















Our People

Our business is built on people, from our guests to our team members. We pride ourselves on operating great businesses and are committed to building an inclusive culture within our teams.

We recognise and value our people based on their individual contribution, and we focus on developing and progressing all our team, ensuring opportunities are accessible to all.

We continue to be committed to a culture of belonging which is fair, inclusive and equal for all our team members.

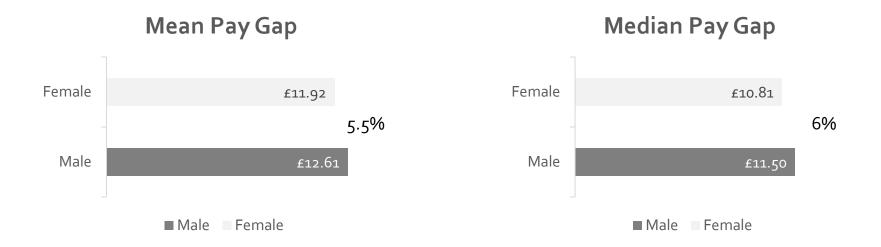
Our gender pay gap report for 2024, as reported in 2025, used a snapshot date in April 2024. Reporting on gender is a legal requirement, however we also value and appreciate anyone who identifies differently from their legal status and fully support our non-binary team members and guests.

Our 2024 report includes only our TRGC team.

Zoie Field Head of People



Mean and Median Pay Gap



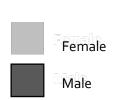


Breakdown of pay quartiles

59.2%

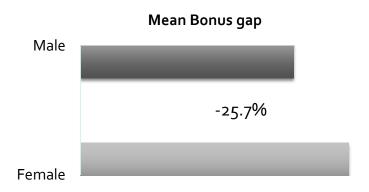
65.0%

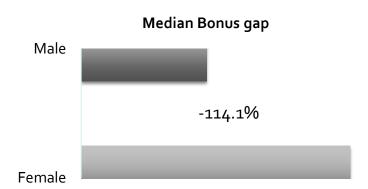
51.6%





Bonus pay gap 2024

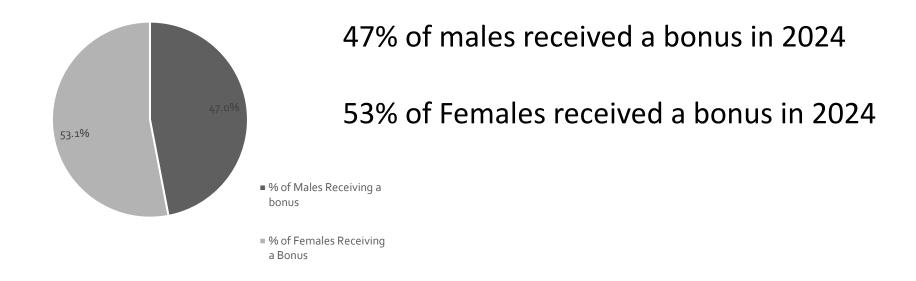




Gender Bonus pay gap calculations for 2024 include all relevant team members employed on the snapshot date of 5 April and represents total bonus payments received in the 12 months before the April pay period.



Proportion of team who received bonus pay









We strive to offer everyone equal rights, career development and progression and we are committed to maintaining and building upon our inclusive culture.

We will continue to enhance our career pathways for all roles whilst focusing on bringing more females into kitchen roles.

We will continue to focus on attracting and retaining female team members to address the gender imbalance across management roles. We will be looking to offer further flexibility in working patterns and look to train and upskill our female team into back of house roles.

