



**GENDER PAY GAP REPORT
2023**

DANISH BAKE UK LTD

OUR STORY. OUR VISION. OUR MISSION

Since Ole and Steen joined forces to revolutionise the bread experience, we have been devoted to taking rustic recipes and refining them. Creating a beautiful balance between quality and simplicity.

We believe that if something is worth doing, it's worth doing with heart. A simple belief but a powerful one that carries through in everything we do.

We look for the extraordinary in the ordinary and we want everyone that sets foot through our doors to feel that we are that extra special spark in their day.

To us a bakery is a place where simple magic happens. It's where our passion is displayed, and we want everyone to savour the atmosphere as much as our baking and brews.

That's why we're bringing our bakeries to more local communities – making a better bakery for all.



OUR PEOPLE

Our first store opened on 19th December 2016 on Haymarket in the middle of London and today we have 23 stores across London and 3 stores just outside.

There are 3 component parts to our business:
Our Stores | Our Bakery | Our Support Team

For the basis of the Gender Pay Gap Report a snapshot was taken in April 2023 and at the time we employed 691 people.

Our Stores: 618

Our Bakery: 57

Our Support Team: 16



WHAT IS THE GENDER PAY GAP REPORT?

Since 2017/218 public and private sector employers with 250 or more employees have been required to report data on the gender pay gap within their organisations by 4th April every year.

As part of the reporting, we are required to identify a “snapshot date” – a fixed point in time at which our data is captured. All data in this report is representative of our gender pay on 5th April 2023.

This is our 3rd year of reporting to the Government, and we have done this via the Government website. However, it is our first year we have summarised the data for our team and the first year we will also display on our website OleandSteen.co.uk

GENDER PAY GAP VS. EQUAL PAY

Gender pay reporting is different to equal pay: Equal pay deals with the pay differences between men and women for the same or equal work. Whereas the gender pay gap shows the difference in the average pay between all men and women in the workforce.

WHY SHOULD THIS MATTER TO YOU?

The gender pay gap should matter to our people for several reasons:

- 1. Equity and Fairness.** Our people deserve equal pay for equal work, regardless of their gender. If organisations are working towards addressing the gender pay gap it promotes a more equitable, inclusive workplace.
- 2. Attraction and Retention.** When people perceive that the organisation, they work with are committed to closing the gender pay gap they are more engaged, and we also have the ability to attract top talent.
- 3. Business Performance.** Research from a number of sources, including McKinsey, shows that diverse and inclusive workplaces perform better financially. Closing the gender pay gap contributes to the overall business success.

WHAT DO WE HAVE TO REPORT AS A BUSINESS?

We have to compile quite a lot of data, in accordance with requirements, for everyone that worked for us in 2023, at a snapshot in time (we pull these figures together based on our payroll data on 5th April every year and this is known as the “snapshot date”).

- Average gender pay gap as a mean average.
- Average gender pay gap as a median average.
- Average bonus gender pay gap as a mean average.
- Average bonus gender pay gap as a median average.
- Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
- We have to sort people into quarters based on their pay – from the lowest to the highest.

So, let's be clear on the data and the difference between the words we are using:

Mean vs Media

The mean (the average) is calculated by adding the hourly pay rates for all women at Ole and Steen and then dividing the total by the number of women we employ.

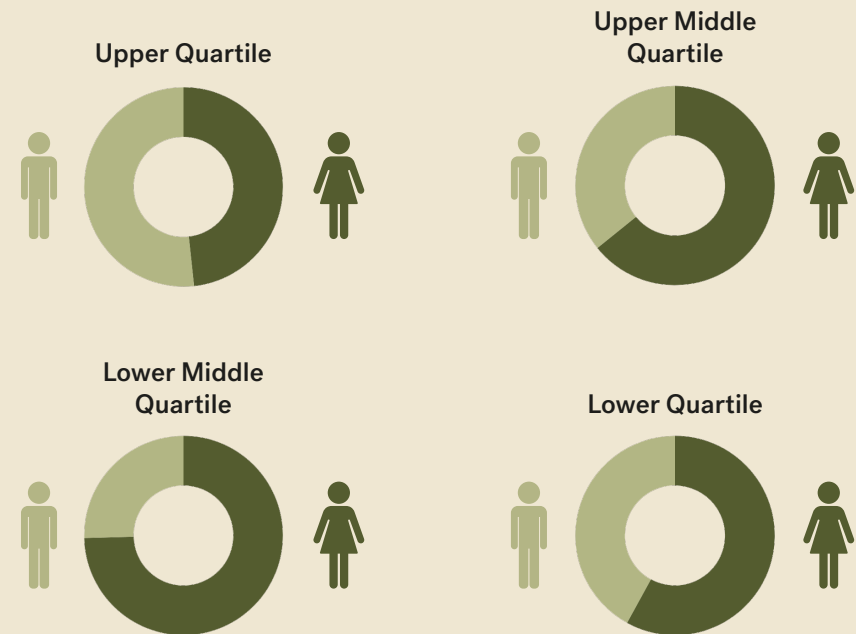
We can then compare that the mean hourly rate for men which is calculated in exactly the same way.

The median is the middle point between the highest hourly rate and the lowest hourly rate.

	2021	2022	2023
Mean gender pay gap	6.30%	8.98%	6.13%
Median gender pay gap	12.20%	0%	0%

Percentage of men and women in each hourly pay quarter

	Upper Quartile	Upper Middle Quartile	Lower middle quartile	Lower quartile
Female	48.30%	64.20%	74.60%	57.40%
Male	51.70%	35.80%	25.40%	41.60%



The mean is the most important or the most useful number.
So, what is our data telling us?

We are really proud that for the last 2 years our median pay gap is sitting at **0%** and this means that our middle earning female earns the same as the middle earning male.

We have a mean gender pay gap of **6.13%**. This means that the average female team earns 6.13% less than the average male employee. This is an improvement on the previous year and its a positive result we intend to build on.

This doesn't mean that we pay women less than men, it means that we have more males in more senior roles across the business.

If we look across the last 3 years the mean has decreased and this is because we have recruited more women into senior roles in the business, both with the Support Team and Operations.

It is also great to see we are maintaining the representation of females across all quartiles except for the upper quartile.

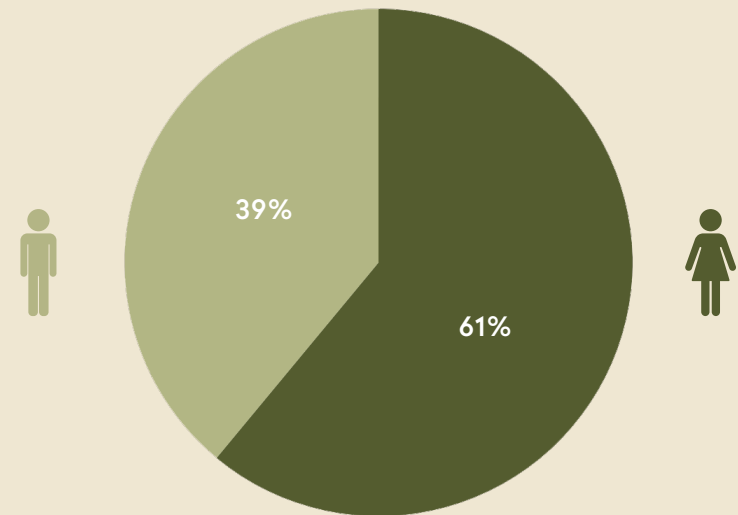
As of 2023 the gender pay gap for the UK stands at 7.7%. This means that on average, women earn 7.7% less than men in terms of hourly earnings, this means that at 6.13% Ole and Steen comes in below the national average.

Below you can see a snapshot of our total workforce for both April 2023 and April 2024. Ole and Steen do a great job in attracting women at all levels of the organisation.

This is telling us that we employ more women than men and if we break that down to the % at each level in the organisation except for in our Leyton Bakery.

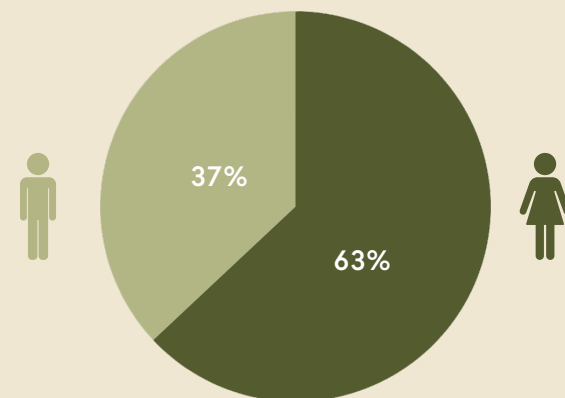
On the date of the snapshot (5th April 2023)
we employed a total of 691 people.

Gender Split 2023

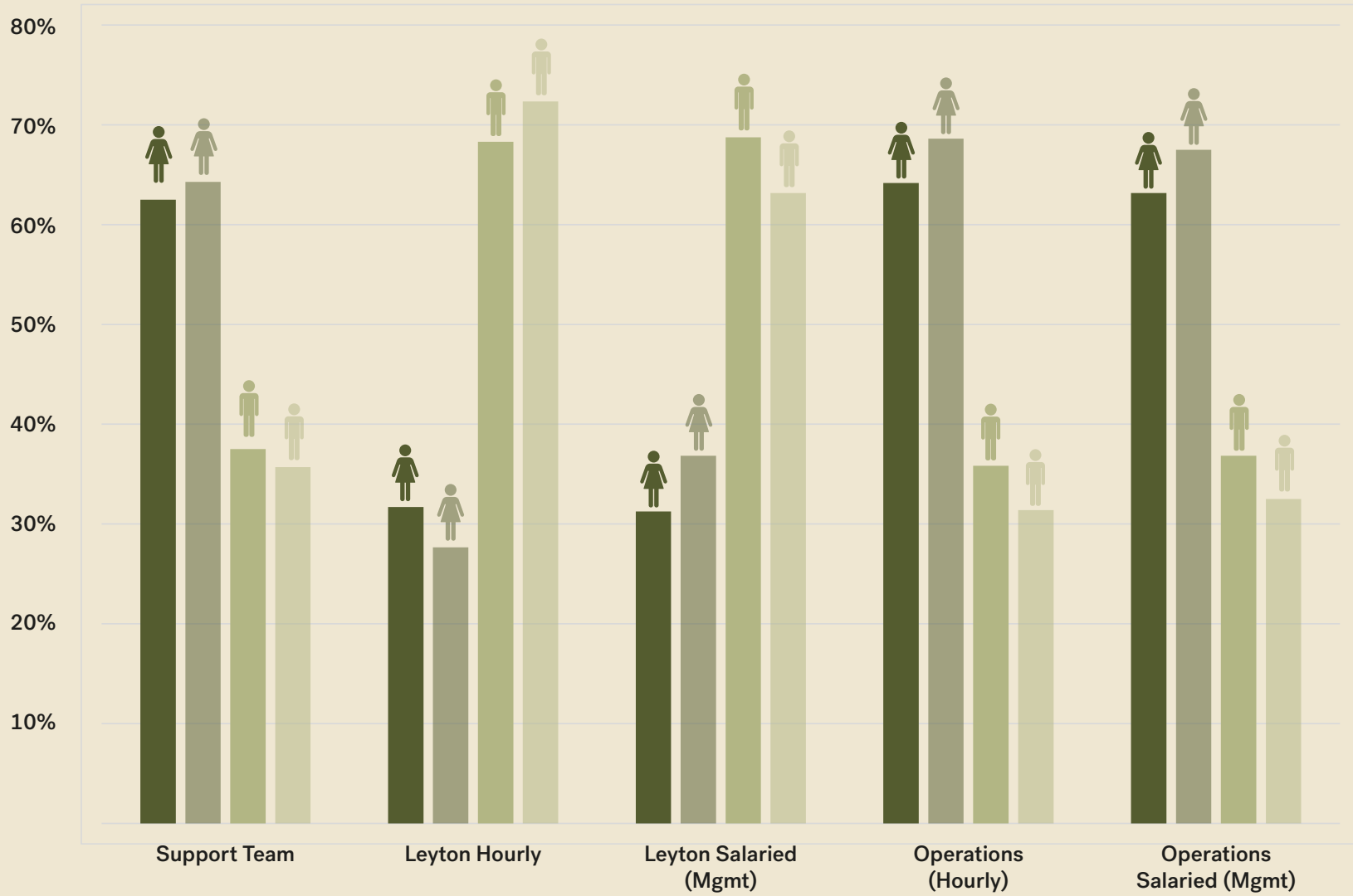
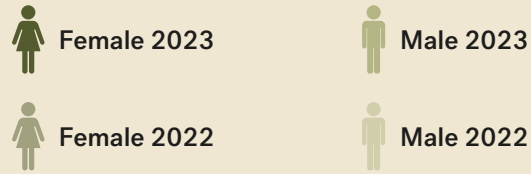


If we compare that to last year..

Gender Split 2022



GENDER SPLIT BY FUNCTION AND LEVEL



WITH THE HEART

We put our heart into everything we do.

RUSTIC, REFINED

Simple, done well.

EVERYDAY JOY

Moments to savour.



WE WELCOME EVERYONE AS THEY ARE, TEAM OR GUEST

DIGNITY AND RESPECT

In 2023 we introduced a Dignity and Respect Policy to show our commitment to providing an environment where all our people are treated fairly and with dignity and respect. An environment which is based on a sense of community, and which is free from discrimination, violence, harassment, bullying and victimisation for all.

At Ole and Steen, we genuinely care for each other, our products, and the world we live in, and that means we strive to ensure every part of Ole and Steen is free from fear or hate. We seek, in all of our actions and policies, to be a genuinely inclusive organisation and to integrate the principles of equal, equitable treatment and promotion of diversity into all aspects of day-to-day life at here.

We want our stores, our bakery, and our communities to be built on a foundation of mutual respect, dignity, courtesy, and kindness at all times for our GUEST and OUR TEAM. We expect EVERYONE to be treated fairly and provided with the same opportunities and not discriminated in any way. We want to ensure that the different experiences, abilities, and skills of all of you are valued by others. A place where you can be your true self.

PEOPLE TEAM

During 2023 we recruited a Chief People Officer for the Group and a UK Head of People to drive the People Strategy across Ole and Steen. The People Strategy for the UK is simple:

“We will build our teams and nurture our brilliant people to provide the best experience for our guests. Engaged, motivated and high performing teams which will in turn impact the success of Ole and Steen.”

- **Brilliant Basis** – to achieve success.
- **Friend and memorable service** – to enhance the guest experience.
- **A brilliant people experience** – to retain and engage our people.

DEVELOPMENT

During 2023 work started to ensure we have the best development options in place to support the careers of our people. In 2024 this will allow us to grow our talent from within supporting our people to achieve their goals and reach their full potential!

LOOKING TO THE FUTURE

ATTRACT

- Continue to ensure our recruitment processes supports “We welcome everyone as they are”. We are committed to employing recruitment practices that enable us to attract, retain and promote diverse talent.
 - We will look to provide guidance for everyone involved in the hiring process at Ole and Steen to ensure that every candidate has a consistent, bias-free candidate experience.
 - We will ensure that our job descriptions are gender neutral and inclusive and will include our Dignity and Respect statement in all our job adverts.

DEVELOP

Development and Talent Pipelines

- Launch our “Prove” Leadership Academy to grow our talent from within, supporting our people to achieve their goals and reach their full potential!
- Ensure there is a 50% representation of women across all programmes.

RETAIN

- Ensure we embed our Dignity and Respect policy across the business and talk about what “We welcome everyone as they are, Team or Guest”, really means.
- An engagement campaign spotlighting our leaders across the organisation as role models to ensure that “We welcome everyone as they are” and everyone feels welcome, included, and feel able to grow.
- As part of updating our HRIS, launch a diversity data campaign to capture personal data more accurately enabling detailed analysis of who we have in the business, in all areas and level and to provide great insight and allow us to create more targeted action plans.

Compensation and Benefits Review

- Look to improve our benefits and specifically our family friendly benefits, along with education for our leaders to manage these processes.
- Create and launch a Menopause policy in 2024.
- Grading and levelling of all roles

Engagement and listening to feedback

We regularly collect feedback from our team via our eNPS survey which is sent out every quarter but to move the dial and improve our results we aim to and drive the voice of our Team by launching a Team council to understand what is working and what’s not.

