

Communicating our Gender Pay Gap

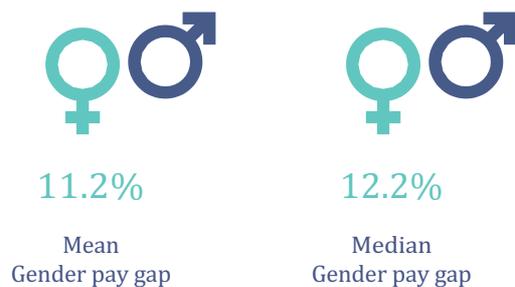
We are pleased to share our Gender Pay Gap report for the snapshot date of **5th April 2020**.

- We aspire to achieve 50/50 Upper Quartile by '22 (the results of which will be captured in the '23 report). At present 75% of our Upper Quartile are men, meaning we have opportunity to rebalance. 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 work to ensure our recruitment process at all levels has no unconscious bias through training and monitoring.
- We are collaborating with diversity and inclusion specialists to establish and better understand any barriers or needs of our female employees to close the gap and encourage more women into leadership. This begins with an Employee Engagement and Diversity survey in March '22.
- We will continue to create a work environment that is accessible and attractive to all.
- 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 will ensure inclusion for all through each of our policies, procedures, reward and development courses.
- We will proactively build relationships with external organisations, charities and partners to engage with wider talent pools and ensure we hire the right person, for the right job, every time.
- Due to the pandemic, these findings will be influenced by the small sample size as the majority of operational employees were placed on furlough at the time of this 'snapshot'. We anticipate this to be true also of the April '22 report which will capture data from April '21 when business was yet to return to pre-pandemic normal.

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 (Gender Pay Gap Information) Regulations 2017, Gaucho is required to carry out Gender Pay Gap Reporting.

PAY DATA

Difference in hourly rate of pay



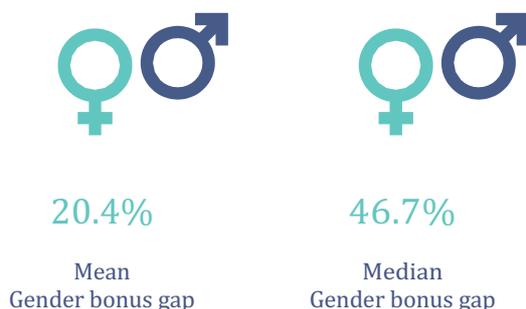
PAY QUANTILES

The proportion of female to male in each quartile:



INCENTIVE DATA

Incentive pay gap
Difference in incentives paid to men and women



PROPORTION OF STAFF RECEIVING AN INCENTIVE

The proportion of male staff receiving a bonus The proportion of female staff receiving a bonus

