



# GENDER PAY GAP REPORT 2023



# FOREWORD

In January 2023 I took over the leadership of BTC Hospitality Investments LTD (BTCH).

BTCH, owns and operates both the SOHO Coffee brand along with the Euphorium Bakery brand. Over the last 12 months +, I have brought how we operate both of our brands together, so we have one way of doing things, and one operational backbone to how we do all our business.

As result of this, we decided to include our Euphorium Bakery colleagues, and provide a broader 'Gender Pay Gap Report' for 2023 from a group perspective.

Due to sustained growth, within our 2023 'Gender Pay Gap Report' results, SOHO Coffee are pleased to be included for the fifth consecutive year.

As a group, we continue to undergo planned changes, that will lead to planned growth. At the centre of this is our new Vision, Mission and Values. These are underpinned by a set of behaviours for all colleagues, to be displayed, lived and breathed, at all levels of the organisation.

*(continued overleaf)*



# FOREWORD

I am pleased that our actions are focussed on bringing about continuous improvements. Our people are integral to all that we do, and we will continue to encourage growth and development from within the business.

I am proud to lead a business, where we maintain a gender-neutral status, with equal opportunities for all.



Sam Shutt, Group CEO



# OUR VISION

The group's vision, centered on "honest, good mood food, crafted coffee & drinks – proudly served, delivering soul at scale" embodies a commitment to authenticity, uplifting experiences, and community connection.

It aspires to redefine hospitality by infusing every interaction with genuine care, quality offerings, and a welcoming atmosphere. Through its dedication to soulful service and honest craftsmanship, we aim to create meaningful moments that resonate with customers on a profound level, fostering loyalty and leaving a lasting impact.

**"Honest, good mood food,  
crafted coffee & drinks –  
proudly served, delivering soul  
at scale."**



# OUR MISSION

Our mission form the guiding principles that shape our identity and actions. It instills a sense of purpose and direction, guiding decision-making and fostering trust among customers and stakeholders. It serves as the moral compass, driving the business towards excellence, service, and positive impact in both its internal culture and external interactions.



**Good is always served.**



**To curate quality products and welcoming environments to ensure the return visit.**



**To always be SOHO good for colleagues & customers.**



# OUR VALUES



## **Be consistently good**

Part of our ethos is about not overstating who we are, so for us being 'good' really is good enough, and it's what we strive for. When we say 'good' we have to deliver on that so we can be relied on to deliver our brand promise of 'SOHO Good' or 'So Good' to our customers and our team.



## **Be proud to serve**

As a business we feel proud about what we're offering up and we pride ourselves on working as a team that are proud to serve. Good things happen when we serve together.



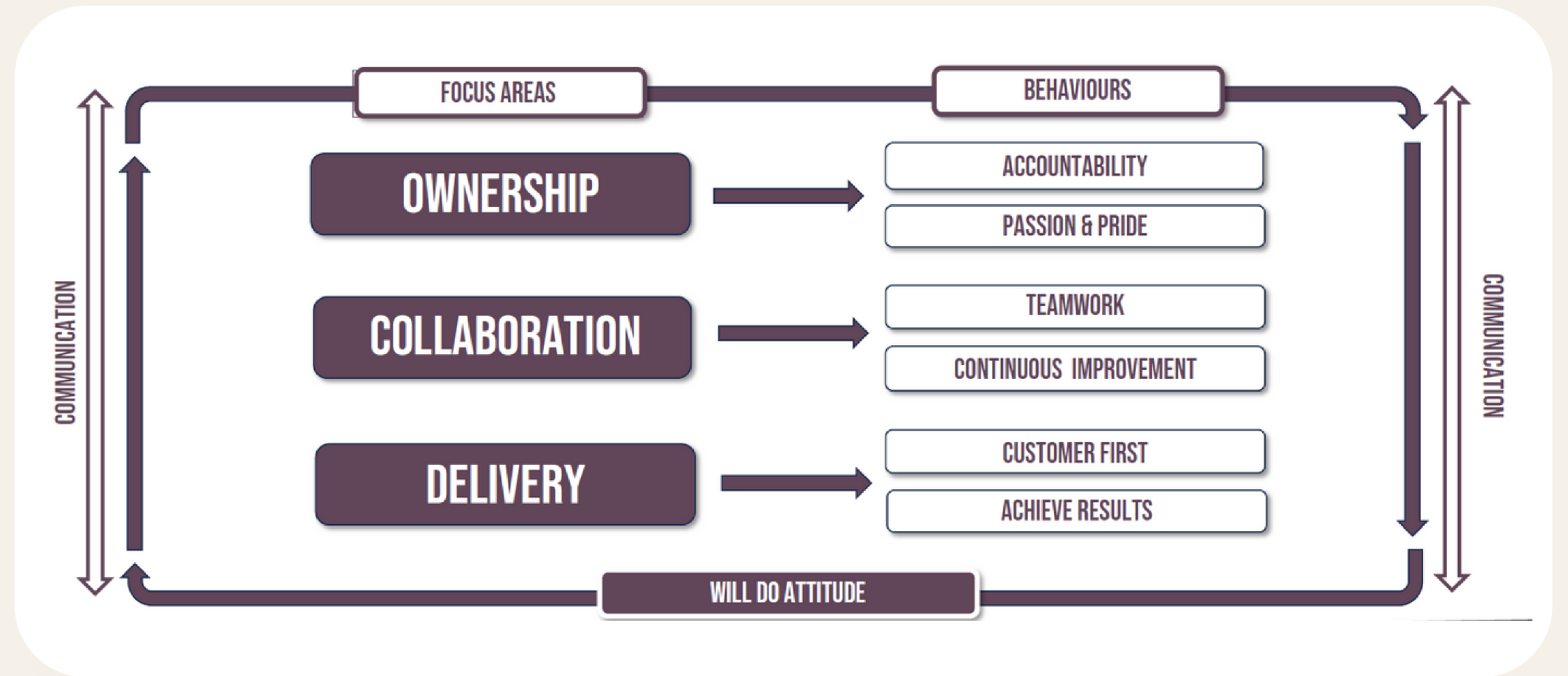
## **Be the good in someone's day**

A welcoming smile, remembering an order, doing something above and beyond to make each customer feel valued. It's the little things that matter, and the smallest thing can add some good to a person's day.



# OUR BEHAVIOURS

We have 6 behaviours that are categorised into 3 focus areas, and have been collectively selected and agreed by all our colleagues, across the group.



# WHAT IS THE GENDER PAY GAP?

**The gender pay gap is the difference between the average earnings of men and women across a company.**

It is often found that men have earned, and continue to earn, more than women, even when the work is comparable. This is not a circumstance supported by the team here. We view such a potential imbalance as serving to perpetuate gender-based stereotypes and discrimination.

The gender pay gap is not the same as equal pay, which ensures that people carrying out the same job receive the same rate of pay.





# WHAT DO WE HAVE TO REPORT?

**The Government requires businesses with more than 250 employees to report these gender pay gap figures:**

1. The percentage of men and women in each earnings quartile
2. The mean (average) gender pay gap, based on hourly pay
3. The median (middle) gender pay gap, based on hourly pay
4. The percentage of male and female employees awarded a bonus
5. The mean (average) gender pay gap for bonus pay
6. The median (middle) gender pay gap for bonus pay



# WHAT IS MEANT BY MEAN & MEDIAN?

## Mean

The mean pay and bonus gaps are based on a calculated average for female and male employees. To calculate this you add up the hourly pay rate (or total annual bonus) for all female employees and divide this by the total number of female employees there are in the organisation. You would then do the same for male employees. The difference between these two results is the mean pay and bonus gap.

## Median

The median is the middle pay (or bonus) point for men and women. It is important to understand that the middle pay point for women may very well be at a different pay point than for men, so the median does not necessarily compare the same roles. The pay and bonus data is ranked in order from highest to lowest. The median pay (or bonus) would be that received by the woman or man in the middle.

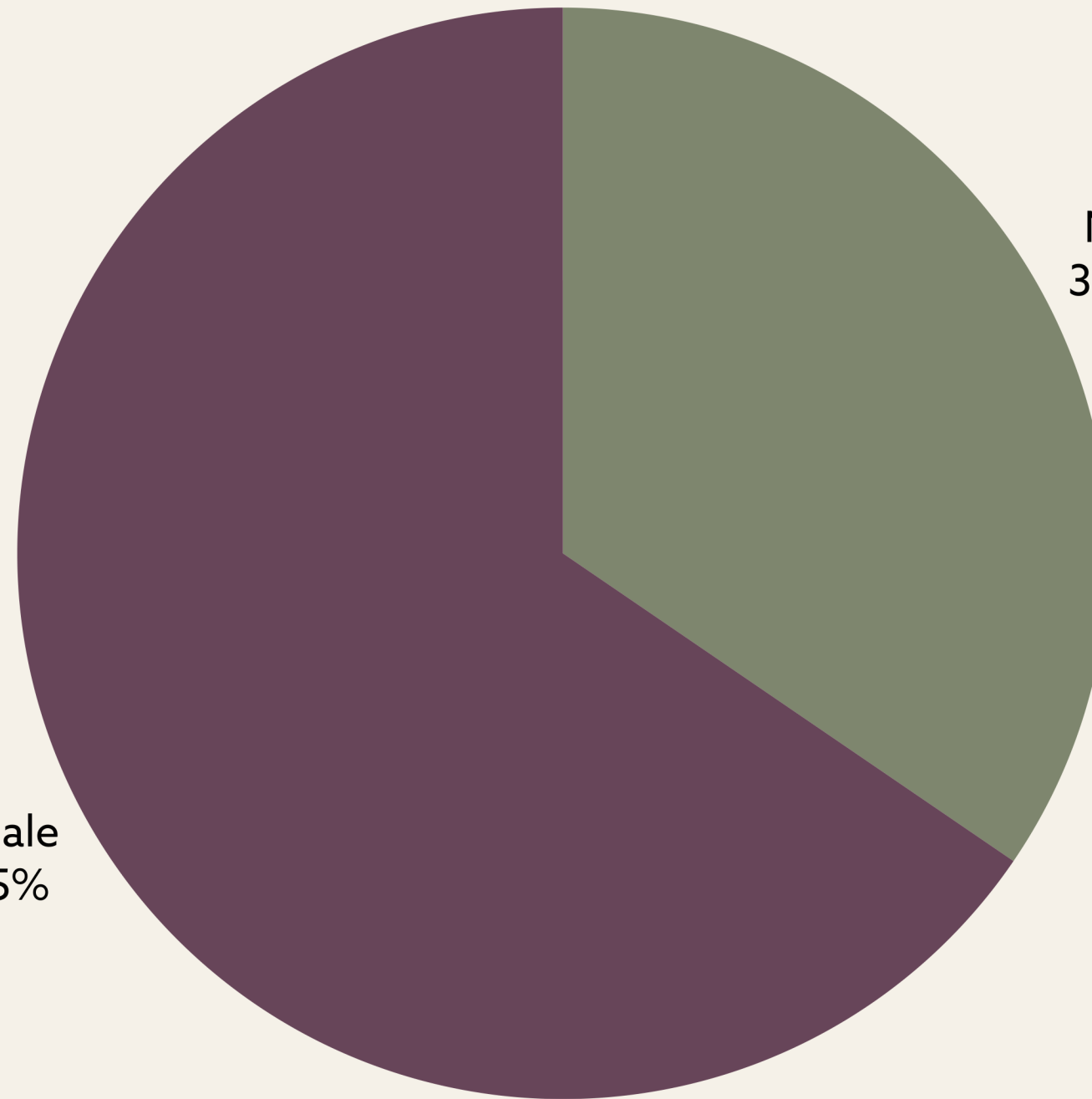


# GENDER PAY GAP DATA

At the snapshot date of the 4th April 2023, BTC UK employed a total of 472 team, of whom 163 were male and 309 were female; 34.5% and 65.5% respectively.



Female  
65.5%



Male  
34.5%



# GENDER PAY GAP DATA

We are delighted to report for the 5th year in succession positive findings for both the Mean Pay Gap and the Median Pay Gap.

The Mean Pay Gap of -4.5% is a positive and though it has decreased slightly from 2022 highlights that the average female employee earned 4.5% more than the average male employee. This demonstrates we are well represented by women at a managerial level or/and in higher paid specialist roles.

Our positive Median Pay Gap of -3.63%, which has increased on 2022, illustrates the middle earning female employee was paid more than the middle earning male employee. This reflects the heavy weighting of women employed in operational management roles.

The team are extremely proud their results are well advanced on both the UK and industry norms.

Please note there were no bonus payments to be reported.

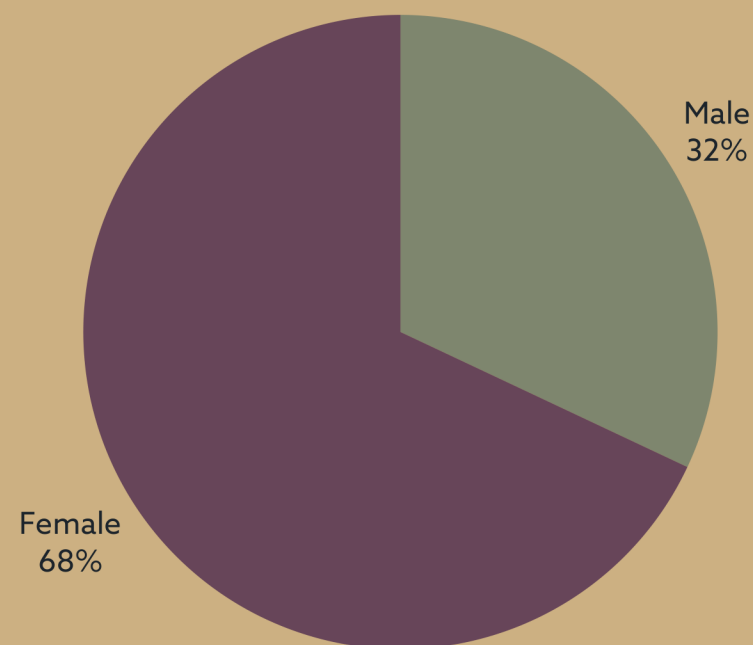
	Mean Gender Pay Gap	Median Gender Pay Gap
2023	-4.5%	-3.63%
2022	-5.9%	-2.1%
2021	-7.0%	-1.7%
2020	-0.2%	-2.27%
2019	0%	-1.4%
2018	7%	12.9%

# QUARTILES

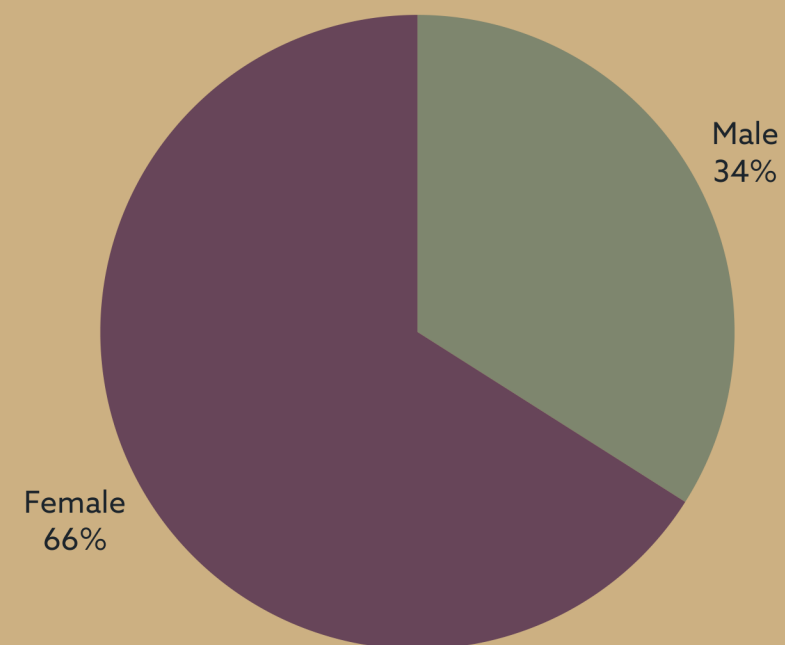
The Quartiles represent all employees in four equal divisions based upon their hourly earnings, with the attention paid to the gender split in each quartile.

There are some slight changes to our quartiles when compared with 2022. Quartile 1 shows a 5% increase in higher paid male employees and quartile 4 also shows a 7% increase in lower paid male employees. Overall, SOHO's workforce comprises 65.5% women and 34.5% men, remaining in line with the overall hospitality industry average of 65% females.

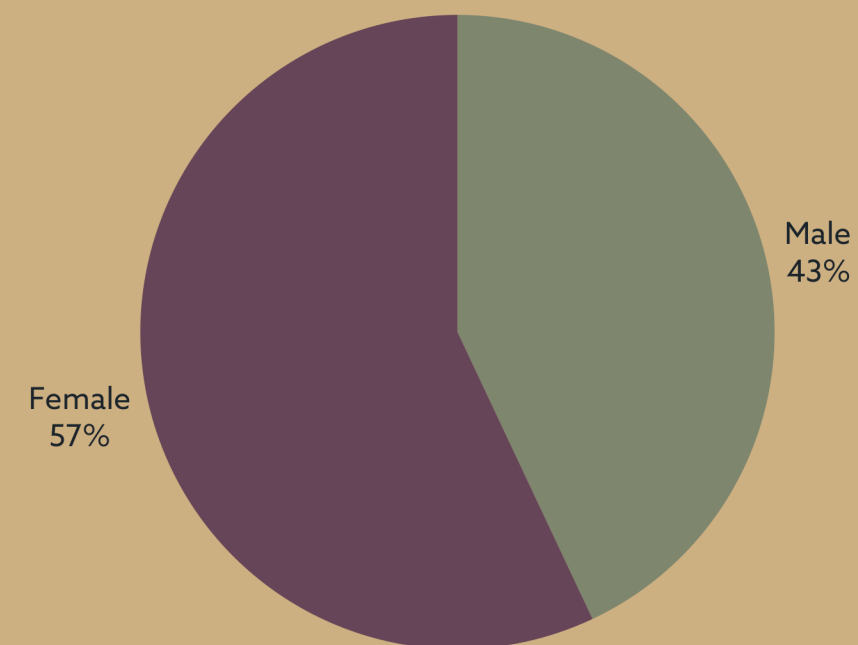
**QUARTILE 1  
HIGHER PAID**



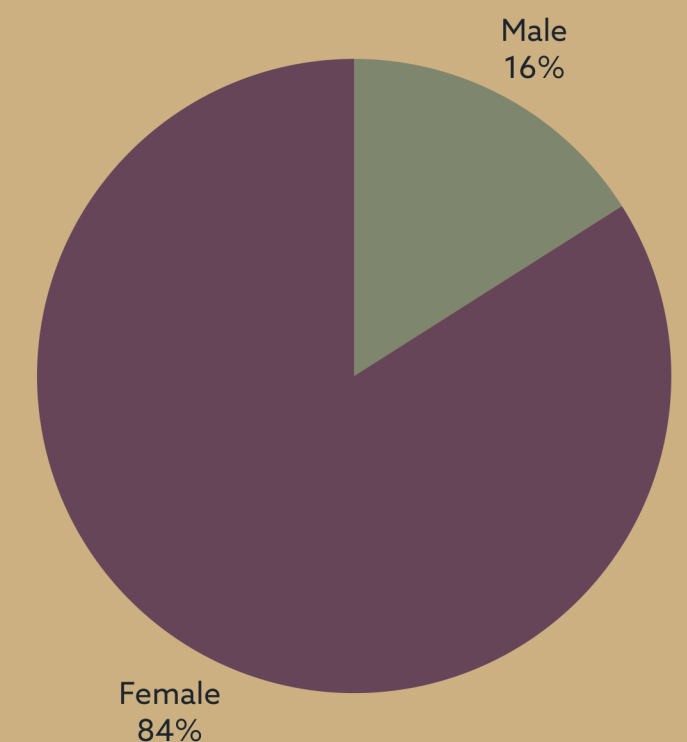
**QUARTILE 2  
UPPER MIDDLE PAID**



**QUARTILE 3  
LOWER MIDDLE PAID**



**QUARTILE 4  
LOWER PAID**



# SUMMARY

This year has seen us establish an 'Operational Board' to support and drive continuous improvement in our business, 66% of that UK board is made up of female leaders. Our 'Support Hub' based in Cheltenham, which supports all UK operations is made up of 80% female. 70% of all managerial roles are also held by females. We will continue to encourage females to apply for all roles in the business as we continue to grow and move forward.

We are proud our results continue to benchmark above our competitor set within the industry and believes this validates our people strategy. Providing this information ensures we continue to focus on improvements for our business; that ongoing we review our remuneration and rewards; our flexible approach to team working, recognising the importance of every individual's work life balance.

