

Burton & Speke Ltd

Gender Pay Gap Report 2025

Prepared in the Starbucks licensee reporting style
Snapshot date: 5 April 2025

Report ready for
website publication and
government submission

Key measures included

- Mean and median pay gap
- Mean and median bonus gap
- Bonus participation by gender
- Quartile distribution
- Narrative and declaration

Burton & Speke Ltd



This report follows the six statutory UK Gender Pay Gap measures and uses the 5 April 2025 snapshot population.

What is included

- Mean gender pay gap
- Median gender pay gap
- Mean bonus gap
- Median bonus gap
- Bonus participation by gender
- Hourly pay quartiles

Burton & Speke snapshot

- 277 total employees
- 199 women (71.8%)
- 78 men (28.2%)
- Bonus period: 12 months to 5 April 2025

Key principle

- Gender pay gap is not equal pay
- It shows the difference in average earnings across the whole workforce
- Narrative matters as much as the numbers

The workbook provided contains the pay-gap calculations and quartile outputs

Pay & Bonus gap

The difference between the average earnings of men and women

Pay gap headline

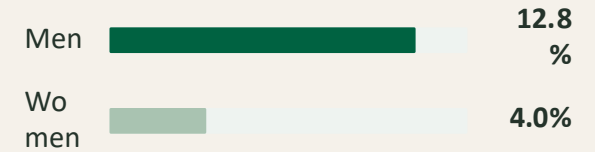
Average hourly pay is £14.06 for men and £13.59 for women. The median is equal at £12.80.

Bonus headline

Average bonus paid is £2921 for men and £3098 for women. The mean and median bonus gaps both favour women.

	Mean	Median
Pay gap	3.3%	0.0%
Bonus gap	-6.0%	-1.8%
Men receiving bonus	12.8%	
Women receiving bonus	4.0%	

Bonus participation



What this means

The gender pay gap remains modest, with equal median pay across the business, indicating that men and women are paid equally for comparable roles.

The mean gap reflects the distribution of employees across different roles rather than differences in pay for the same work.

Bonus participation is higher among men, reflecting the current distribution of roles where bonus schemes apply. However, where bonuses are awarded, women receive slightly higher average and median bonus values.

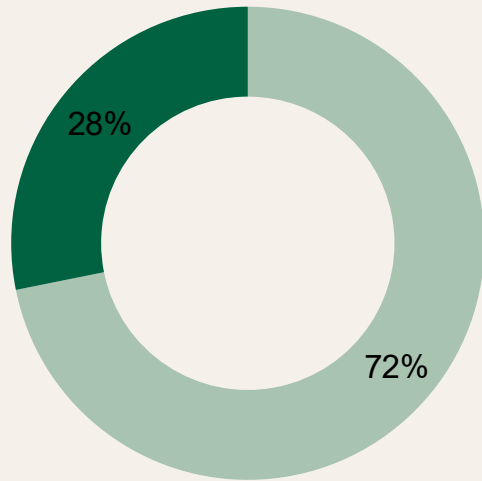
Employees are ranked by hourly pay and split into four equally sized groups.



Quartile story

- Women are the majority in three of the four pay bands.
- The lower middle quartile is entirely female in the provided quartile output.
- Men are most concentrated in the lower quartile.
- The upper quartile remains predominantly female.

Burton & Speke employees 277 people in scope for reporting.



■ Women ■ Men

199

Women
71.8% of
workforce

78

Men
28.2% of
workforce

Context for the figures

- The report population is majority female.
- A modest mean pay gap can still exist even where women are the majority overall.
- Quartile movement, leadership mix and bonus eligibility are the main drivers to watch year to year.

The key story from this year's results

1. Pay distribution

The mean pay gap is modest at 3.3% and the median pay gap is 0.0%. This suggests the centre of pay is equal, while the average is influenced by the spread of employees across the pay bands.

2. Workforce shape

Women make up the majority of the workforce and are strongly represented in the upper quartiles. Men are more concentrated in the lower quartile, which shapes the quartile pattern even though women remain the majority overall.

3. Bonus outcomes

Bonus participation is higher among men, but women who received a bonus had a slightly higher average and median bonus value this year. That leads to bonus gaps that favour women.

Narrative

Burton & Speke Ltd remains committed to fair and inclusive pay practices. Our 2025 results show a modest mean gender pay gap, a zero median pay gap and strong female representation across three of the four pay quartiles. Bonus participation was higher for men, although women who received a bonus had slightly higher average and median bonus values. We will continue to review workforce mix, development pathways and bonus eligibility to ensure equality of opportunity across the business.

Review progression pathways

Track movement into higher-paid roles and keep development conversations visible across the store network.

Monitor bonus eligibility

Check that bonus participation criteria are applied consistently and are well understood by all eligible employees.

Keep pay positioning under review

Continue to review starting rates, uplifts and pay governance to maintain fairness in comparable roles.

Publish and communicate clearly

Share the results transparently with employees and keep the report available on the company website.

I confirm that the information and data reported are accurate as of the snapshot date and have been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Signed for and on behalf of Burton & Speke Ltd



Director / authorised signatory

18 March 2026

Date

Ready for website publication, internal communication and entry into the UK government reporting portal.