

REVOLUTION

BARS GROUP PLC



GENDER PAY GAP REPORT 2017

Under the Equality Act 2010 (Gender Pay Gap Information) which came in to force in April 2017, each UK employer with 250 or more employees is required to publish statutory calculations on their gender pay gap that show the difference between the average earnings of men and women in their organisation.

Revolution Bars Group plc ("RBG" and "the Group") are a leading operator of premium bars with two brands, "Revolution" and "Revolucion de Cuba". We have a strong national presence across the UK and currently trade from an estate of 73 bars, located predominantly in town centre or city centre high streets.

Our employees are the most vital constituent of the Group's continued success and lie at the heart of our business. Their sector leading skill, experience and credentials have together built strong cohesive teams achieving strong trading performances in a competitive trading environment.

The Group has a skilled workforce as well as experienced senior and regional management teams. Establishing a better gender balance within our business is a critical step in the development of a truly inclusive workforce. The Group is committed to being a fair and diverse employer.

The new regulations do not report on equal pay, which refers to how much a man or woman is paid for doing the same or similar work. We are committed to offering equal pay for equal work and responsibility across the Group in all roles. We welcome the greater transparency on this issue driven by the new regulations.

Gender Pay Information

10.7%
(mean)

0.8%
(median)

The Group reports a median pay gap of 0.8%, and a mean pay gap of 10.7%. While both measurements of our pay gap are significantly lower than the UK National equivalents (ONS reporting 18.4% and 17.4%, median and mean respectively), we recognise that there is more work to be done.

The material driver of our pay gap arises from a higher proportion of males in the most senior central roles and in our highest tier of site operational management.

RBG is committed to further reviewing recruitment and role succession in these areas specifically to ensure gender balance in our talent pipelines. We remain a promoter and developer of internal talent and have the ability within our strategy for growth to offer tremendous opportunities regardless of gender. Our inclusive approach, guided by our recently appointed and dedicated Talent Development Manager aims to ensure that there is flexible and fair freedom of mobility at all levels.

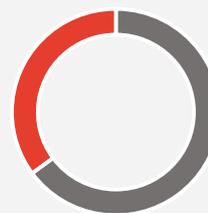
Pay Quartiles

Upper Quartile



64.3% Male / 35.7% Female

Upper Middle Quartile



64.9% Male / 35.1% Female

Lower Middle Quartile



57.6% Male / 42.4% Female

Lower Quartile



48.1% Male / 51.9% Female

Who Received Bonus Pay

51.9%
men

54.6%
women

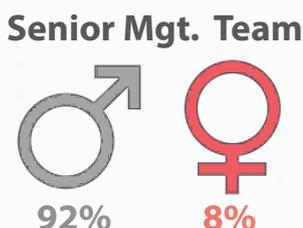
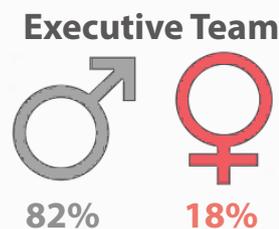
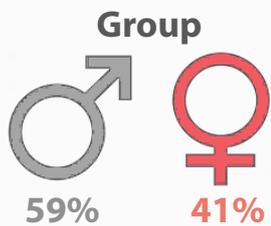
Gender Bonus Information

57.5%
(mean)

44.1%
(median)

The figures above show the percentage of men and women who received a bonus payment and the percentage difference in the bonus amount between men and women for the year ending 5th April 2017.

RBG drives performance at all levels by running initiatives and incentives for many employee roles and teams. Consistent with one of our core Group values 'recognition' we are encouraged that over 50% of all colleagues achieved bonus within the reporting period.



Every employee contributes to RBG's successes and we believe it is important that the scope for reward is fair and reflective of both individual performance and the performance of the Group.

Awards vary across the types of roles within the Group in a bid to recognise the individual contributions, and include more senior incentive schemes which aim to attract talent from the wider industry.

The reported Bonus Gap of 57.5% (mean average) also reflects the higher proportion of male colleagues in senior roles. Where targeted bonus earning opportunities are calculated as a proportion of salary, awards are correspondingly higher in the upper and upper middle quartile bands where males account for more than 6 in 10 positions.

Commitment

Improving female representation in senior positions is important for the Group and creates an inclusive culture with diversity of opinion and innovation across the business. RBG is committed to address any cultural and organisational barriers to gender inclusivity by questioning all aspects of our behaviour and actions to promote an environment where all our colleagues can develop a career in a business with an exciting growth plan. Our quality of life survey is conducted twice a year and serves as one method in which we seek the views of our teams as we are committed to providing a culture where people have a voice in shaping our business.

RBG has a well-established career programme (The Academy) which provides a structured career path for our talented colleagues. By allocating an approachable and experienced mentor to coach, guide and share challenges with, we aim to offer an advanced learning environment which helps to inspire ambition and confidence. The Group continues to communicate career programmes to all colleagues to ensure general awareness and most recently the Group has embarked on creating a Leadership Training and Career Programme for its central support managers.



Let's Be Honest

We make decisions that allow us to work safely, honestly and in the right way.



Let's Be Ambitious

We work to achieve personal and company goals, and always focus on initiative and innovation.



Let's Reward Success

We find new ways to celebrate the achievements of individuals and teams across the business.



Let's Have Fun

We create an inspiring atmosphere for our teams that leads to a great experience for our customers.

RBG is made up 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 and all policies and action plans involve and apply to each of our brands / entities, the group voluntarily reports as a consolidated entity including all qualifying subsidiaries (Revolution Bars Limited / Revolucion De Cuba Limited) and non-qualifying subsidiaries.

Entity	Pay									
	Mean Gender Pay Gap	Median Gender Pay Gap	Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile	
			M	F	M	F	M	F	M	F
Revolution Bars Group PLC	10.7	0.8	48.1	51.9	57.6	42.4	64.9	35.1	64.3	35.7
Revolution Bars Limited	5.1	1.5	44.3	55.7	58.4	41.6	65.3	34.7	61.1	38.9
Revolucion De Cuba Limited	0.8	0.7	56.8	43.2	60.1	39.9	62.8	37.2	66.7	33.3

Entity	Bonus			
	Mean Gender Bonus Gap	Median Gender Bonus Gap	Proportion with a bonus	
			Male	Female
Revolution Bars Group PLC	57.5	44.1	51.9	62.5
Revolution Bars Limited	41.2	42.6	51.4	61.6
Revolucion De Cuba Limited	56.1	45.9	53.2	65.9

Definition of terms:

Gender pay gap is a measure of the difference between the average hourly earnings of men and women across an organisation, irrespective of role.

Equal pay is the right for men and women to be paid equally for the same, or equivalent, work. This legal requirement is a matter of principle which RBG is committed to.

I confirm that the information published in this report is accurate.



Keith Edelman
Executive Chairman



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