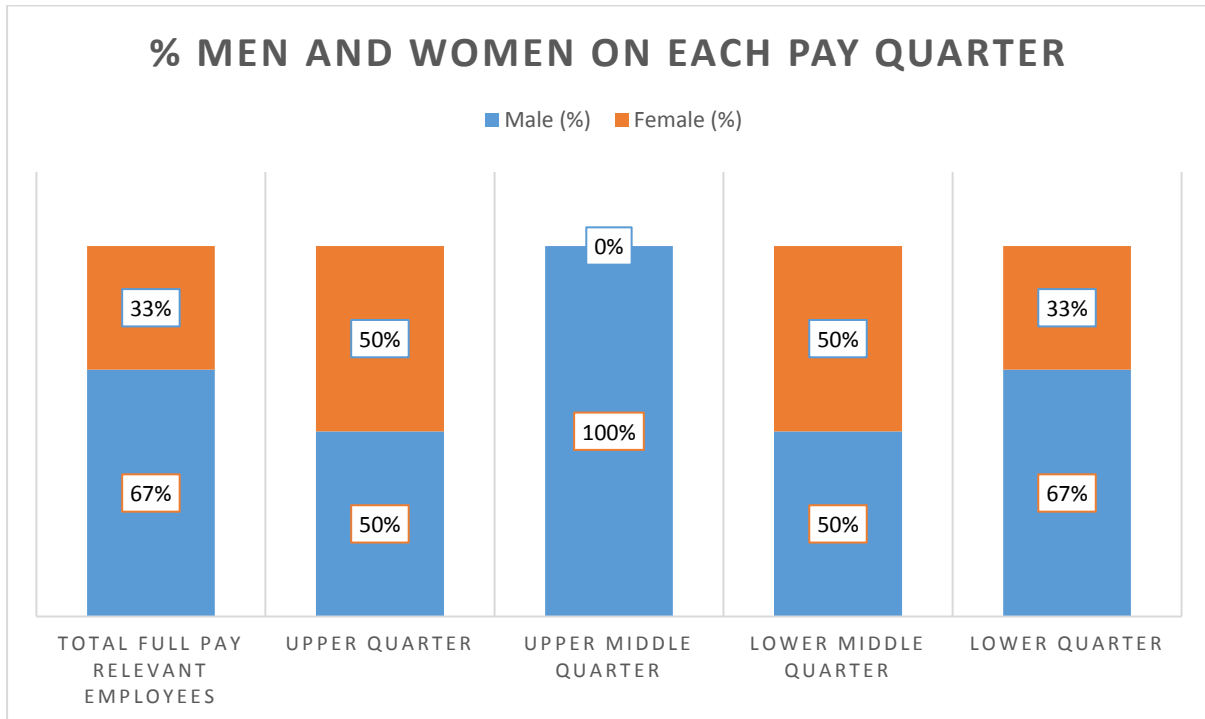


**COVID 19 IMPACT**

- Due to Covid lockdown, in April 2021 the majority of employees were on furlough leave, either fully furloughed or partially furloughed.
- Only 9 employees were considered Full Pay Relevant Employees. 7 were in operations and 2 in head office.
- From the 9 Full Pay Relevant Employees, 6 were men (67%) and 3 women (33%), although the sample is small, these percentages are in line with the full head count at the snapshot date
- Due to COVID impact in the business finances not bonus were paid in the snapshot date or the previous 12 months.

	Men	Women	Men (%)	Women (%)
Total Full Pay Relevant Employees	6	3	67%	33%
Upper Quarter	1	1	50%	50%
Upper Middle Quarter	2	0	100%	0%
Lower Middle Quarter	1	1	50%	50%
Lower Quarter	2	1	67%	33%
Mean Hourly	£10.39	£13.86		
<b>Mean gender Pay Gap</b>	<b>-33.40</b>			
Median Hourly	£9.08	£8.91		
<b>Median gender Pay Gap</b>	<b>1.87</b>			

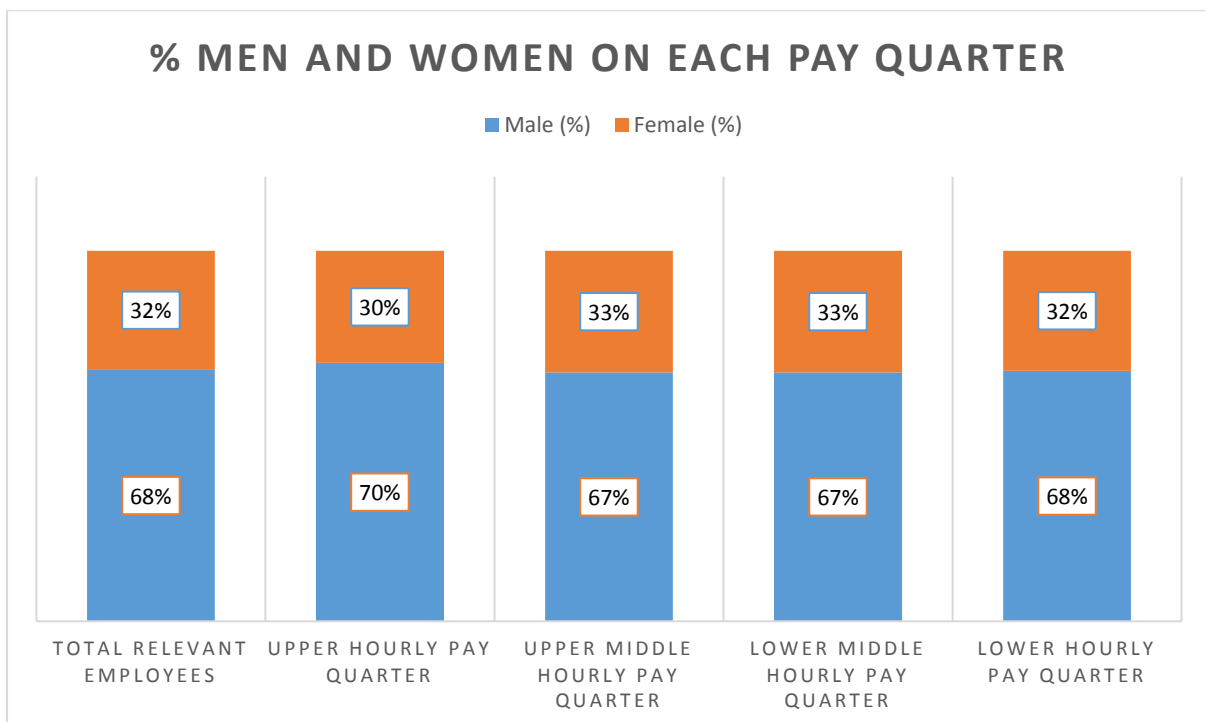


**Relevant Employees Calculations (not for Gov website reporting)**

We have run the same calculations considering a scenario without lockdown where the full head count would be considered as Full Pay Relevant Employees

	Men	Women		Men (%)	Women (%)
Total Full Pay Relevant Employees	387	183		68%	32%
Upper Quarter	99	43		70%	30%
Upper Middle Quarter	96	47		67%	33%
Lower Middle Quarter	96	47		67%	33%
Lower Quarter	96	46		68%	32%
Mean Hourly	£10.33	£10.25			
<b>Mean gender Pay Gap</b>	<b>0.77</b>				
Median Hourly	£8.91	£8.91			
<b>Median gender Pay Gap</b>	<b>0.00</b>				

The majority of roles are on NMW, with the Upper Middle, Lower Middle and Lower Quarters all being employees on NMW.

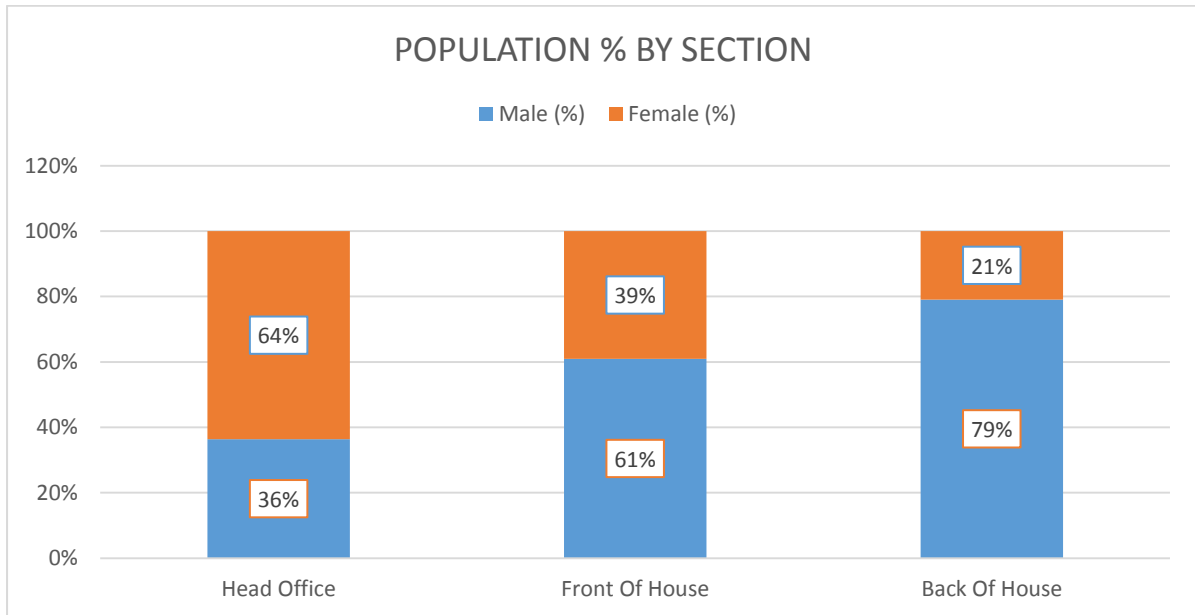


Men and Women are paid the same for the same job role, with the average hourly pay being similar for men and women, Mean Gender Pay Gap 0.77 in favour of men employees.

Total head count at snapshot date was 570 employees, 387 of them being men (68%) and 183 women (32%). This is represented in the different quarters

Male dominant industry especially in back of house roles.

	Men	Women
Head Office employees	12	21
Front Of House employees	167	107
Back of house employees	208	55



This is also represented in Senior Management positions

