



Gender Pay Gap Report 2018

At Casual Dining Group we are proud to say that everyone no matter what their background, race or gender has an opportunity to grow and develop, we place great importance on treating our people equally. We are confident that our gender pay gap is not caused by men and women being paid differently when in the same job but is driven by the structure of our workforce.

The below table accurately shows Casual Dining Group's Gender Pay Gap and Gender Bonus Gap as at the snap shot date of 5th April 2018.

A negative figure indicates a higher percentage paid to men and a positive figure indicates a higher percentage paid to women.

Hourly Rate

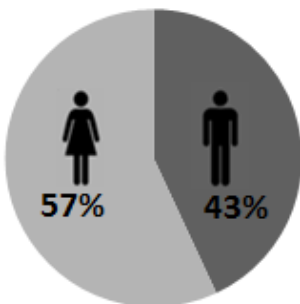


Pay Gap

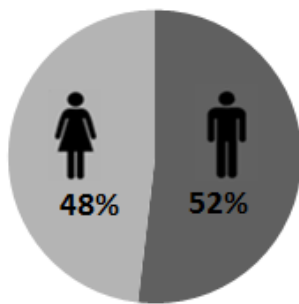
Mean
-7.6%

Median
-3.8%

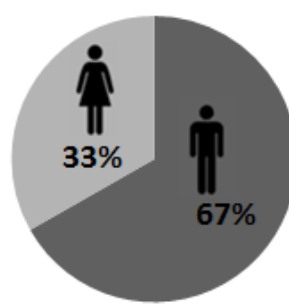
Pay Quartiles



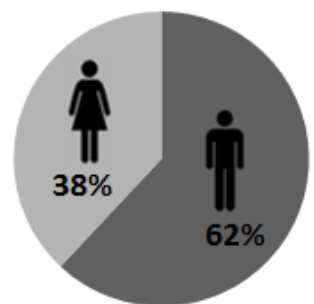
**Lower
Quartile**



**Lower Middle
Quartile**

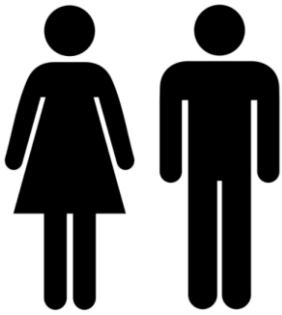


**Upper Middle
Quartile**



**Upper
Quartile**

Bonus Pay



Bonus Gap

Mean
-57.1%

Median
-1.0%



19.0% of men
received bonus pay



15.5% of women
received bonus pay

Comments

At Casual Dining Group, we value diversity and inclusion as a core part of our business. While our Hourly Mean rate has reduced to 7.6% from 9.5% last year, our Median rate has increased to 3.8%. This has been driven by the structure of the workforce in the Upper Quartiles. This is an issue we are aware of and we will continue to closely monitor and review this on a regular basis.

Stephen Richards

Chief Executive