



GUZMAN Y GOMEZ LIMITED

GENDER PAY GAP STATEMENT

2023-2024

PUBLISHED MARCH 2025

GYG's Commitment

At Guzman y Gomez (GYG), our people are at the heart of everything that we do. 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.

We have made significant progress; however, we acknowledge 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
Founder and Co-CEO



Hilton Brett
Co-CEO



Rebecca Nikqi
Chief People Officer

GYG'S PROGRESS

At GYG, we are dedicated to continuous improvement towards the gender pay gap. We're proud of the progress we've made in the past year, and are committed to fostering a culture of diversity and inclusion.

GYG recognises our responsibility to comply with the requirements under the Act, ensuring that we accurately report our corporate structure and remuneration data. At GYG Australia we report under two different ABNs, or business entities.

- **Guzman y Gomez Restaurant Group Pty Ltd** encompasses our Corporate Restaurant Operations and at the time of reporting, encompassed 3,056 employees.
- **Guzman y Gomez Franchising Pty Ltd** encompasses our Hola Central (Head Office) team, 252 people who support both our Corporate Restaurant Operations as well as our Franchisee partners.

Given the significance of franchisees operating Guzman y Gomez restaurants, it is worth noting that these entities and the reporting do not include franchisee operations gender equity data as they are independent businesses that operate under GYG's brand and guidelines but with legally separate entities.

We are pleased to report that, overall, GYG has made progress in reducing our gender pay gap. For our Corporate Restaurant Operations of 3,056 employees, we made improvements across all key metrics, with the mean and median total remuneration gap moving from 9.9% to 7.1% and 5.6% to 5.1% respectively.

For our Hola Central employee group of 252 people, we saw some improvements in the median remuneration gap along with our number of female managers increasing in the past year. However, our average remuneration was impacted by GYG's co-CEO model. The inclusion of GYG's two male Co-CEOs in the 2023-24 data, comparative to only one male CEO in the 2022-23 data, has impacted the pay gap negatively in 2023-24. The average total remuneration gap, excluding the Co-CEOs, calculated in line with the WGEA framework, would be 18.1%, while the average base salary gap would be 17.1%.

These results highlight our dedication to continuous improvement, and we remain focused on advancing gender equality as a core value of our business.

GYG'S GENDER PAY GAP

GUZMAN Y GOMEZ RESTAURANT GROUP PTY LIMITED (CORPORATE RESTAURANTS)

	2022-23	2023-24
Average (mean) base salary	10.00%	6.50%
Median base salary	5.60%	4.90%
Average (mean) total remuneration	9.90%	7.10%
Median total remuneration	5.60%	5.10%
# Employees	3,056	

GUZMAN Y GOMEZ FRANCHISING PTY LIMITED (HOLA CENTRAL)

	2022-23	2023-24
Average (mean) base salary	18.70%	24.50%
Median base salary	21.20%	20.50%
Average (mean) total remuneration	19.50%	25.50%
Median total remuneration	25.70%	22.70%
# Employees	252	

We are also pleased to report the increase of females in management roles at GYG in the past 12 months in each of the reported entities.

In our Corporate Operations team, female managers increased from 41% to 46% and in our Hola Central team, managers who are female increased from 36% to 39%.

GENDER COMPOSITION OF FEMALES

GUZMAN Y GOMEZ RESTAURANT GROUP PTY LIMITED (CORPORATE RESTAURANTS)

	2022-23	2023-24
% Managers who are female	41%	46%
% Non-Managers who are female	56%	56%

GUZMAN Y GOMEZ FRANCHISING PTY LIMITED (HOLA CENTRAL)

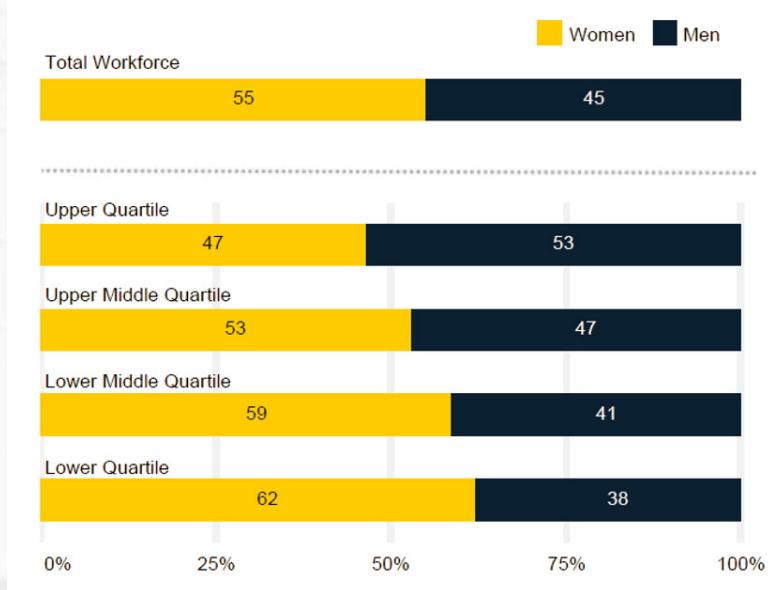
	2022-23	2023-24
% Managers who are female	36%	39%
% Non-Managers who are female	57%	51%



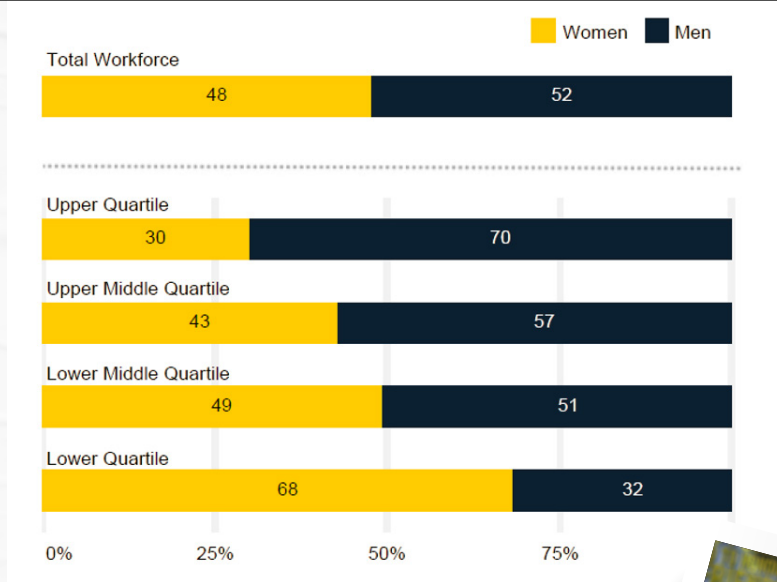
GENDER COMPOSITION BY PAY QUARTILE

The table below reflects the total remuneration full-time equivalent pay of all employees into four equal quartiles.

GUZMAN Y GOMEZ RESTAURANT GROUP PTY LIMITED (CORPORATE RESTAURANTS)



GUZMAN Y GOMEZ FRANCHISING PTY LIMITED (HOLA CENTRAL)



The key factors contributing to our gender pay gap (particularly for Hola Central), include a lower representation of women in higher-paying roles (upper pay quartiles), a smaller proportion of men in lower-paying positions (lower pay quartiles), and the distribution of team members across these quartiles. Ensuring a more balanced representation of men and women at all levels within GYG is essential for reducing and eventually closing this gap.



GENDER EQUALITY INDICATORS AND GYG'S ACTIONS



The six Gender Equality Indicators (GEIs) set by the Workplace Gender Equality Agency (WGEA) in Australia are designed to measure and promote gender equality in the workplace. GYG addresses these indicators as follows:

1

GENDER COMPOSITION OF THE WORKFORCE:

GYG's current workforce profile is measured annually. We believe that by focusing on three key priority areas; attract and retain more females, provide increased opportunity for flexible work/ family friendly practices and maintain our commitment to equal pay, over time we will rectify this imbalance and increase the number of women in higher graded roles.

Specifically, in the next 12 months, GYG is committed to:

- Prioritising the promotion and hiring for gender diversity, aiming for a composition of at least 40% women, 40% men, up to 20% of any gender.

- We will be introducing unconscious bias training for our leaders to foster a more inclusive and equitable work environment.
- Ensure that at least one female representative is on the hiring panels.
- Continuation of our Women in Leadership program (launched June 2024), for aspiring female leaders within the company. We have partnered with Women Rising to help the selected individuals find clarity, build confidence and become more authentic leaders. Women Rising is the fastest growing women's leadership program of its kind globally and provides women with the tools, coaching & resources needed to develop essential leadership skills.

2

GENDER COMPOSITION OF GOVERNING BODIES:

Since reporting for the 23-24 WGEA annual Gender Equality Census, the composition of the GYG board has shifted slightly from 22% to 29% female. We recognise that a more balanced gender composition of the board has positive impacts on performance and gender equality outcomes.

Two of GYG's Board sub-committees are chaired by females. GYG's Nomination and Remuneration Committee is chaired by Jacqui Coombes, and the Audit and Risk Committee is chaired by Marina Joanou.

3

EQUAL REMUNERATION BETWEEN WOMEN AND MEN:

GYG maintains a commitment to equal pay, ensuring that men and women receive the same compensation for equivalent roles.

As part of GYG's DEI Plan, we are committed to ensuring our recruitment and talent processes minimise bias, this includes how people are selected and promoted.

GYG is committed to including in its corporate governance statement each year details of the measurable objectives set under the Diversity Policy of the year to which the corporate governance statement relates, and a summary of the Company's progress towards achieving those measurable objectives.

4

AVAILABILITY AND UTILITY OF EMPLOYMENT TERMS, CONDITIONS AND PRACTICES RELATING TO FLEXIBLE WORKING ARRANGEMENTS FOR EMPLOYEES AND TO WORKING ARRANGEMENTS SUPPORTING EMPLOYEES WITH FAMILY OR CARING RESPONSIBILITIES.

GYG is committed to supporting its Australian team members with a range of family-friendly practices and benefits. These benefits are communicated to all new hires and via our internal communications platform driven by Workvivo.

These include:

- **Parental Leave:**

Employees who have completed 12 months continuous service with GYG are entitled to 12 weeks of fully paid parental leave. GYG does not differentiate between primary and secondary entitlements.

- **Superannuation:**

GYG continues to make superannuation contributions throughout both paid and unpaid parental leave, up to a maximum of 9 months.

- **Support In the Event of Stillbirth, Infant Death or Miscarriage:**

If a caregiver starts or applies for GYG paid parental leave but faces loss, such as pregnancy ending without birth of a living child, or the child passing away during the leave period, they remain entitled to receive the full paid leave entitlement. They can also apply for unpaid leave, as may be certified by a medical practitioner, up to a total of 52 weeks of combined paid and unpaid leave.

- **Domestic violence leave:**

Employees who experience family and domestic violence will be supported by GYG through the provision of 10 days of paid domestic and family violence leave each year.

- **Flexible work arrangements procedure:**

GYG recognises the importance of flexible working arrangements and supports flexibility for a range of reasons. In line with the applicable law, GYG is committed to considering FWA to support employees to balance work and personal commitments without compromising their job responsibilities and/or health.

GYG supports flexible work applications for other reasons from all employees on a case-by-case basis, in addition to eligible employees under the Act. This may include, but is not limited to, for undertaking study, sporting careers/interests, better work/life balance, transition to retirement, personal health issues, or participating in voluntary work.

These benefits reflect the company's dedication to fostering a supportive and inclusive work environment for all team members.



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 2024, we had 91% participation and an impressive 78% of respondents agreed that "GYG fosters a diverse and inclusive culture, and I feel a sense of belonging." The survey also offers team members the chance to provide confidential

open-text feedback, which is carefully reviewed and addressed through leadership action plans. Mid-way through the year, a 'pulse check' survey is conducted through the same third party, to ensure leaders are progressing against their action plans and employees have the opportunity to voice concerns regularly.

6

SEXUAL HARASSMENT, HARASSMENT ON THE GROUNDS OF SEX OR DISCRIMINATION

A positive workplace environment is essential to the success of GYG, and we are dedicated to fostering a culture of inclusion and connection. Our goal is to create a safe, diverse, inclusive, and engaging environment where our people can thrive.

The Respect at Guzman y Gomez Policy ('Respect at GYG') outlines GYG's commitment to maintaining a workplace that values diversity, treats all individuals with dignity, and ensures that everyone feels safe, supported, and respected. GYG is committed to providing a positive workplace where all employees meet the highest standard of behaviour in the workplace. Central to this commitment is ensuring that our workplaces are free from discrimination, harassment, bullying and violence or aggression.

All team members are required to complete mandatory training and education (GYG Code of Conduct) to understand what constitutes unlawful behaviour and their responsibilities in the workplace, aligned with our policies, company values, and legal obligations.

In addition to this and as a proactive measure, GYG has implemented a Leadership Essentials series aimed at giving leaders the ability to provide two-way feedback and deal with issues effectively as they arise; before issues escalate. Enhancing these capabilities ensures that leaders are equipped to create a safe and inclusive environment where our people can thrive.



