

# COMMUNICATING OUR GENDER PAY GAP

## We are pleased to share our Gender Pay Gap report for the snapshot date of 5<sup>th</sup> April 2023

- With normalization of the workforce a year past post-pandemic, and continued business expansion by 4 restaurants, the increased employee sample size within this report reflects a truer position of our Gender Pay position.
- We aspired to achieve 50/50 across all pay quartiles by April '26. This will continue to be a target for '24, however improvements have been achieved so far.
- We will continue to create a work environment that is accessible and attractive to all following our clear D, E & I Strategy.
- We will work to ensure our recruitment process at all levels has no unconscious bias through training and monitoring.
- At grass roots levels and lower quartile recruitment we will actively seek to shift the gender trends that exist within our business, including balancing the gender divide within our culinary teams.
- We commit to a minimum of 1 female candidate shortlisted in 3, for every senior role.
- We will ensure that a minimum of 1 in 3 of all delegates on our leadership development courses are female.
- We will continue to proactively build relationships with external organizations, charities and partners to engage with wider talent pools and ensure we hire the right person, for the right job, every time.
- We are collaborating with Diversity and Inclusion specialists, WIHTL WorkXL and BeInclusive Hospitality, to establish, and better understand, any barriers or needs of our female employees encounter to close the gap and encourage more women into leadership. This work will continue throughout '22.
- Within the last 12 months RARE have launched 3 Leadership programmes to ensure we are creating leadership spaces for both male and female leaders of the future.  
An Employee Engagement, Culture & Inclusion survey was conducted in March '22 and thereafter follow-up focus groups were held with representatives across our workforce. Steering committees are planned following response analysis.  
All senior leaders are currently actively engaged in an Inclusive Leadership Journey program. We hope to see positive outcomes of this activity reflected in '23 pay gap data.
- We will ensure inclusion for all through each of our policies, procedures, reward and development courses. We are seeing positive results from the launch of a bonus scheme launched in June '21 for all Head Office and Operational Management staff which reflects participation equality between the genders. With Directors bonus' discounted, the Mean Gender Bonus Gap reduces to 41.2%. It is anticipated that bonus pay equality will be improved further by '23 with intended Director level placements.
- Improved communications of internal vacancies and launching newly designed benefits in June '22 to encourage internal promotions should support further development and inclusion of our junior employees into management roles.

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Please see below the full findings of our Gender Pay Report.  
We confirm the data reported is accurate. In accordance with the Equality Act 2010

## PAY DATA

Difference in hourly rate of pay

**3.6%**

Mean gender pay gap

**2.1%**

Median gender pay gap

## PAY QUANTILES

The proportion of **female** to male in each quartile

**38%** **27%** **38%** **47%**

Lower quartile

Lower middle

Upper middle

Upper quartile

## INCENTIVE DATA

Incentive pay gap  
Difference in incentives paid to men and women

**41.2%**

Mean gender bonus gap

**43.4%**

Median gender bonus gap

## PROPORTION OF STAFF RECEIVING AN INCENTIVE

The proportion of male staff receiving a bonus

**19.3%**

The proportion of female staff receiving a bonus

**27%**

**GAUCHO**