

# GENDER PAY GAP REPORT 2018



# Revolution Bars Group plc



In the second year of reporting gender pay gap information, Revolution Bars Group plc (“the Group”) remains committed to working towards establishing a better gender balance within its business. The Group recognises all of its industry-leading talent by offering opportunities for development and progression to all members of the team. The Group is committed to eliminating any organisational or cultural barriers impeding both the recruitment and progression of female staff at all levels of its business.

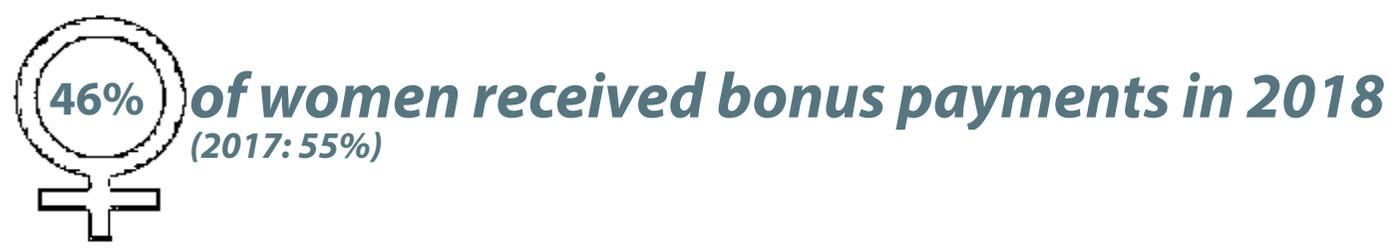
During the year, a research project was undertaken by the Group’s Talent Manager into understanding the gender gap for senior female leaders, with specific research on gender gap at General Manager level. The project concluded in August 2018 and resulted in several recommendations that the Group has subsequently actioned or are currently in the process of implementing. This work will not have impacted gender pay for the snapshot period but should start to positively influence the Group’s gender pay trends in future reporting periods.

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 or similar work. Instead, it simply measures the difference between men and women’s average hourly pay across the whole organisation, without consideration of role.

The key metrics for the Group are, broadly in line with last year as follows: a median pay gap of 0.81% (2017: 0.81%) and a mean pay gap of 11.1% (2017: 10.7%).

## Who received bonus pay?

Every employee contributes to the Group’s results and RBG continues to drive performance through training and financial incentives. The Group believes it is important that the scope for reward reflects both individual performance contribution and the trading performance of each of the businesses within the Group as well as the results of the Group as a whole.



**Bonus Gap Information**

The bonus gap refers to the average difference in the bonus payments received by men and women.

**33%**(mean)

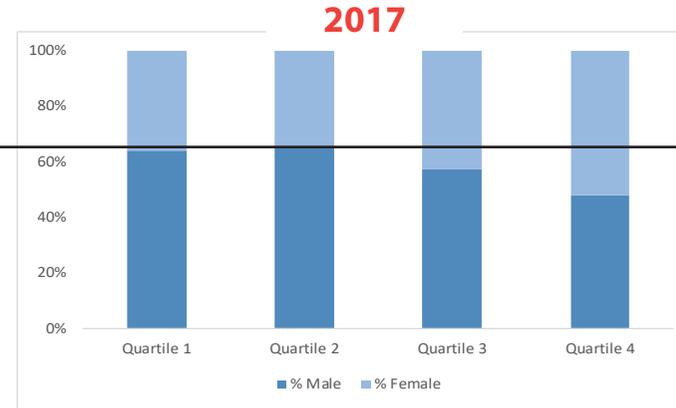
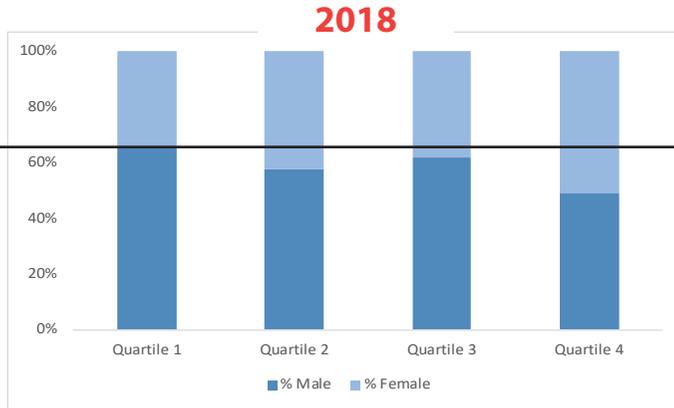
**54%**(median)

Though a higher percentage of women than men received bonus payments, the bonus payments received by women were on average 33% lower than those received by men. Where targeted bonus earning opportunities are calculated as a proportion of salary, awards are higher in the upper and upper middle quartile bands where males hold more than 6 in 10 positions.

# Pay Quartiles



The Group's highest earning quartile (65% male) is little changed from last year due to senior management structures remaining largely unchanged, as at the snapshot period. However, there has been an improvement within the 2nd quartile with an increase in the proportion of female higher earners. We believe this is supported by the work to ensure the Group's culture is inclusive and ensures that we understand and address any barriers to female talent development. The Group is confident that through understanding these issues it will improve retention and role succession for women, which will in time follow through to the top quartile of earners.



# Commitment

The Group is fully behind the aims of gender pay gap legislation which serves to further promote the diverse, opportunity and reward driven culture that the business has sought to offer for many years. It continues to seek opportunities to improve female representation in senior positions and this commitment has most recently seen the appointment of a number of females into senior roles throughout the business.

Revolution Bars Group listens to employees through a biannual Quality of Life survey, which provides opportunities for feedback, to express concerns and offer ideas for improvement. A call to revise maternity and paternity policies was highlighted via this channel and as a result enhancements to both maternity and paternity pay have recently been introduced.



The Group has supported the work of the WIH2020 to collaborate with businesses in the hospitality, travel and leisure sector to better understand the areas that can support an improvement in gender diversity. Further, following a recent leadership development programme, members of the team implemented a professional networking group to link females across all levels of the organisation. The network serves as a forum to discuss key business issues, as well as providing a platform to share experiences and shared interests. Revolution Bars Group hosted the first Leadership Mentoring Programme run by the UKHospitality, in partnership with Odgers Berndtson, BT Sport and Elliotts for women currently in senior management positions, to help them move into board positions. The Group is proud to be able to support this programme and confident that these women will go on to make outstanding contributions as both executive and non-executive board directors.



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

**Rob Pitcher**  
CEO