



Gender Pay Gap Report for Thursdays (UK) Limited (trading as Fridays)

Reporting date / "snapshot" date: 5 April 2021

What is it?

- From 2017, all UK companies with 250 or more employees on their "snapshot date" are required under UK Government regulations to report on their gender pay gap.
- The gender pay gap is the equality measure that shows the difference in average (mean or median) earnings between women and men across a workforce, regardless of the role held or seniority. This is expressed as a percentage of men's earnings.
- The following statement will confirm for Thursdays (UK) Limited (trading as American-themed casual dining brand Fridays) ("Fridays") on 5 April 2021 (the "snapshot date"):
 1. The mean and median gender gaps in hourly rates of pay of full-pay employees
 2. The mean and median gender gaps in bonus pay
 3. The proportion of male and female employees who were paid bonus pay
 4. The proportion of male and female full-pay employees in each quartile pay band.
- The results below were submitted to the UK Government's Gender Pay Gap Service and are based on data taken as of the snapshot date.
- The regulations state to exclude those who received less than full pay due to absence of leave. The demographic for the results was, therefore, heavily impacted by Covid-19 in that 91% of employees were excluded, due to receiving furlough pay in the relevant period. The results were, therefore, based on 278 employees rather than Fridays' headcount of c3,900 as at the snapshot date.



Results:

1 and 2: Pay and Bonus Gap

Difference between men and women	Mean (average)	Median (middle)
1. Gender Pay Gap	7.8%	0%
2. Gender Bonus Gap	44.1%	18.4%

3: Proportion of male and female employees receiving a bonus:

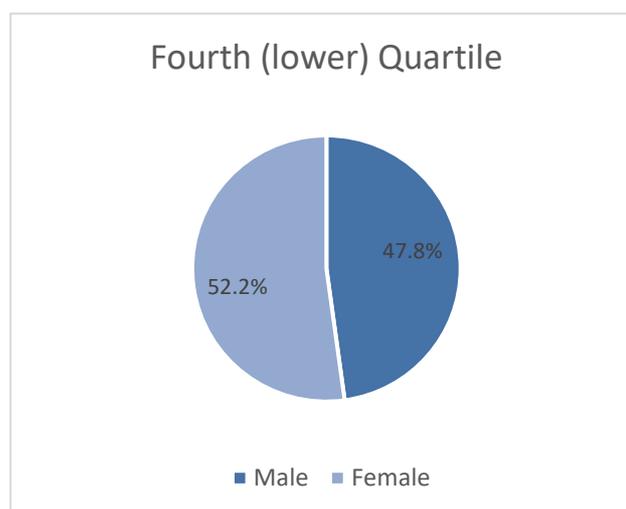
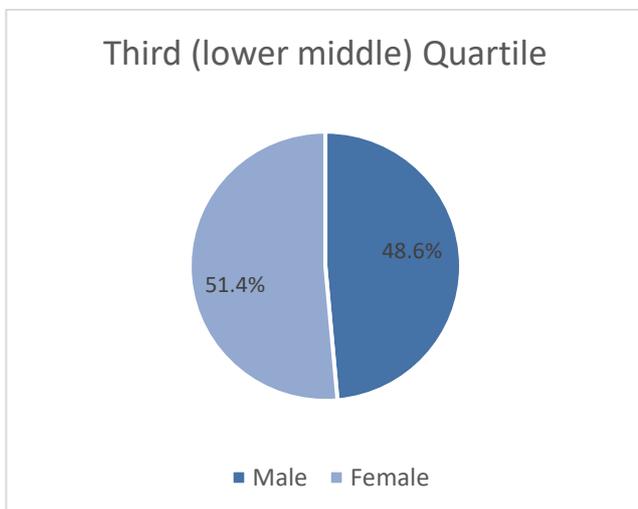
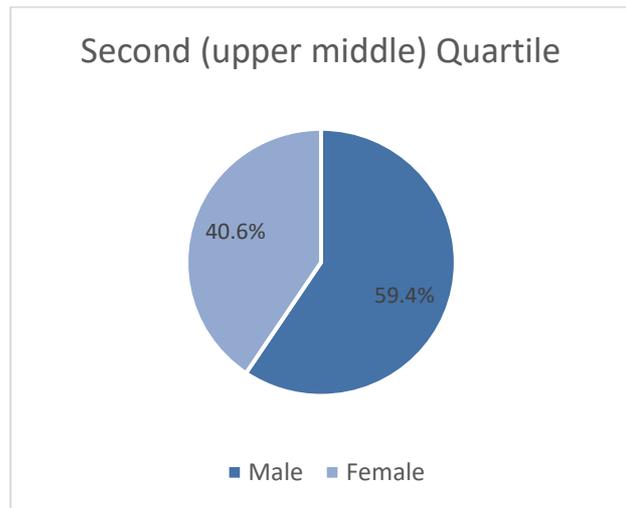
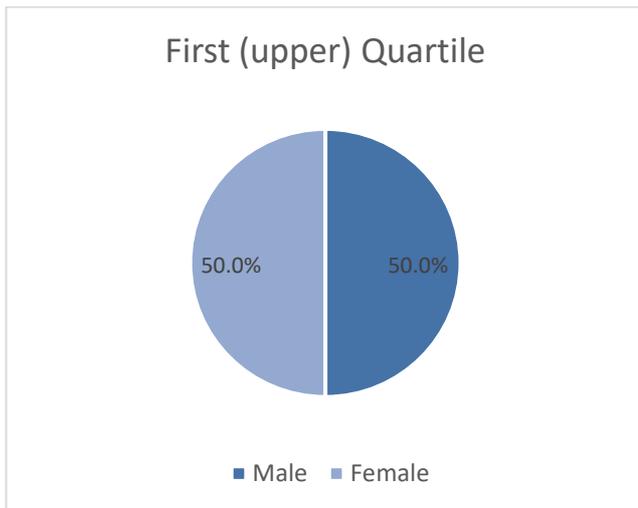


4.9%



5.2%

4: Proportion of male and female employees in each quartile:





Company Statement:

Fridays is committed to having a diverse and inclusive team, and to the principles of equal opportunities and equal treatment for all employees.

- Our pay and bonus structures continue to be based on the roles held by our employees so the pay and bonus gaps do not result from paying men and women differently for the same or equivalent work, but relate more to the nature of the roles and the number of men and women in each department.
- We pride ourselves in setting fair and competitive rates of pay for all at Fridays and do not consider the tips our team receive from guests to be a top up of their hourly rate of pay. Tips are not included as “pay” for the purpose of Gender Pay Gap Reporting.
- In terms of hourly rates of pay of full-pay employees, our mean gender pay gap is 7.8% in favour of males and our median gender pay gap is 0%.
- We have a higher proportion of females working in front of house roles which are paid at the National Living Wage and the National Minimum Wage rates. In addition to this, we have a higher proportion of males working in chef roles which are paid at a higher premium due to the nature of the role and to enable us to be competitive and attractive within our industry. The average age of those working in front of house roles is lower than those working in back of house roles so contributing to the gender pay gap.

The above factors impact the gender pay gap and the pay quartile results.

- The 2021 gender pay gap results have been further impacted due to furlough. In line with the standard calculation methodologies, this year’s results are based on a much smaller headcount than previous years due to 91% of employees receiving standard furlough pay in the relevant period. Due to our restaurants trading on restricted covers and hours over the course of the relevant year and/or opening for click and collect and/or delivery only, the number of front of house working hours was considerably reduced compared with the number of back of house working hours. We were also unable to provide the usual annual bonus scheme to our restaurant managers.
- We continue to review our company practices, policies and procedures to ensure our roles in every department are attractive and accessible to all.

The figures submitted have been calculated using the standard methodologies required by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We confirm that the calculations and the data provided for Fridays are accurate and in line with the above reporting regulations.

A handwritten signature in black ink, appearing to read "Robert B Cook".

Robert B Cook
Chief Executive Officer
Thursdays (UK) Limited

A handwritten signature in black ink, appearing to read "Karen Barnard".

Karen Barnard
People & Culture Director
Thursdays (UK) Limited