



~ TOOK US A LONG TIME LTD ~
OUR GENDER PAY GAP REPORT '18

OUR COMMITMENT TO EQUALITY

Took Us a Long Time Ltd are committed to equality and diversity. We know that our aim to serve great food, delivered by friendly staff, is only fully realised when every team member is focussed on creating the best environment for our guests and other staff. In order to achieve this focus, every team member must feel welcomed and included whoever they are. We are committed to improving our outcomes and therefore we will continue to identify and act on areas of weakness in delivery of our aims.

What is the Gender Pay Gap?

The Gender Pay Gap measures the difference between the average gross pay and bonus pay for males and females, ignoring other factors such as the job role.

This is different from the Equal Pay Gap. Took Us a Long Time Ltd has no Equal Pay Gap as we pay males and females the same rate for doing the same jobs.

OUR GENDER PAY & BONUS GAP

10.58%

mean gender
pay gap

2.13%

median gender
pay gap

Proportions
of males who
receive
bonus
20.36%

11.90%

mean gender
bonus gap*

-9.68%*

median gender
bonus gap

Proportions
of females who
receive
bonus
11.88%

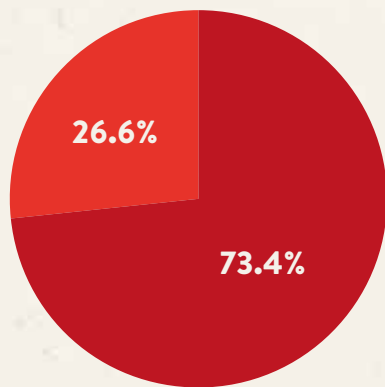
*Of the females who receive bonus the Median level is 9.6% higher than males who receive bonus

OUR COMMITMENT TO EQUALITY

We are delighted that our 2018 Gender Pay Gap (10.58%) has reduced from 2017 (12.8%) and continues to be significantly smaller than the National Average (17.9%)*. However we are not complacent and continue to review the reasons for our gap.

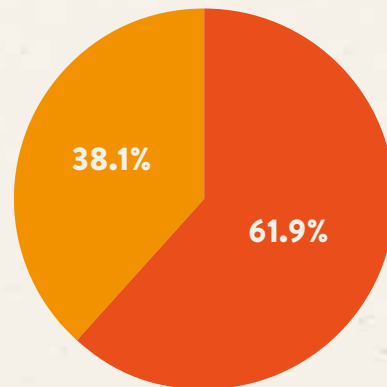
Our Gender Pay Gap is explained by the difference in roles that males and females fulfil. 86% of our back of house teams are male and these tend to be higher paid roles. Unfortunately this bias is typical across our industry. We are pleased however that our restaurant management teams are very evenly representative of both genders, with a female majority of 54%.

UPPER QUARTILE



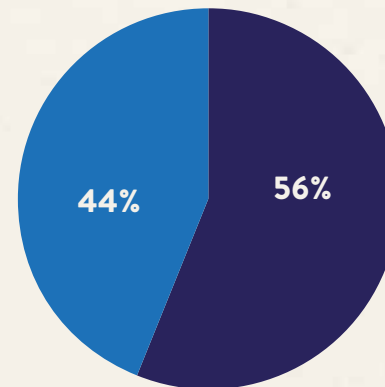
FEMALE MALE

UPPER MIDDLE QUARTILE



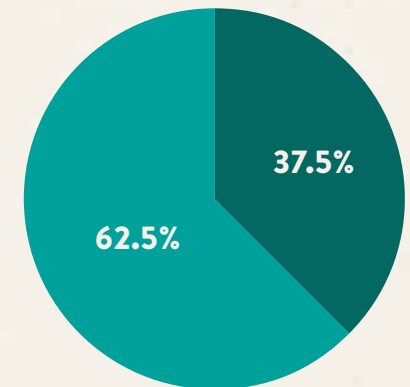
FEMALE MALE

LOWER MIDDLE QUARTILE



FEMALE MALE

LOWER QUARTILE



FEMALE MALE

*Source: Office for National Statistics, 2016

ACTION TO REDUCE THE GENDER PAY GAP

Took Us A Long Time Ltd do not have an equal pay problem, the action coming out of of our GPG report is to increase the proportion of females within our back of house roles. Whilst this is an industry wide issue, we aim to be a leader for improvement in this area. This will all feed into our vision to be the employer of choice within hospitality.

A key focus for us as an employer is to create back of house career paths that are attractive to the widest possible group of people. This will enable us to build the best possible back of house teams and achieve our aim to provide great food, delivered by friendly staff. We must continue to listen to underrepresented groups, so that we can more completely understand the reasons for this imbalance, and act on this to increase the appeal of careers in our back of house teams to the widest number of people.