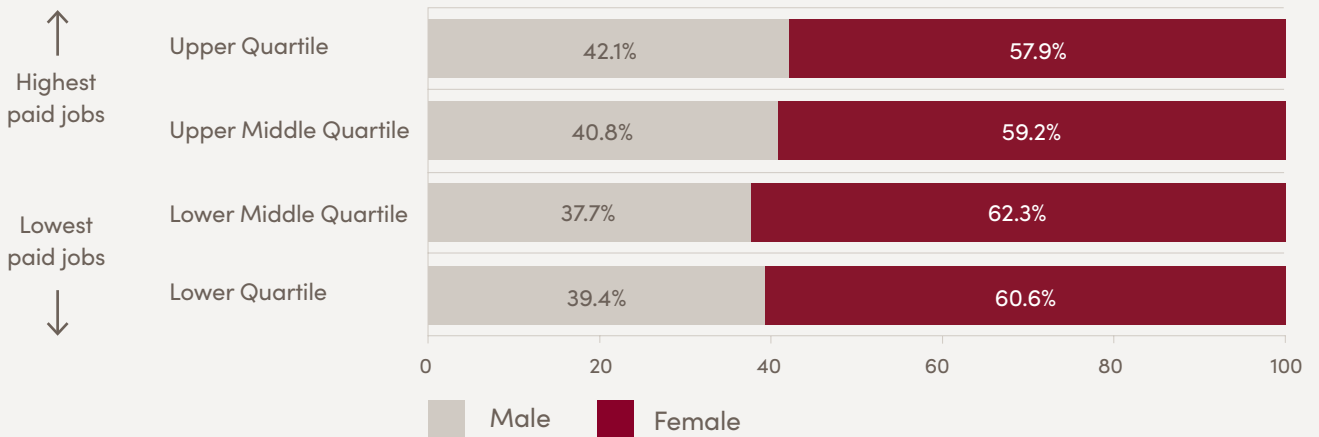
Mean Pay Gap	
2024	2025
6.0%	4.1%

Median Pay Gap	
2024	2025
1.4%	1.1%

Mean Bonus Gap	
2024	2025
62.1%	44.2%

Median Bonus Gap	
2024	2025
12.7%	8.7%

## Pay quartiles



## What contributes to our pay gap?

### Overall pay outcomes

Our latest gender pay gap figures show a continued positive position on hourly pay, with both the mean and median pay gaps low and improving year on year. The mean gender pay gap has decreased from 6.0% to 4.1%, and the median gap has reduced from 1.4% to 1.1%, indicating that on average, men and women are paid broadly similarly on an hourly basis across our business. We continue to regularly review pay by role and level, checking for unexplained differences, and maintaining strong female representation at all stages of the career pipeline, so that any small residual gap continues to narrow over time.

### Representation across pay quartiles

Women represent 61% of our total workforce, and this balance is sustained across all pay quartiles: 58% female in the upper quartile, 59% in the upper middle quartile, 62% in the lower middle quartile and 61% in the lower quartile. This even representation suggests that our overall gender pay gap is not driven by a lack of women in higher paid roles or quartiles. Instead, it points to a relatively balanced distribution of men and women across our pay structure, which is particularly encouraging in a hospitality and retail context where hourly paid and frontline roles make up a large proportion of our workforce.

### Bonus gap and incentives

Our mean gender bonus gap has reduced significantly from 61.1% to 44.2%, and the median bonus gap has fallen from 12.7% to 8.7%. The bonus gap, however, remains larger than the hourly pay gap. Bonus gaps are inherently more sensitive to high-value payments, such as share-based awards, which are concentrated at senior levels and can disproportionately influence the mean figure even with relatively small numbers of recipients.

In addition, many of our female employees choose part time or flexible hours roles in our hospitality and retail operations. Their bonuses, while calculated fairly in line with hours worked and performance, are lower in cash terms than those of full time colleagues, which increases the overall bonus gap.

## Our focus going forward

### Use Real-Time Data

- ★ Partner with our provider, Bridgit Pay, to monitor the gender pay gap in real time, allowing us to address any emerging gaps earlier
- ★ Use data-driven insights to inform timely, effective decisions

### Maintain Gender Balance

- ★ We're proud to have strong gender representation across Pret, and we remain committed to maintaining that balance as we grow
- ★ Continue to support progression into senior roles.

### Pay & Bonus Policies

- ★ We'll continue to ensure our pay and bonus policies support everyone - whether full-time, part-time, or flexible
- ★ By monitoring data in real time and reviewing decisions regularly, we can have a better influence on future outcomes

Overall, we seek to maintain balanced gender representation and hourly pay outcomes, which compare positively across the wider hospitality sector. We're proud of this progress and intend to maintain our momentum, continuing to set a high standard for fairness, inclusion, and opportunity within our industry.

## What we've done to support equity at Pret in 2025

Looking ahead to our next pay gap report, we have already taken action to maintain strong representation of women across Pret. From January 2025 to March 2026, a total of **2,369 promotions** took place across Pret, with **1,472 women promoted**, representing **62% of all promotions**. Specifically:



**This progress reflects our ongoing effort to create pathways for career growth across the business.**

Some other highlights include:

We continued to collaborate with **WiHTL**, sharing best practice and contributing to industry-wide equity initiatives. Our participation ensures Pret remains at the forefront of change across the hospitality sector.

### **Our Buddy System for Returning Mothers**

continues to support colleagues transitioning back to work, strengthening retention and helping to sustain long-term careers.

### **Our Belonging Groups**

remain an active force in shaping Pret's inclusive culture, creating safe spaces for colleagues to share experiences, celebrate diversity, and influence decision-making.

## Head Office London

Pret a Manger  
75b Verde  
10 Bressenden Place  
London  
England  
SW1E 5DH

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