

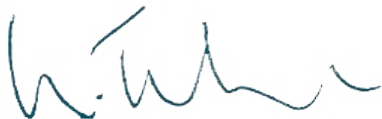
## GENDER PAY GAP REPORTING

At Turtle Bay we employ and nurture team members from a diverse range of backgrounds, ages and nationalities and we know this makes us a richer, more dynamic and inclusive company to work at. As part of this, we are committed to equality through fair pay.

Our mean gender pay gap as at April 2017 is 13.4%, and our median gender pay gap is 6.9%. While these figures are below the UK average of 18.1% we know that we have more to do and are committed to attracting and retaining the best possible people at all levels.

For most of our team roles there are clearly defined rates of pay and these are equal for men and women. As is common in our sector, we have a high proportion of women join our business in the lower pay quartiles. There are clear career pathways in place for anyone who wants to progress to more senior positions at Turtle Bay and we actively seek to identify talent within to promote internally with clear pay progression.

I can confirm that the data reported is accurate.



**Karen Turton**  
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### PAY – HOURLY RATE

	Turtle Bay
Mean	13.4%
Median	6.9%

In the lower quartile of pay bands, 71% are females working in front of house roles – these have fixed hourly rates consistent for males and females, but this high proportion impacts the overall mean and median values. It is important to recognise that in our sector there are other pay elements that do not form part of a team member's salary.

### PAY – BONUS

	Turtle Bay
Mean	58.4%
Median	33.3%

These figures have been calculated based on the 12 months ending 5th April 2017. The difference is principally driven by our support centre and mystery diner bonus schemes mainly benefiting higher quartile team members. In late 2017, we adjusted our mystery diner bonus scheme which now benefits hourly paid team members if excellent service is delivered.

### PAY QUANTILES

This shows the proportion of male and female team members banded into quartiles.

