



~ TOOK US A LONG TIME LTD ~
OUR GENDER PAY GAP REPORT 2020

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At Took Us A Long Time, we are committed to creating an inclusive and respectful culture for all. We passionately believe that our cultural strength comes from our differences, so maintaining a culture that creates a sense of belonging, embraces difference and is truly inclusive for everyone is central to who we are and what we do.

The figures in this report cover the snapshot period of 30th March to 5th April 2020. As a result of the pandemic, all our restaurants were closed during this time and most of the team was placed on furlough with only 18 female and 41 male employees included in this report from the 887 employees.

Unfortunately, the exceptional circumstances caused by Covid 19 have negatively affected our gender pay gap figures as we were unable to include all members of the team. We fully expect the results for 2021 to be more positive and reflective of our commitment to equality.

We welcome sharing our annual gender pay gap report

PAY GAPS

Our **mean** gender pay gap is

-11.49%

Our **median** gender pay gap is

-4.37%

Our **mean** bonus pay gap is

32.77% to 29.69%

Our **median** bonus pay gap is

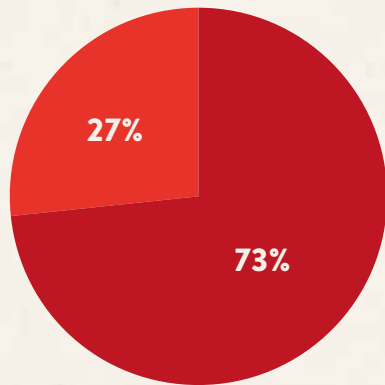
-3.3%

Annual Bonus Pay Gap figures include anything that was paid out as part of our Bonus scheme where eligibility to participate is driven by type of role.

For management and leadership positions, our bonuses are related to performance. We have more men in leadership positions both in our General Managers and at senior level within Operations and Central Support.

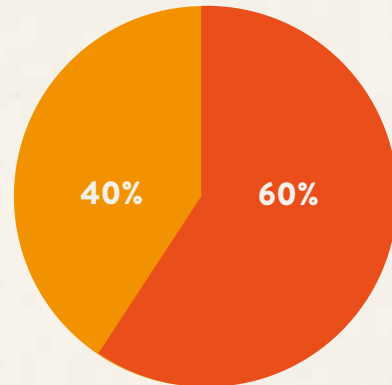
PAY QUARTILES

UPPER QUARTILE



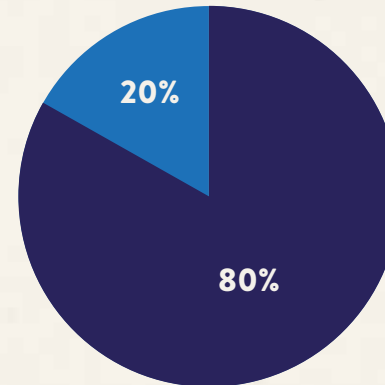
● FEMALE ● MALE

UPPER MIDDLE QUARTILE



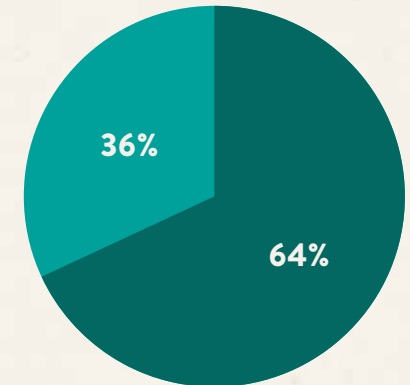
● FEMALE ● MALE

LOWER MIDDLE QUARTILE



● FEMALE ● MALE

LOWER QUARTILE



● FEMALE ● MALE

Our pay quartiles are calculated by listing every team member from the highest to the lowest paid. This is then split into four equal groups, and we look at the proportion of males and females in each group.

This shows a reduction from previous years report as this years is based on a total of 59 employees of which 18 are female. Last year the report was based on 867 of which 408 were female

OUR COMMITMENT TO POSITIVE CHANGE

At Took us a Long Time Ltd we have an equal pay approach. We are proud to have in place a transparent and competitive bonus scheme to reward great performance based on clear targets.

We are committed to further increasing female representation in our business and we are actively implementing strategies that reflect our commitment to creating an equal, inclusive and representative culture for all.