

GENDER PAY GAP 2021

2020 Reporting Year

COVID-19

Foreword

As has been seen across the hospitality industry, the COVID-19 pandemic has profoundly impacted both our gender pay gap ambitions and statistics at Revolution Bars Group plc.

Most significantly, per the statutory reporting requirements, employees furloughed under the Coronavirus Job Retention Scheme (CJRS) have been excluded from the reportable measures. Ergo, figures for the reporting year are representative only of the employees not furloughed (i.e. critical services' employees) at the relevant snapshot.

Operating within one of the hardest hit sectors, Revolution Bars Group plc ("the Group") accessed the CJRS for up to 99% of our colleagues. Resultingly, there is limited capacity to draw any meaningful comparisons to the previous reporting periods, using what is a particularly limited dataset. Whilst we are disappointed to be reporting a YOY increase in our pay gap, the statistics are illustrative of a gap within a concentrated sample of fewer than 60 team members at April 2020 - including the Chief Executive Officer and former Chief Financial Officer.

The World Economic Forum's Global Report published early in 2021 has expressly indicated that the pandemic has disproportionately impacted women and amplified pre-existing gender gaps.

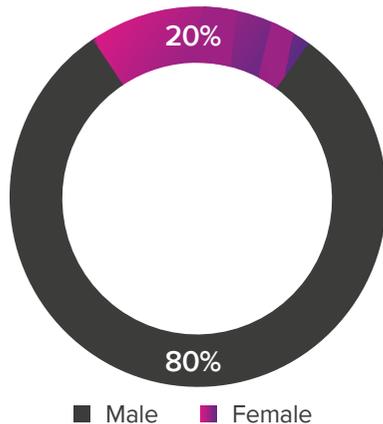
Their assessment being that on its current trajectory, the gender pay gap will take 136 years to close worldwide - 36 of which as a direct consequence of COVID-19.

Notwithstanding the unprecedented challenges we have faced as a hospitality business, we remain steadfast in our commitment to creating a fair and inclusive workplace and to provide opportunities for our diverse and industry-leading talent to flourish. We have a distinct focus on ensuring the pandemic does not permanently blemish the strides we have taken to-date, or indeed our future commitment to progress gender parity and diverse representation as part of our people strategy.

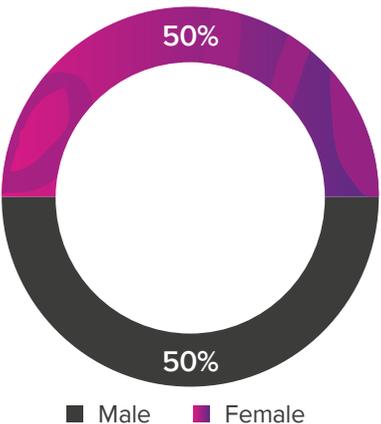
REPRESENTATION

Relative to the Group's 2019 data (our second reporting year) the Group has seen an advance in women's rise to leadership and senior positions across the business. As at today, women hold 50% of executive positions versus 20% in our last report and signifies the highest level of female leaders the Group has ever had. Females now make up 25% of our General Manager population, representing an increase of 10% from 2019, and 16% from 2018.

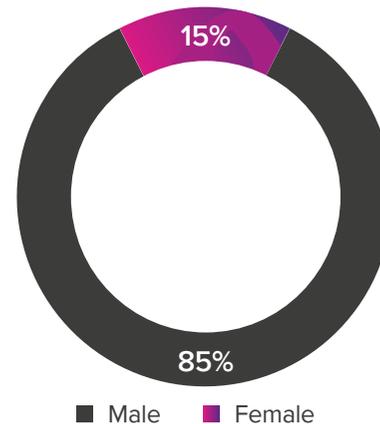
APRIL 2019 - EXECUTIVE POSITIONS HELD BY



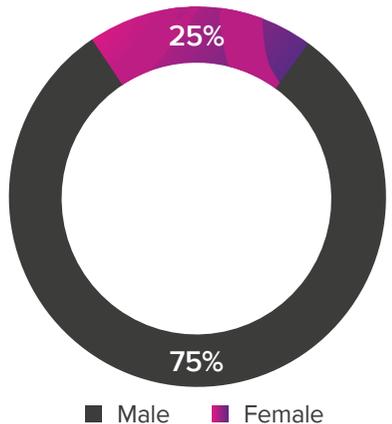
SEPT 2021 - EXECUTIVE POSITIONS HELD BY



APRIL 2019 - GENERAL MANAGER POSITIONS HELD BY



SEPT 2021 - GENERAL MANAGER POSITIONS HELD BY



CULTURE

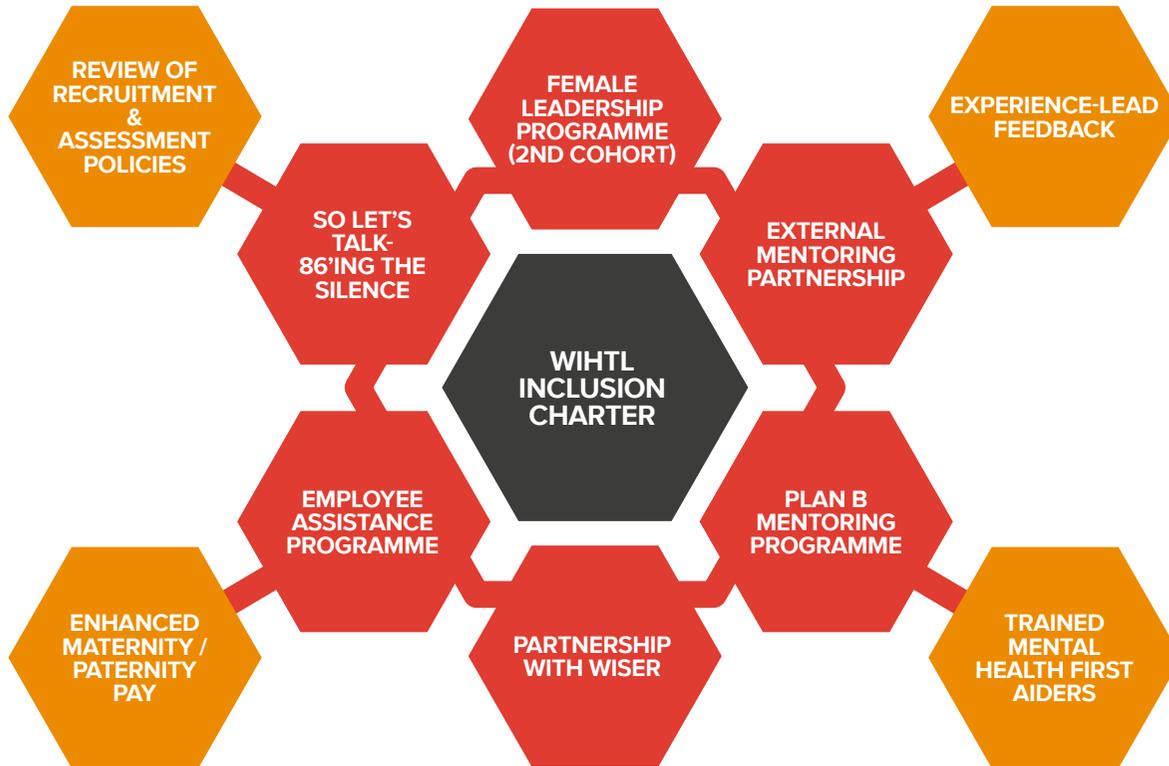
Leading a premium bar offering on the high street fundamentally requires an inclusive culture, representative of its diverse customer base, but our cultural ambitions extend past gender alone.

We strive to provide an environment where people feel empowered to contribute to the Group’s successes, regardless of ethnicity, race, sexuality or background, and one where colleagues feel secure in bringing their whole self to work. We continue to champion diversity of thought and fundamentally believe we are stronger as a result. There are indeed no “quick-wins” in this space - embedding our #InclusionRevolution culture involves a myriad of multi-faceted commitments and collaborative responsibility shouldered across our extraordinary teams.

We have made key female appointments in our CFO, People Director, Commercial Director and Marketing Director and are privileged to have seen two deservingly placed in the 2020 WIHTL Women to Watch Index. We have further accelerated our commitment to inclusivity by appointing our first ever Inclusion Board which has proved central to informing our Diversity & Inclusion agenda and provided insight to the invisible barriers that exist and whom are proud advocates for change and challenge. Just some of the steps we’ve taken since our last report include:

#InclusionRevolution

WIHTL INCLUSION CHARTER



JOURNEY

We are committed to narrowing our gender pay gap and ensuring 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:

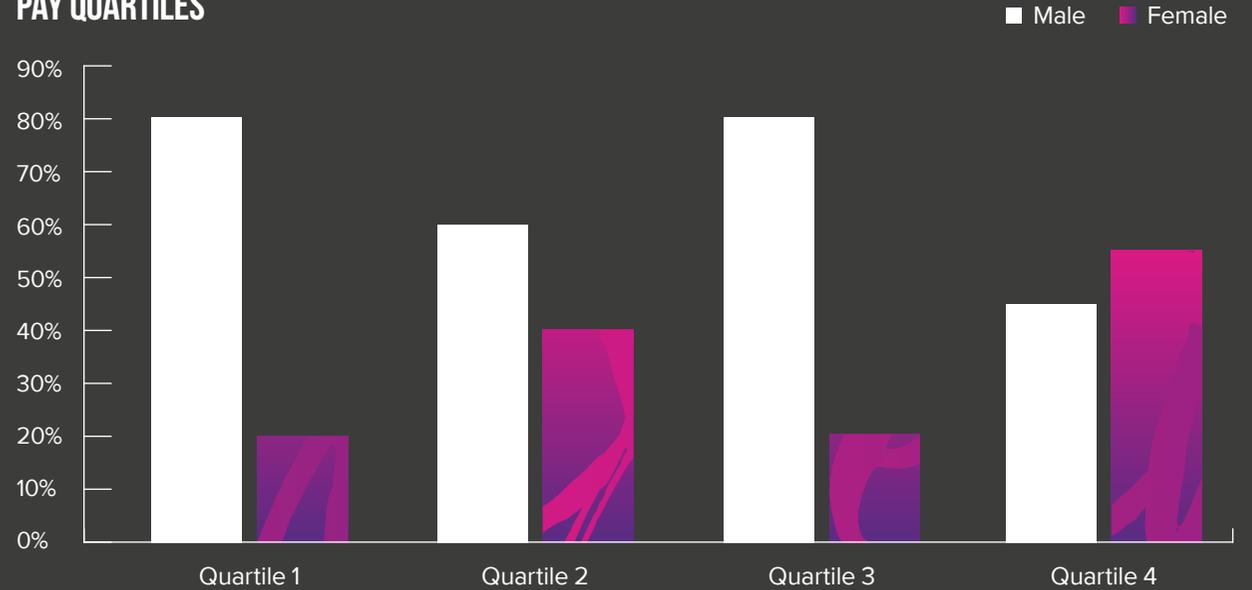
- Leading by example – greater female representation at all leadership levels
- Encouraging a ‘call it out’ culture, where we hold ourselves and others to account
- Publishing our commitments – being held accountable by our teams
- Engagement in reverse mentoring on ‘lived’ experiences – open and honest conversations
- Implement objective assessment criteria for new appoint leadership selection
- Develop a safe working charter
- Continued bi-annual engagement surveys
- Conducting pay equity analysis and reviews of recruitment and assessment on a continuing basis
- Acting where appropriate on the feedback from our Inclusion Board
- Seek further opportunities where the Group can be a proactive member in our industry on inclusion initiatives

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)

31.16%

GENDER PAY GAP (MEDIAN)

30.56%

BONUS PAY GAP (MEAN)

17.06%

BONUS PAY GAP (MEDIAN)

35.86%

PROPORTION OF BONUSES (MALE)

50.33%

PROPORTION OF BONUSES (FEMALE)

61.52%

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/Revolucion De Cuba Limited) & non-qualifying subsidiaries.