



~ TOOK US A LONG TIME LTD ~
OUR GENDER PAY GAP REPORT 2021

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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 diversity 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 2021. As a result of the pandemic, some of our restaurants were closed for periods of time and the majority of colleagues were placed on furlough. These exceptional circumstances have, unfortunately, affected our gender pay gap results as we were unable to include all members of the team.

Our gender pay gap can also be partially explained by the lack of women in our kitchen teams: something that is a problem across the hospitality industry. We are working hard to increase the representation of females in our kitchens with measures such as offering reduced-hour contracts and flexible shifts.

We are pleased to report that our restaurant management teams are very evenly representative with 54% of restaurant manager roles being held by females. We fully expect the results for 2022 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

2.55%

Our **median** gender pay gap is

3.68%

Our **mean** bonus pay gap is

-359%

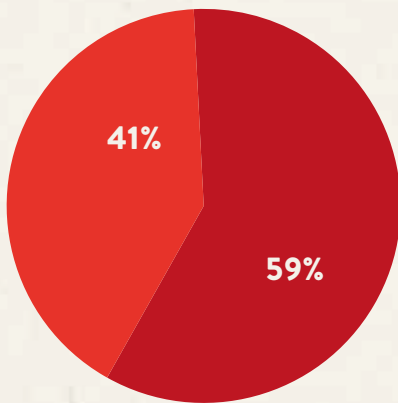
Our **median** bonus pay gap is

0%

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.

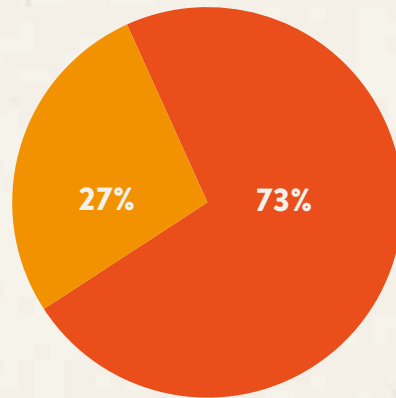
PAY QUARTILES

UPPER QUARTILE



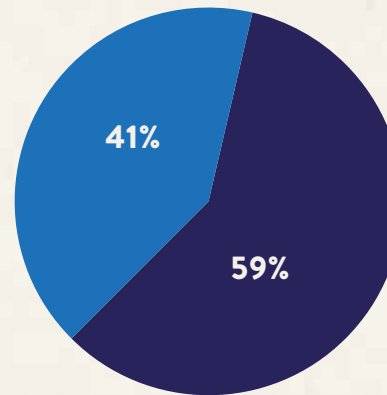
● FEMALE ● MALE

UPPER MIDDLE QUARTILE



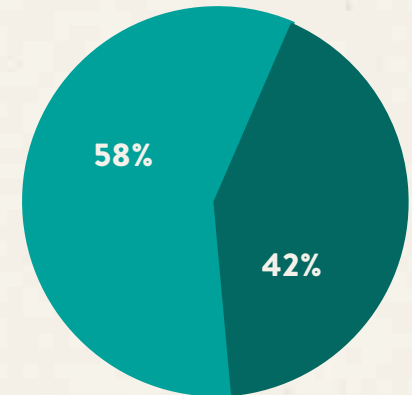
● FEMALE ● MALE

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.

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.