



GENDER PAY GAP STATEMENT

2025 - HARNBURY HOLDINGS LTD

Harnbury Holdings Ltd is home to the San Carlo group of restaurants. Since opening the first restaurant on Temple street in 1992, the company has strived to ensure that equality is at the core of everything we do.

Here at San Carlo, life is something we endeavour to celebrate every day. That celebration is a huge part of what we do – and we do it well! We relish in the simple joys, in sharing our story, our food, service and style. We believe it's the little touches that make life feel special, that's why our colleagues take every day as a new opportunity to make someone's day.

To us, it's an art form.

Every colleague, every team, everywhere, is driven by the same purpose: We create memorable experiences through *The Art of San Carlo*.



OUR SHARED VALUES

Our shared values guide everything we do. They're the foundation of San Carlo's success, from our headquarters to every destination, worldwide. The values we live by help us to create, to celebrate, and to serve. The way we live and execute *The Art of San Carlo* ensures that every colleague and guest experience is consistently excellent.

WE LIVE

JOYOUSLY

We bring our infectious spirit to the every day.

WE LIVE

EXCELLENTLY

Reliability and quality are vital to who we are.

WE LIVE

GENEROUSLY

We give it our all and exceed expectations.

WE LIVE

RESPECTFULLY

We treat everyone with dignity and worth.



The government introduced legislation in 2017, that requested all employers in the UK with more than 250 employees, are required to comply with the Gender Pay Reporting under the Equality Act 2010 Regulation 2017. This involves carrying out a number of calculations that show the difference between the average earnings of men and women in our organisation.

The results are calculated in a number of ways;

Median Gap: This is calculated by ordering males and females in separate rows from the highest to the lowest in pay. The median is the pay figure in the middle of each group.

Mean Gap: This calculates the difference in pay between men and women in the business.

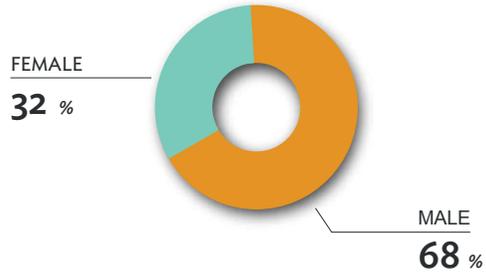
Pay Quartiles: This outlines how many males and females compare in each quartile pay bracket in the business.

RESULTS

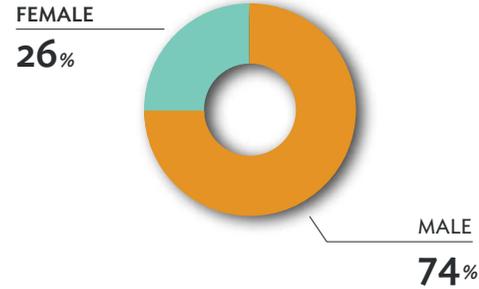
MEAN GENDER PAY GAP	2.6%	MEAN GENDER BONUS GAP	79.2%	% OF MEN WHO RECEIVED BONUS	11.9%
MEDIAN GENDER PAY GAP	0.0%	MEDIAN GENDER BONUS GAP	72.1%	% OF FEMALES WHO RECEIVED BONUS	3.7%

QUARTILES

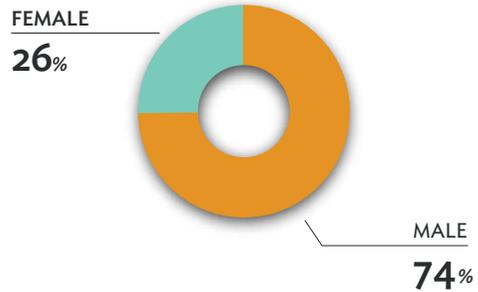
LOWER QUARTILE



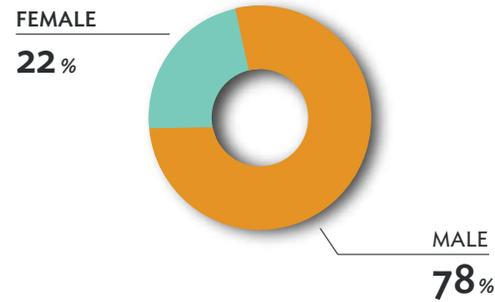
UPPER MIDDLE QUARTILE



LOWER MIDDLE QUARTILE



UPPER QUARTILE



The results below are based on 806 employees – 196 female (26%) and 546 male (74%)

	FEMALE	MALE	TOTAL	FEMALE%	MALE %	
Q1	60	126	186	32%	68%	LOWER
Q2	48	137	185	26%	74%	LOWER MIDDLE
Q3	48	137	185	26%	74%	UPPER MIDDLE
Q4	40	146	186	22%	78%	UPPER
	196	546	742	26%	74%	

DECLARATION

Together we are authentic. We're vibrant, welcoming, and enthusiastic – whether we're crafting exceptional dishes, providing top-tier service, or simply sharing a laugh with a colleague. We live life to the fullest, and we bring that energy to everything we do. We know that great food, exceptional service, and a lively atmosphere are the foundation of our brand. We're here to create joy and unforgettable moments – for our guests and for each other.

We remain committed to attracting, developing and retaining more diverse talent, including creating a pipeline of female talent and recruiting a greater percentage of women into senior roles. We are identifying opportunities to increase the number of female Managers across our entire estate.

I confirm that Harnbury Holdings Ltd gender pay gap calculations are calculated in accordance with the guidance and requirements prescribed by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

Marcello Distefano
CEO