



D&D

LONDON

Gender Pay Report, 2025



Gender Pay Report 2025



Introduction:

As of 2017, all UK companies with more than 250 employees are required to publish a report detailing their gender pay gap.

This provides us with an opportunity to assess our practices and procedures, and set measures in place to ensure that we are industry leaders in equal pay, fairness and equality.

The gender pay gap shows the difference between the average (mean or median) earnings of men and women, expressed as a percentage. Used to its full potential, gender pay gap reporting is a valuable tool for assessing levels of equality in the workplace, female and male participation, and how effectively talent is being maximised.

Glossary of terms:

- Mean Average – This average is calculated by adding all the values together and dividing by the number of values
- Median Average – This average is calculated by taking the middle value within a range of values

Understanding our Workforce

On **5th April 2025** (the snapshot date), we had **1,248** employees with **65.5%** male and **34.5%** female.

We operate 23 restaurants and bars and a hotel in the UK. Within these sites there are 790 male employees (68%), and 371 female employees (32%). Within Support Office there are 27 male employees (31%) and 60 female employees (69%). This is in line with hospitality industry averages, where males outnumber females, however we recognise that more can be done. The gender split of our employees is firmly on the board agenda.

The above headcount figures and the calculations used for bonus pay include all of our employees.

As set out in the government reporting guidelines, the remainder of the calculations in this report only include the “full pay relevant employees” and is therefore not representative of our entire employee population. The data includes 985 employees comprising of 666 male employees (67.6%) and 319 female employees (32.4%) who were working and receiving full-pay on the snapshot date.

N.B. We are publishing our results under D&D London Limited which is the trading company as of the snapshot date. On 29th April 2025 we rebranded to The Evolv Collection, which is a subsidiary of CGL Restaurant Holdings Ltd. D&D Management Limited is the employing entity and a wholly owned subsidiary of CGL Restaurant Holdings Ltd.

Gender Pay Gap

Mean Average: Females are paid **4.5%** less than males.

Median Average: Females are paid **6.0%** less than males.

The 985 “full pay relevant employees” that we are able to report on as allowed by government reporting guidelines represents 78.9% of our overall employee population on the snapshot date.



Results: Bonus

Proportion of Employees Receiving a Bonus Payment:

- Males: 34.5%
- Females: 15.5%

Gender Bonus Gap:

- **Mean gender pay gap in bonus pay:** Females are paid **27.7%** more than males.
- **Median gender pay gap in bonus pay:** Females are paid **29.9%** less than males.

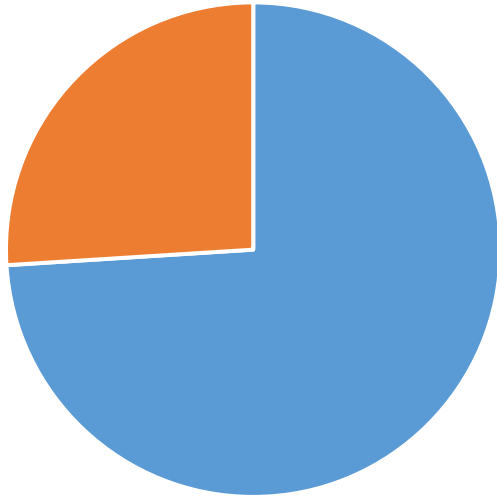


Results: Pay Quartiles

The four pie charts below demonstrate the percentage of male and females in each pay quartile if all employees were split into four groups based on their pay rate.

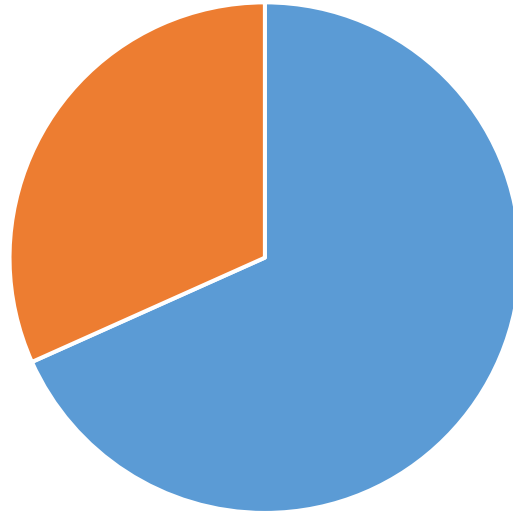
Upper Quartile

■ Male ■ Female



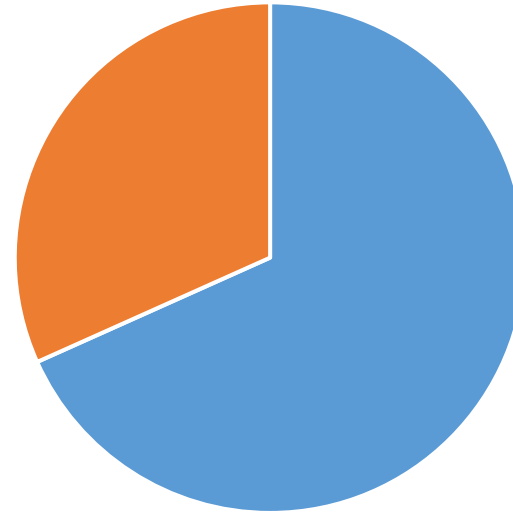
M: 74%
F: 26%

Upper Middle Quartile



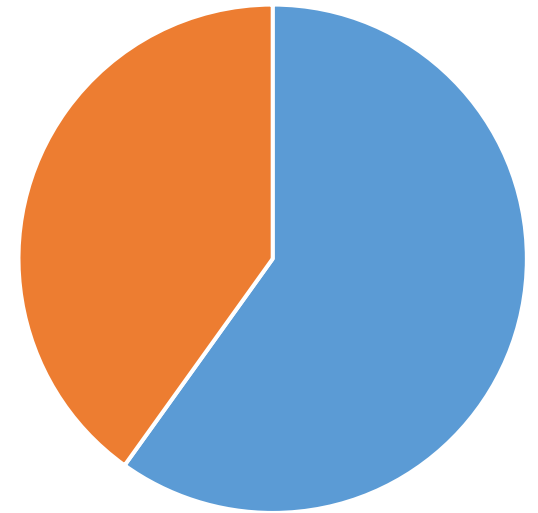
M: 68.3%
F: 31.7%

Lower Middle Quartile



M: 68.3%
F: 31.7%

Lower Quartile



M: 59.9%
F: 40.1%

Addressing the gender imbalance

We are committed to supporting the development of all our colleagues and in particular our talented female colleagues into senior management and board level roles. We are pleased to report positive progress in female representation at senior levels, including the appointment of three female directors.

We recognise that there is more to do and remain focused on building a diverse leadership team and supporting greater gender balance across all areas of the business.

We are committed to creating a fair and inclusive workplace and to addressing our gender pay gap. We continue to review our practices to ensure equal opportunities for progression, development and reward across the organisation.

I confirm the gender pay data in this report is accurate as of 5th April 2025.



Jude Hughes
Director of People & Culture



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