



Understanding Our Gender Pay Gap Results

We are committed to transparency in reporting our gender pay gap data and ensuring clarity around the factors influencing our results. One key aspect of this year's data is the impact of 'Tronc' — a system used to distribute service charge and tips among our employees. We understand, that under official gender pay gap reporting guidelines, Tronc is not classified as ordinary pay. As a result, our reported figures do not reflect the true earnings of our employees and create a significant discrepancy, particularly in the bonus pay data.

The exclusion of Tronc from these calculations means that the figures presented are not an accurate representation of actual earnings within our workforce. Tronc makes up a substantial portion of take-home pay for many of our employees, and by omitting it, the reported pay gap appears skewed and does not provide a fair comparison between male and female earnings.

We recognise the importance of providing a clear and balanced view of gender pay equity within our organisation. To address this, we are also in the process of compiling a comparable report that includes Tronc, offering a more accurate reflection of pay distribution across genders. Once finalised, we will share this additional report on our website to ensure transparency and provide our employees and stakeholders with a more comprehensive understanding of our commitment to pay equity.

We remain dedicated to fairness, equality, and continuous improvement in our pay structures and practices.