

REVOLUTION  
BARS GROUP

REVOLUTION *Revolución de Cuba*

# GENDER PAY GAP 2022

*2021 Reporting Year*



**COVID-19**

*Foreword*

As was seen in the Group’s most recently published Gender Pay Gap report (April 2020 Snapshot), Revolution Bars Group PLC along with the wider hospitality industry has seen its GPG statistics profoundly impacted by the COVID-19 pandemic.

Per the statutory reporting requirements, employees furloughed under the Coronavirus Job Retention Scheme (CJRS) have been excluded from the reportable measures and as a result, figures for the current reporting year solely represent ‘critical services’ employees’ at the relevant snapshot in April 2021. The statistics contained within our report illustrate a pay gap within the c.1% of the Group still required to work during a period where Hospitality remained under heavy Government restrictions (April 2021).

We continue to be the proud custodians of fair and inclusive workplaces providing opportunities for our diverse colleagues to develop and prosper across the UK. We remain absolutely committed to ensuring the pandemic does not permanently impact our measures to-date, or indeed our future ambitions to progress gender parity and representation across the Group. It is in this spirit that we very much welcome the 2022/23 reporting period with a return to a full colleague data to showcase our commitments more broadly across the Group.

RBG has continued to actively facilitate routes to female leadership across the business year on year notwithstanding the COVID-19 pandemic. General Manager positions held by females now are almost double that of 2019, with the Group also having made advances since September 2021. As at today and as another first for RBG, women hold the majority of executive positions (68%).

Relative to last year’s reported 31% pay gap, there has been a total reduction of over 24% to a 6.6% mean average pay gap in the 2021 reporting period. Executive colleagues’ pay invariably impacts the Groups’ averages and this significant reduction is largely due to the commencement of the new Chief Financial Officer. The Group welcomed Danielle Davies as the business’ first female executive board member in mid-2020, and as a result RBG has seen a considerable offset in the mean average gap within the reduced sample size and pay of c.60 reportable colleagues.

**GENDER**

*Representation*

**APRIL 2019 - EXECUTIVE POSITIONS HELD BY**



**SEPT 2021 - EXECUTIVE POSITIONS HELD BY**



**MARCH 2022 - EXECUTIVE POSITIONS HELD BY**



**APRIL 2019 - GENERAL MANAGER POSITIONS HELD BY**



**SEPT 2021 - GENERAL MANAGER POSITIONS HELD BY**



**MARCH 2022 - GENERAL MANAGER POSITIONS HELD BY**



**CULTURE**

*Journey*

Leading a premium bar offering on the high street requires nothing short of an #inclusionrevolution, and our cultural ambitions extend beyond gender alone.

**We strive to provide an environment where people feel empowered to contribute to the Group's successes, and one where colleagues feel safe to bring their authentic self to work.**

Revolution Bars Group pioneers a working atmosphere of inclusion and progression and we do so by collectively embedding a culture where colleagues are recognised and where talent is nurtured regardless of ethnicity, race, sexuality, or background. We continue to champion diversity of thought and know we are stronger for it.

**We are committed to narrowing our gender pay gap and ensuring all our colleagues have an equal chance to develop and succeed.**

Living our Purpose, Vision and Values, we will continue to drive equity within the Group by:

**LEADERSHIP LEADING BY EXAMPLE**

'you can't be what you can't see'

**HOLDING OURSELVES TO ACCOUNT**

by 'calling it out'

**OPEN FEEDBACK CHANNELS**

from our 'Diversity & Inclusion Board'

**WELCOMING IDEAS AND FEEDBACK**

from our wellbeing forums reference flexible working

**SHARING 'LIVED' EXPERIENCES**

honest conversations via 360 feedback and reverse mentoring

**BI-ANNUAL ENGAGEMENT SURVEYS**

and senior leader leaver interviews

**CONDUCTING PAY EQUITY ANALYSIS**

and reviews of recruitment and assessment

**FEMALE LEADERS' FORUM**

working to further our equality interventions and insight

**LEADING WITHIN OUR SECTOR**

for enhanced parental leave packages

*#InclusionRevolution*

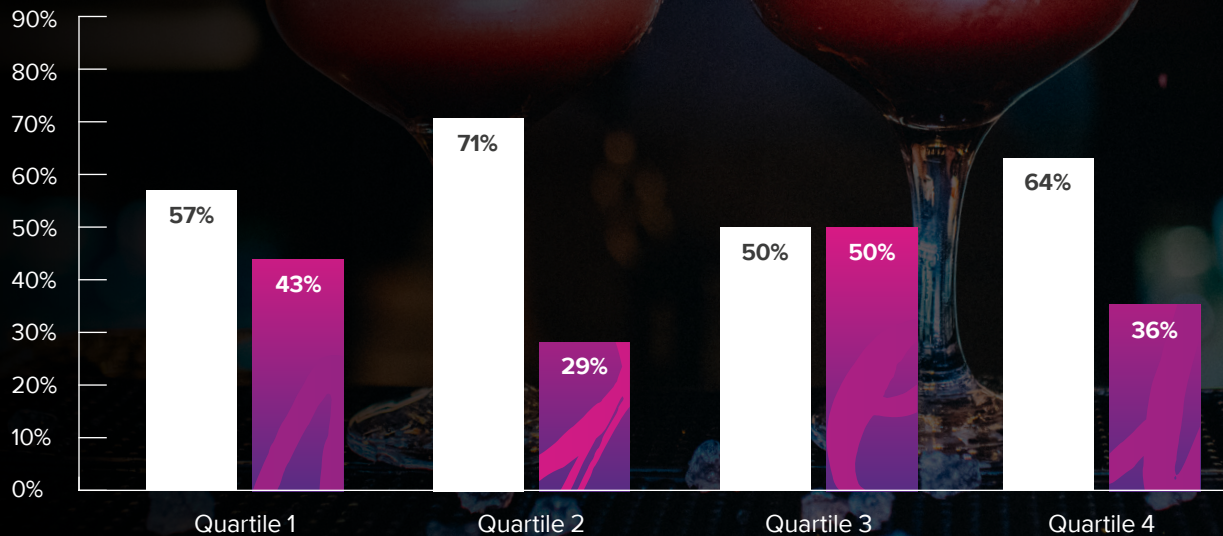


# REPORTING STATS

The Gender Pay Gap regulations do not report on equal pay, which refers to how much a man or woman is paid for doing the same, similar or equal value work.

Instead, it measures the difference between men and women’s mean and median average hourly pay across the organisation, exclusive of consideration of role.

## PAY QUANTILES



**GENDER PAY GAP (MEAN)**

**6.58%**

**GENDER PAY GAP (MEDIAN)**

**4.40%**

**BONUS PAY GAP (MEAN)\***

**0.0%**

**BONUS PAY GAP (MEDIAN)\***

**0.0%**

**PROPORTION OF BONUSES (MALE)\***

**0.0%**

**PROPORTION OF BONUSES (FEMALE)\***

**0.0%**

\* No bonuses were payable during the reporting year as a result of COVID-19

*Gender pay gap*

RBG comprises of a number of employing subsidiary companies, two of which qualify under the legislation to be reported as separate entities by holding more than 250 employees individually. As RBG manages its strategies at a Group level & all policies & action plans involve & apply to each of our brands/entities, the group voluntarily reports as a consolidated entity including all qualifying subsidiaries (Revolution Bars Limited/Revolución de Cuba Limited) & non-qualifying subsidiaries.