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TACOS

GENDER PAY GAP 2022

Snapshot date 5th of April 2022



ABOUT GENDER PAY GAP REPORTING

We welcome sharing our Gender Pay Gap as an opportunity for us to re-affirm our commitment to an equitable work environment.

Gender Pay Gap reporting highlights the difference between the average pay of men and women (regardless of the job they do) which reflects whether both are equally represented across all levels of seniority. This is different to Equal Pay, which is about men and women being paid the same for the same job.

This report has been produced in line with the legal guidance and is based on legal gender status. We are proud to support the diverse group of people who work for us across the spectrum of gender identity.

THE 2022 CALCULATIONS

The information presented in this report reflects a snapshot of our employee data as at 5th April 2022. The presentation of bonus data is based on the 12 months prior to this date.

This report analyses the pay of the 612 full paid employees in the business at the time of the snapshot. The bonus information is based on the 658 employees who were on the payroll as of 5th April and looks at the preceding 12 months of bonus payments.



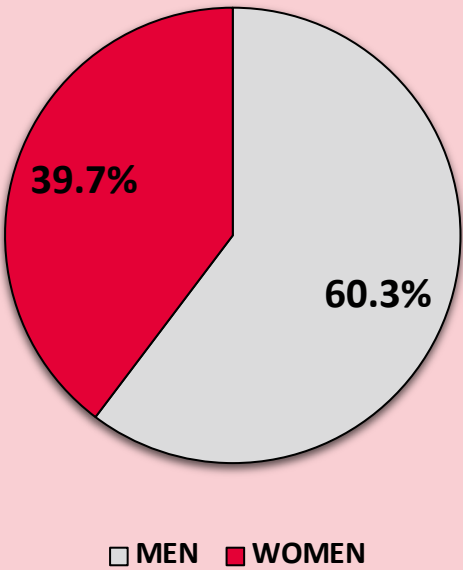
OUR FAMILLEE

We are driven by our Familee values and committed to creating an inclusive environment that provides freedom of expression and equal opportunities for everyone.

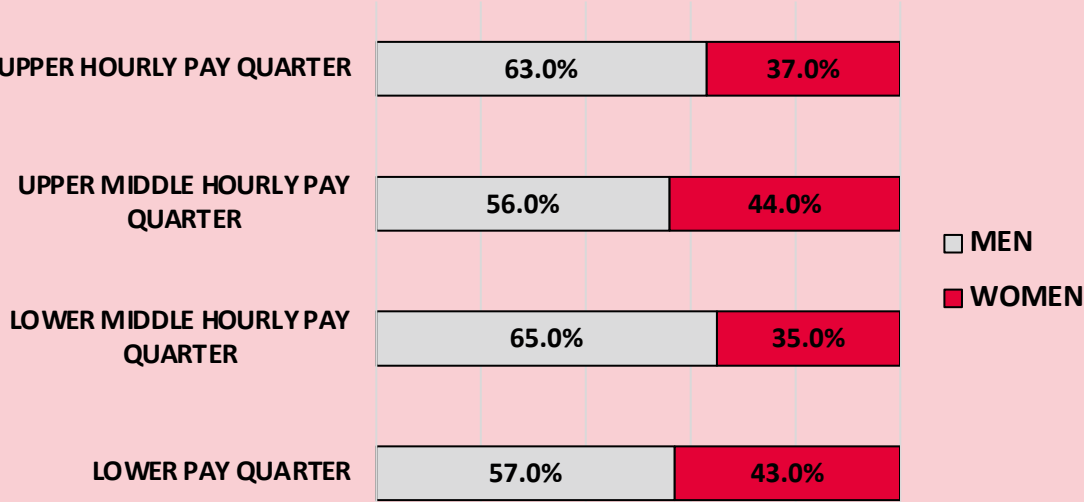
We pay men and women undertaking the same roles equally. However we acknowledge a higher male representation within our teams (60.3% men vs 39.7% women).

This year’s report sees an increase of 6% in women representation across the business with the biggest increase in both middle quartiles, especially in the upper middle quartile. This result would indicate an increase in women amongst our Supervisors, Junior and Mid-management levels.

GENDER REPRESENTATION



PAY QUARTERS



Overall, the distribution of men and women is similar across all the quartiles.

We are proud of our women representation across the entire business including our Back of House teams (which typically have very low numbers of women in our industry) and in our Central Support Team where we have a higher representation of women relative to men.

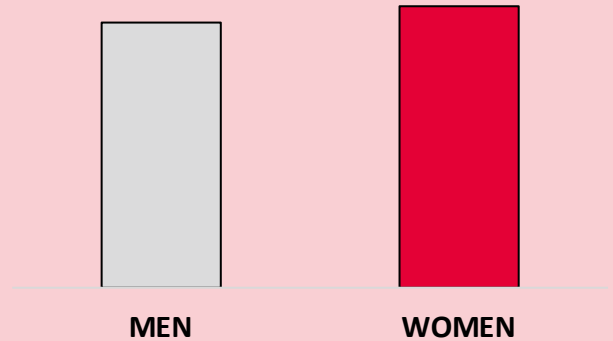
PAY GAP RESULTS

MEAN (Average) -5.8% MEDIAN (Middle) -0%

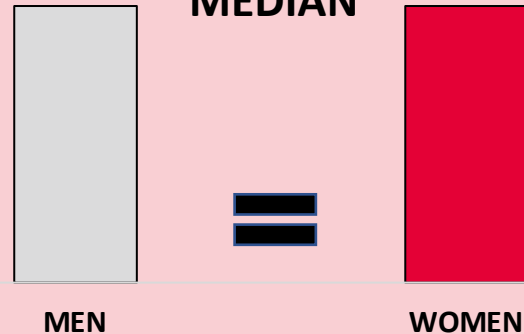
The mean (average) calculations are a result of adding all women's wages and dividing them by the number of women, then comparing that to the same figure for men.

We have a reverse **mean** gender pay gap (-5.8) which means that women on average earn more than men.

MEAN



MEDIAN



The median is the number that falls in the middle of a range when everyone's wages are lined up from smallest to largest.

Our **median** average is 0% meaning that the median rate of pay is exactly the same for men and women.

BONUS RESULTS

BONUS MEAN -3.6% BONUS MEDIAN -75%

We are committed to creating an environment with equal opportunities and have implemented bonus schemes which are accessible at all levels within our business.

The Refer a Friend bonus scheme is available to all our employees (salaried and hourly paid).

Our Managers and Head Office roles have a very transparent and competitive bonus schemes to reward great performance based on clear financial and non-financial targets.

Since the data snapshot date we have launched two new bonus schemes for our hourly team members centred around training and development, providing more bonus earning potential.

PERCENTAGE OF EMPLOYEES PAID A BONUS



Our results show a similar **percentages of men and women** receiving bonuses in the 12 months preceding the snapshot date (20.7% of men and 19.2% of women).

Our **mean** and **median gaps** looking at the amount of bonus paid, show that on average, women had been paid a higher bonus than men. This is the result of a higher percentage of women in key leadership roles.

OUR COMMITMENTS

We are proud of this years' Gender Pay Gap results. We believe in an equitable work environment, inclusive of a diverse workforce, including with reference to gender, age, nationality, belief, sexual orientation or any other aspect of our identity.

RECRUITMENT AND ATTRACTION

We aim to create a vibrant culture that best reflects the customers and communities we serve.

We will continue offering flexible working arrangements where possible and offering competitive packages to be able to attract the best talent.

PAY AND BONUS

We operate a fair and transparent pay structure and competitive bonus scheme to reward great performance based on clear targets for managers. Further bonus schemes are also available to all, including hourly paid employees.

OUR PEOPLE

We will continue to listen to our teams' feedback and act on it to ensure everyone within the business feels supported, valued and engaged and comfortable to raise any issues.



GEMMA GLASSON
Managing Director

LEADERSHIP

We are extremely proud of the high percentage of women in key leadership positions within our company; particularly in our Management and Central support Teams. We will continue working to break the bias in our industry with the aim of attracting more women across all pay quarters.

TRAINING AND DEVELOPMENT

We will continue to ensure there is equal opportunities for anyone seeking progression. We want to ensure everyone feels inspired to reach their full potential.

SEE OUR PREVIOUS GENDER PAY GAP REPORTS

2021: [Gender Pay Gap Report 2021](#)

2020: [Gender Pay Gap Report 2020](#)

2019: [Gender Pay Gap Report 2019](#)

