

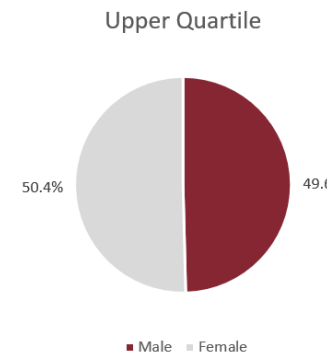
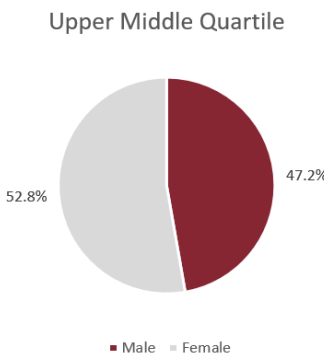
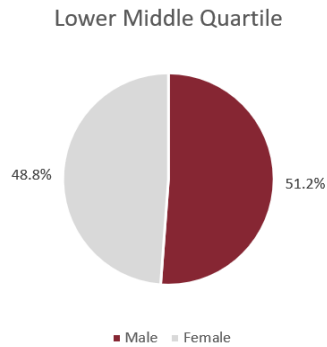
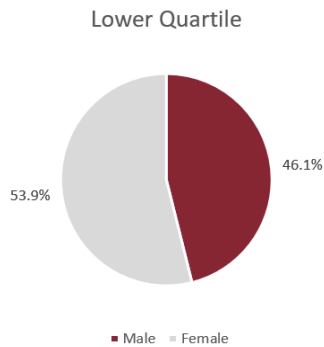
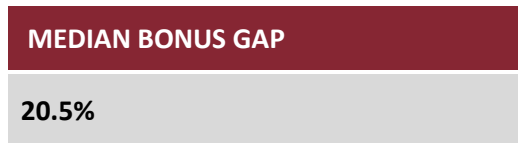
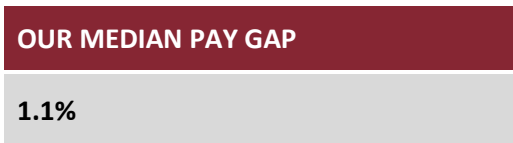
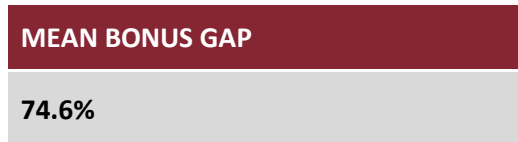
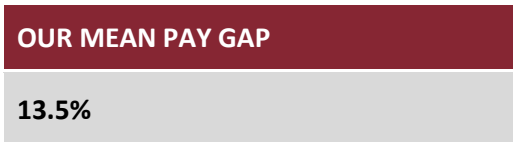


**TORTILLA GENDER PAY GAP STATEMENT**

Tortilla c/o Mexican Grill is required by law to publish an annual gender pay gap report. This is Tortilla’s report for the snapshot date of 5 April 2022.

The figures set out below have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We confirm that the Gender Pay and Bonus Gap calculations and the data provided for Tortilla Mexican Grill plc and its subsidiaries are accurate.





Tortilla is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).

We believe in the significant benefits that derive from a more inclusive and diverse workforce. Across all levels of roles, we are committed to driving gender equality and Tortilla is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation, the distribution of those roles across locations within the UK, and the salaries that these roles attract.

Whilst we haven't seen an overall improvement in our Gender Pay Gap over the last year, there are many factors which influenced the data, most notably the bonus gap. This appears worse however this is calculated on the 12 months up to April 22, so is heavily skewed by our directors' bonuses that were payable on IPO. Our bonus gap primarily exists because we have fewer women in roles that attract higher levels of pay where the scale of the bonus potential is greater. Recent changes to our senior leadership team should see a positive impact on our bonus gap in the future as we have made a number of senior females hires recently.

The gender percentile split however has improved since April 21, as detailed above in the splits across each quartile (albeit these percentiles are skewed by the total number of men and women in the business as a whole). At Tortilla, the labour force participation rate for women stands at 51.5% compared to the participation rate of men which is 48.5%. Women occupy 50.4% of the highest paid job and men occupy 49.6%. 53.9% of the lowest paid jobs are occupied by women, which is 7.8% more than men in the same range. At our most senior level of role in our restaurants, women occupy 62.5% of our General Management roles versus 37.5% that are occupied by men.

Compared to the data we have published for the year 2018/19 (which is the most recent relevant year, as COVID-19 and the impact of the Coronavirus Job Retention Scheme heavily impacted 2020/21), the mean and median gender pay gap have increased by 1%.

The 2021/22 bonus figure is heavily skewed by IPO bonuses, so although the mean bonus pay gap has increased by 35.0%, the median bonus pay gap has decreased by 59.4% compared to 2018/19.

Tortilla is committed to ongoing review and improvement of pay policies and procedures, bonus schemes, benefits and other initiatives supporting equal pay and opportunities for both genders. We are determined not only to bring more women into the organisation but to increase the number of women through middle and senior management roles, creating a more inclusive organisation across the pay grades, and ultimately, strengthening our performance and competitiveness.