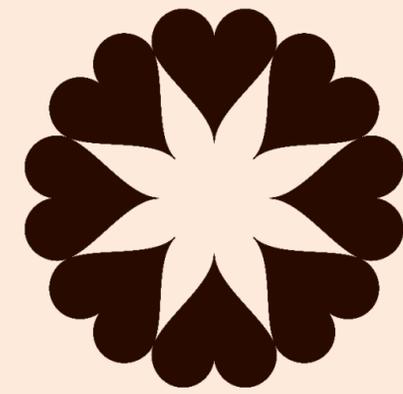




BUSABA EATHAI 2020 GENDER PAY GAP REPORT



BUSABA



Commentary

Busaba's values mean that we are committed to our teams' happiness, and we think their happiness is as important as that of our guests. We know their happiness directly impacts our guest's experience.

We are committed to being a fair and equal employer, we have 43 nationalities working at Busaba and we are proud of our diverse workforce. Our aim is to provide a successful and fulfilling career for all of our team members in a healthy, diverse and truly inclusive working environment.

We are committed to developing more women into our leadership roles to promote diversity in our teams and we remain confident that our teams are paid equally for doing equivalent jobs across our business. Women occupy 40% of our leadership positions, and 33% of Executive positions (at the time of the data capture).

I confirm that the Gender Pay and Bonus Gap calculations and the data provided for Busaba Eathai Limited are accurate and were calculated using data for 5th April 2020.

Samantha Lampard, People Director



Pay Gap

Figure 1

| | | | |
|---------------------|-------------|--|---------------|
| | Mean | | Median |
| Ordinary Pay | 32.8% | | 36.8% |

Figure 1 illustrates our mean and median gender pay gap for ordinary pay as at 5 April 2020. The results do not accurately depict the position within Busaba due to the data capture date in which there were only a small number of team members that were not furloughed due to the Covid-19 pandemic.



Bonus gap

Figure 2

| | Mean | Median |
|-----------|-------|--------|
| Bonus Pay | 74.1% | 0% |

Figure 2 illustrates our mean and median gender bonus pay gap as at 5 April 2020. The results demonstrate that the mean bonus gap was 74.1%, suggesting that our male colleagues receive higher bonuses than our female colleagues. All our bonus payments are based on performance objectives and paid to the team who achieve the bonus criteria.

The median bonus pay gap is 0%, which suggests that the middle number of all bonuses paid to both male and female team members is equal.

Proportion of employees receiving a bonus

| | |
|-------------------------------------|-------|
| Percentage of men receiving bonus | 10.8% |
| Percentage of women receiving bonus | 8.9% |





Figure 3
Figure 4

Summary

Pay quartiles

| | Lower | Lower Middle | Upper Middle | Upper Quartile |
|-------|-------|--------------|--------------|----------------|
| Men | 50% | 100% | 100% | 100% |
| Women | 50% | 0% | 0% | 0% |

This shows the gender distribution across four bands. These are calculated based on listing the lowest to highest paid member of our team and splitting into 4 equal quartiles. As mentioned at the start of the report, the figures are distorted due to the small number of team members working as at 5th April 2020 due to the Covid-19 pandemic.

Learnings

In terms of the report itself, due to the number of team members working on 5th April 2020 due to Covid-19, it hasn't provided us with meaningful data. However, in line with the restaurant industry, our kitchen team are predominately male, with fewer females applying to work in these roles, such as chefs. As a company we are promoting flexible working and a variety of shift patterns to attract females to these roles, in addition to reviewing our Company benefits.

We are relentless in our pursuit of fairness, and where there is a gap which cannot be explained, we will work to reduce that gap and, in the longer term, eradicate it entirely. Whilst we will always strive to improve, we do not feel that this Gender Pay Gap report reflects our current position within Busaba, but we will continue to work on any gaps.