

A bartender with tattoos is pouring a pink drink from a shaker into a glass at a bar. The background is a blurred bar with various bottles and lights. A red vertical bar is visible in the top right corner.

The
Restaurant
Group plc

Leisure & Concessions

2023 Gender Pay Gap

The
Restaurant
Group plc

FIREJACKS
MEAT | FIRE | FRIENDS

Frankie & Benny's

COAST TO COAST
AMERICAN RESTAURANT & BAR

FILLING FS STATION
American Restaurant & Bar

CHIQUITO

trg
concessions

Our People

Our business is built on people, from our customers to our team members. We pride ourselves on operating great restaurants, and we are committed to building an inclusive culture within our teams.

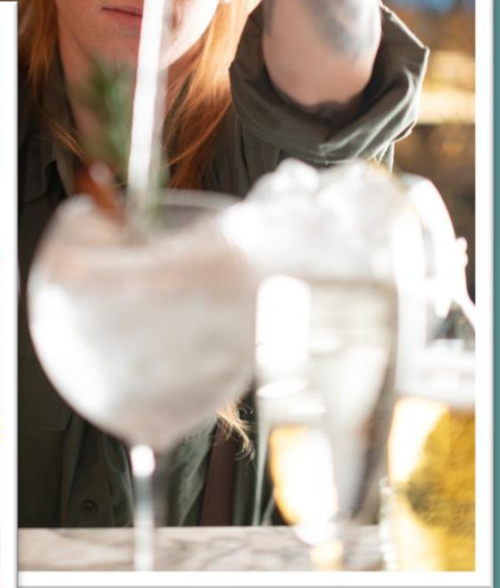
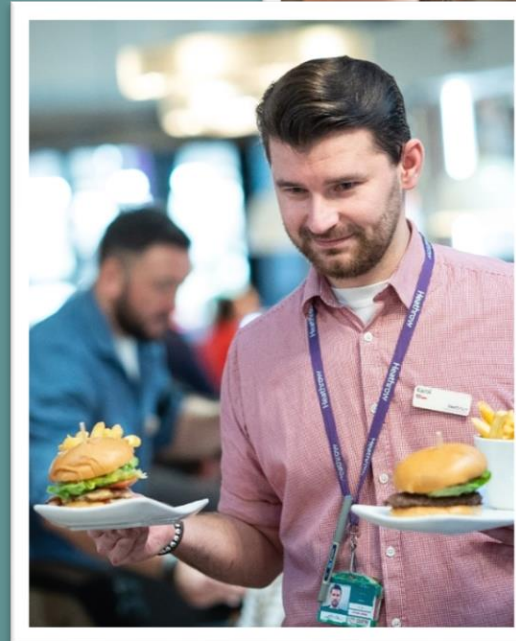
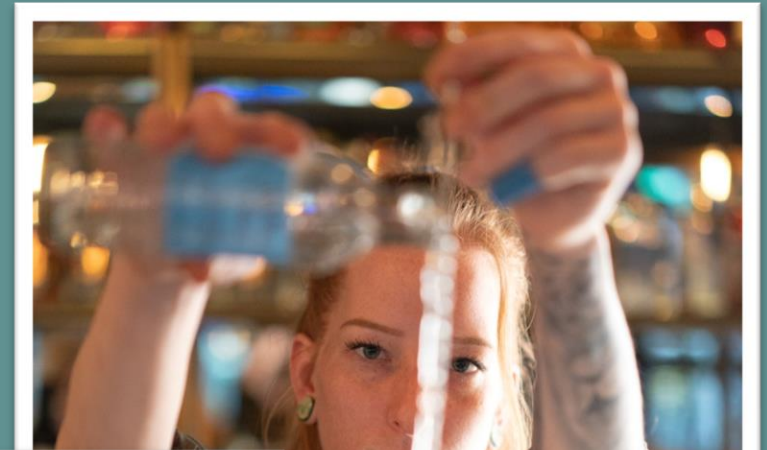
We recognise and value our people based on their individual contribution, and we focus on developing and progressing all our team, ensuring opportunities are accessible to all.

We continue to be committed to a culture of belonging which is fair, inclusive and equal for all our team members.

Our gender pay gap report for 2023, as reported in 2024, used a snapshot date in April 2023. Reporting on gender is a legal requirement, however we also value and appreciate anyone who identifies differently from their legal status and fully support our non-binary team members and guests.

Our 2023 report includes the leisure & concessions team. On 30 October 2023, The Big Table Group acquired the leisure business of TRG, and the entity The Restaurant Group (UK) Limited. The Restaurant Group (UK) Limited was subsequently renamed BTG Leisure Holdings Limited, which is why this report is submitted in that company.

Jacqui McManus,
People Director



Gender Pay Gap 2023

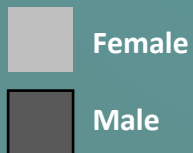


Our mean gender pay gap for 2023 is 4%. This has positively changed in favour of female staff in 2023, -4.8% since 2022.

Our Median pay gap for 2023 is -0.4%, again seeing a positive change in favour of female staff -0.4% since 2022.

Below shows the Mean pay gap results over the last 5 years

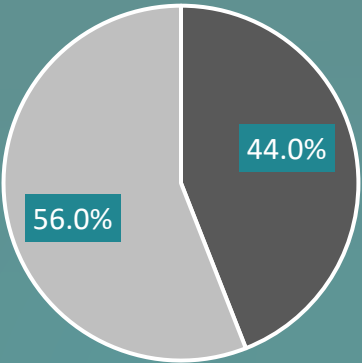
Mean Pay gap					
	2019	2020	2021	2022	2023
Leisure & Concessions	10.8%	41.1%	12.5%	8.8%	4.0%



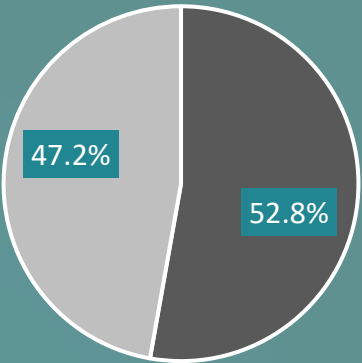
Breakdown of pay quartiles

The number of females in the upper hourly pay quartile has increased by 0.1% alongside a reduction of 0.4% in the lower hourly pay quartile compared to 2022.

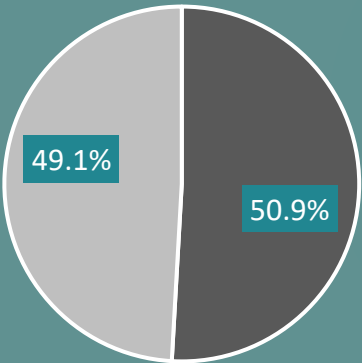
upper hourly pay quarter



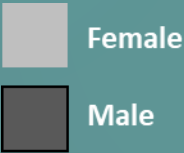
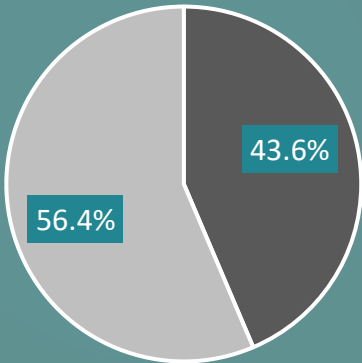
upper middle hourly pay quarter



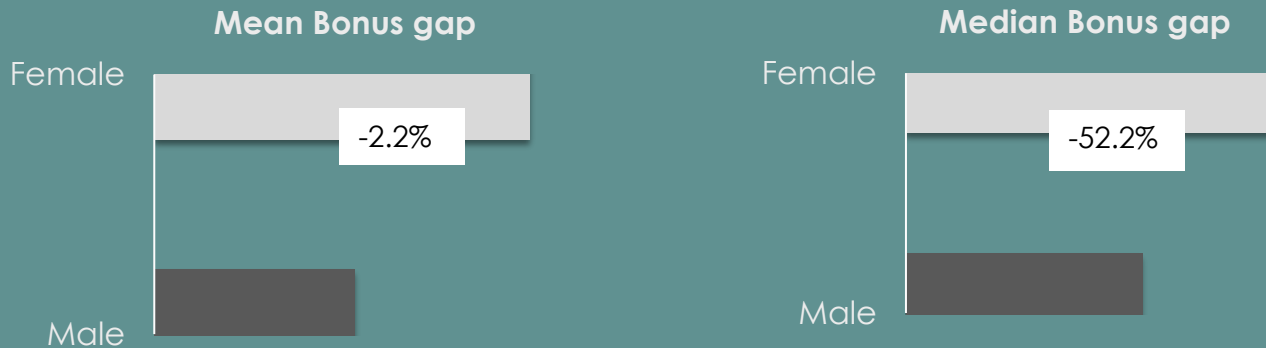
lower middle hourly pay quarter



lower hourly pay quarter



Bonus pay gap 2023

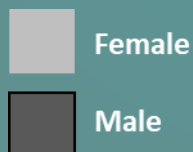


Gender Bonus pay gap calculations for 2023 include all relevant team members employed on the snapshot date of 5th April and represents total bonus payments received in the 12 months before the April pay period.

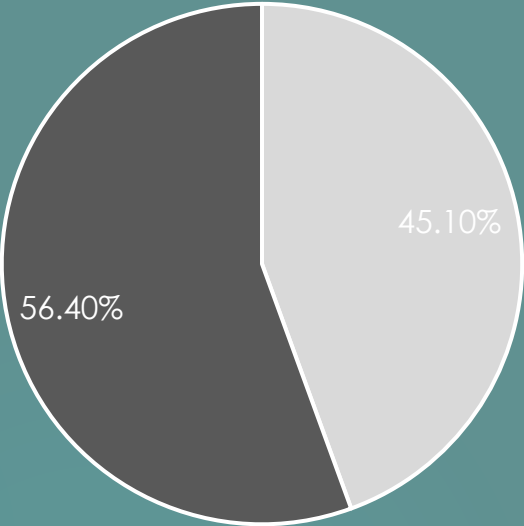
The Mean (average) bonus pay gap is -2.2%, this has improved from 30% in 2022 in favor of female staff. The Median bonus pay gap is -52.2% which again is in favor of females.

Our mean bonus pay gap calculations have changed significantly in 2023, from 30% in 2022 to -2.2% in 2023, a huge shift in favour of female employees, this is mainly due to a reduction in bonus % paid to our head office staff and TRONC (tips) included being paid to our Front of house staff, where roles are predominantly held by female staff.

Our Median bonus pay gap is still in favour of our female staff due to tronc payments being made to our front of house employees.



Proportion of team who received bonus pay



45.1% of males received a bonus in 2023.
56.4% of Females received a bonus in 2023.

This is in favour of our female staff due to Tronc payments being paid to our Front of house staff where the majority of roles are held by females.

■ % of Males Receiving a bonus ■ % of Females Receiving a Bonus

We strive to offer everyone equal rights, career development and progression and we are committed to maintaining and building upon our inclusive culture.

We will continue to enhance our career pathways for all roles whilst focussing on bringing more females into kitchen roles.

We will continue to focus on attracting and retaining female team members to address the gender imbalance across management roles. We will be looking to offer further flexibility in working patterns and look to train and upskill our female team into back of house roles.