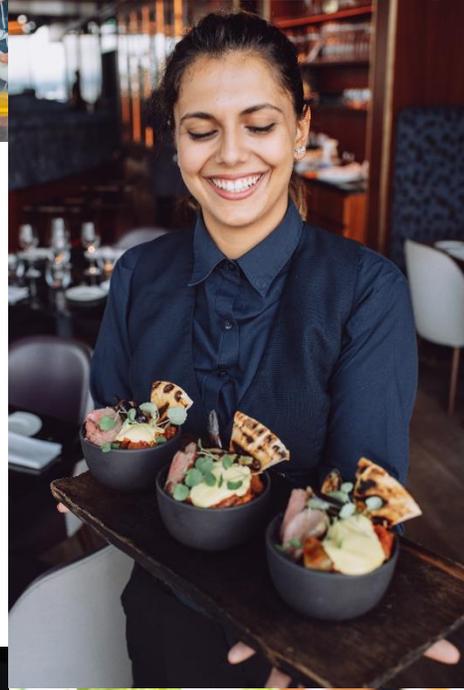




D&D
LONDON
Gender Pay Report
2021



Gender Pay Report 2021



Introduction:

As of 2017, all UK companies with more than 250 employees are required to publish a report detailing their gender pay gap.

This provides us with an opportunity to assess our practices and procedures, and set measures in place to ensure that we are industry leaders in equal pay, fairness and equality.

The gender pay gap shows the difference between the average (mean or median) earnings of men and women, expressed as a percentage. Used to its full potential, gender pay gap reporting is a valuable tool for assessing levels of equality in the workplace, female and male participation, and how effectively talent is being maximised.

Glossary of terms:

- Mean Average – This average is calculated by adding all the values together and dividing by the number of values
- Median Average – This average is calculated by taking the middle value within a range of values

Understanding our Workforce



On **5th April 2021**, we had **1,135** employees with **67%** male and **33%** female.

We operate 42 restaurants and a hotel in the UK. Within these sites there are 718 male employees (69%), and 322 female employees (31%). Within Head Office there are 41 male employees (43%) and 54 female employees (57%). This is in line with hospitality industry averages, where males outnumber females, however we recognise that more can be done. The gender split of our employees is firmly on the board agenda.

The above headcount figures and the calculations used for bonus pay include all of our employees. On 5th April 2021, the country was in a government-imposed lockdown and our restaurants were not operating except for takeaway and delivery. The majority of our employees were on furlough on the snapshot date.

As set out in the government reporting guidelines, the remainder of the calculations in this report only include the “full pay relevant employees” and is therefore not representative of our entire employee population. The data includes 62 employees comprising of 36 male employees (58.1%) and 26 female employees (41.9%) who were working and receiving full-pay on the snapshot date.

N.B. We are publishing our results under D&D London Limited which is the trading company. D&D Management Limited is the employing entity and a wholly owned subsidiary of D&D London Limited.

Results: Gender Pay Gap

Mean Average: Females are paid **15.5%** less than males

Median Average: Females are paid **23.4%** less than males

The 62 “full pay relevant employees” that we are able to report on as allowed by government reporting guidelines represents only 5.5% of our overall employee population on the snapshot date.



Results: Bonus

Proportion of Employees Receiving a Bonus Payment:

- Males: 0.1%
- Females: 0.0%

Gender Bonus Gap

- Mean gender pay gap in bonus pay: 100%
- Median gender pay gap in bonus pay: 100%



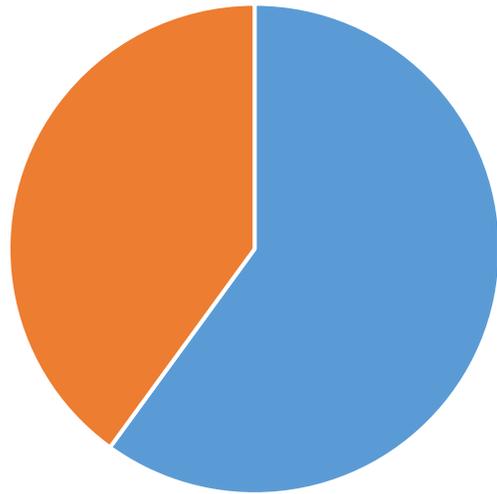
From March 2020 until April 2021 our restaurants were closed for over eight months as a result of Covid-19. There was a freeze on all bonuses during this period with the exception of a bonus awarded to one junior male employee that is in a unique role. Our results are reflective of this disparity.

Results: Pay Quartiles

The four pie charts below demonstrate the percentage of male and females in each pay quartile if all employees were split into four groups based on their pay rate.

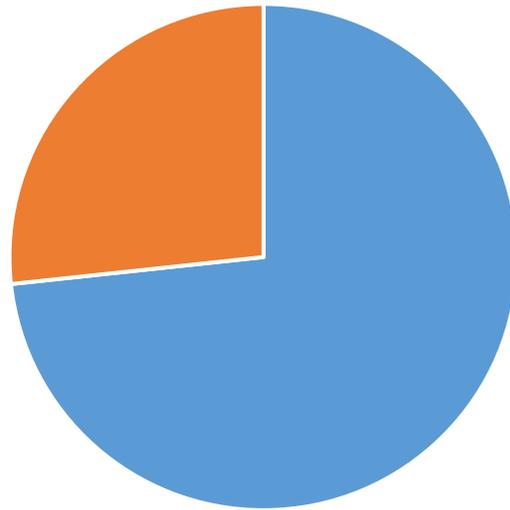
Upper Quartile

■ Male ■ Female



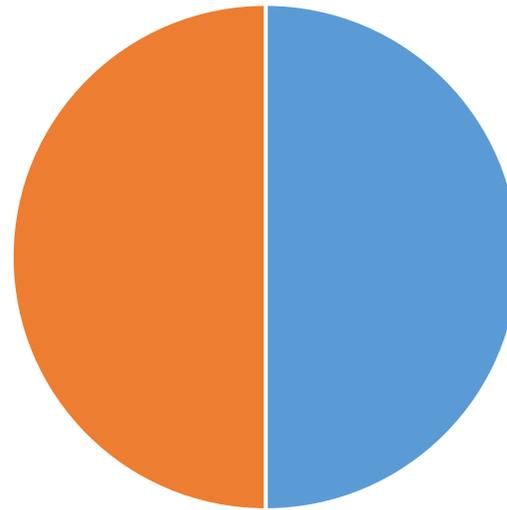
M: 60.0%
F: 40.0%

Upper Middle Quartile



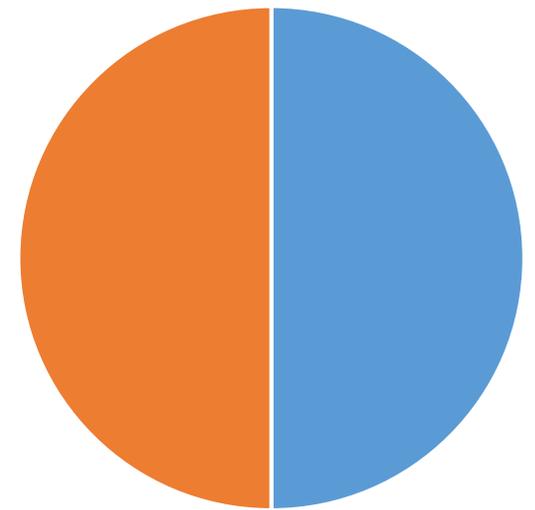
M: 73.3%
F: 26.7%

Lower Middle Quartile



M: 50.0%
F: 50.0%

Lower Quartile



M: 50.0%
F: 50.0%

Addressing the gender imbalance

We are committed to supporting the development of all our colleagues and in particular our talented female colleagues into senior management and board level roles. Some of the steps we are taking to address gender imbalance include:

Flexible Working

Since our restaurants have reopened, we have introduced fully flexible contracts in all areas. We have received a number of flexible working requests from predominantly female employees and have accepted all requests.

Maternity

We have introduced an enhanced maternity package for our employees in the operations.

I confirm the gender pay data in this report is accurate as at 5th April 2021.



Carol Cairnes
Director of People

