



GENDER PAY GAP

REPORT 2020

Troia (UK) Restaurants Ltd





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Troia (UK) Restaurants Ltd ("Troia"), trading as the Ivy Collection employs over 4500 people, serving millions of guests each year in our current portfolio of 38 restaurants. We pride ourselves in offering the highest standards of service within beautiful settings for each and every guest. The entire team throughout the estate including head office work together, each playing a vital role in every guest's journey and experience.

On 5 April 2020 all our restaurants were closed do to the Covid-19 pandemic and the UK being placed in national lockdown. The majority of employees were Furloughed during this period. During this period, only 21 key 'full-pay relevant employees', all head office, were working. Because the population used for the gender pay gap report is such a small proportion of our overall employee population, it is not representative of our actual overall employee population.

As a people first business we are committed to giving equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).

Our restaurants have a very loyal and engaged following of customers nationwide appealing to a diverse range of guests. Our culture and employee's attitude to diversity and equality is vital to meeting the needs of our customers, and ensuring the ongoing success of our brand.

Our core values are being professional at all times in all our interaction, an inclusive approach to all our employees and committed to fairness and equality. We embrace diversity and are fully commitment to continue to reducing our gender pay gap.



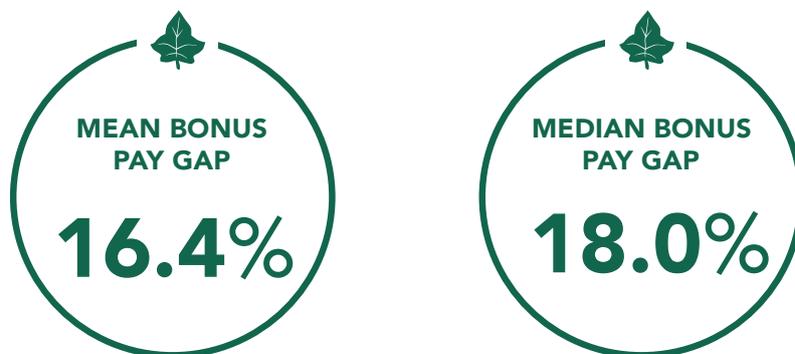
PAYRATE

This is its report for the snapshot date of 5 April 2020



The mean gender pay gap reportable for 2020 is unrepresentative of the full company, as the reporting parameters unfortunately fell at the time of all restaurants being closed during the COVID pandemic, and therefore the individuals reported on at this time were less than 1% of our entire employees (over 3,000 of whom were furloughed at the time and not included in these figures). Therefore unfortunately this year's reporting is statistically insignificant and we recognise it is more important and effective in promoting actual gender pay equality to look to our full population statistics ongoing.

BONUS PAY



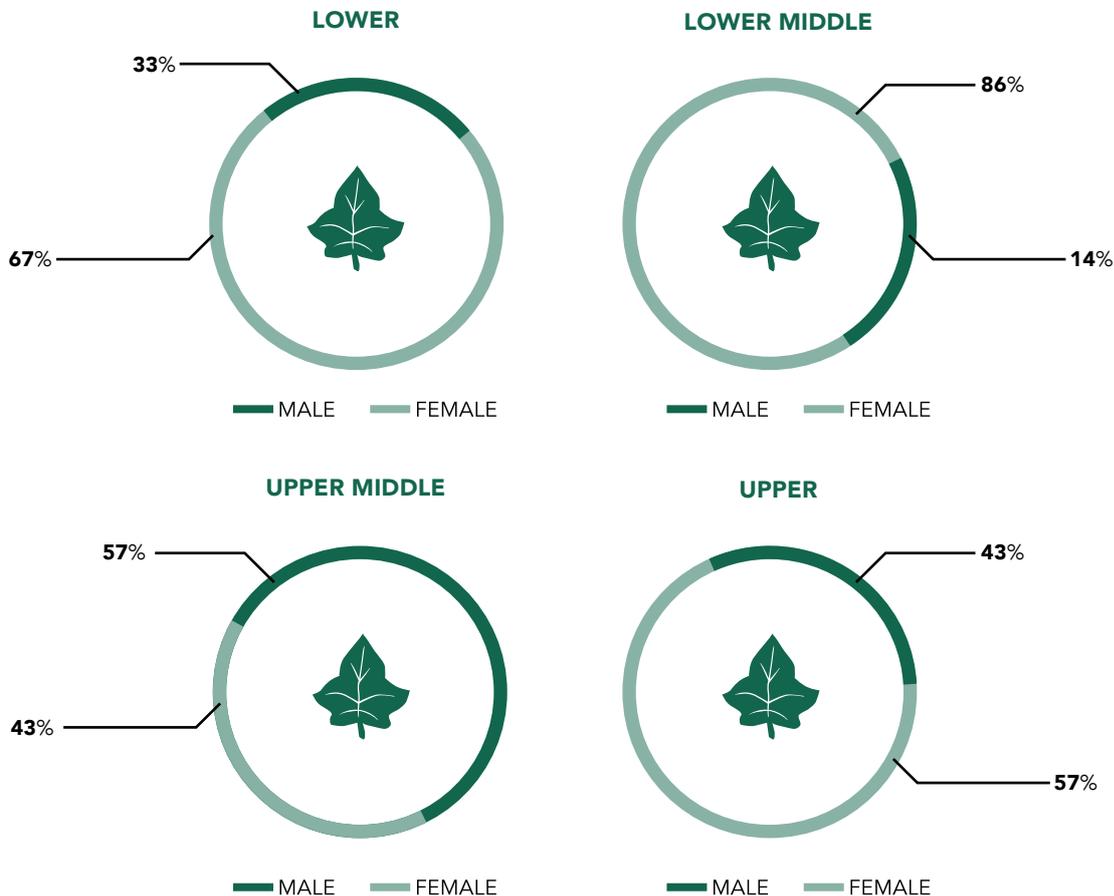
Our bonus schemes and incentives differ by role and level. The calculations of the mean and median bonus pay have been taken from the 12 months ending on 5th April 2020. Within this year there were more males that achieved the criteria to earn a performance bonus and they predominately worked in the senior operations and back of house management teams which is reflective of these positions across the sector.

The proportion of men employed by Troia who received a bonus in the 12 months up to 5 April 2020 was 13.0%, while for women this was 11.6%. This reflects the higher proportion of men in management which, under our current policy, attract a performance bonus.



PAY QUARTILES

This looks at our pay quartiles across four levels which shows the proportion of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands within the company.



Troia is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women were working full time within the organisation during the Covid-19 period when all our restaurants were closed.

This imbalance of roles is typical for our industry, however we are working towards creating more evenness between the ratio of men to women in roles and are confident that this is systemic rather than any bias in our recruitment.

We are satisfied that equality exists across job roles with structured salary bands being reviewed annually against market rates and business performance.

The bonus payments are received for those achieving performance-based criteria and will, in the main, apply to the those working in the Head Office, General Manager and Head Chef roles. The bonus schemes are KPI led and paid only when those KPI's, which are included equally across every role of the same level are met.

We are committed to ensuring that there is no restriction on the opportunity for career progression within our business.

I, Janene Pretorius, Chief People Officer, confirm that the information in this statement is accurate.

Janene Pretorius

1/10/21

