

# All Star Leisure (Group) Ltd – Gender Pay Report 2017

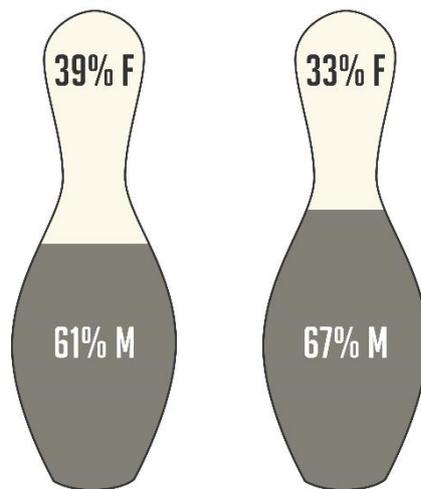
All UK employers with 250 or more employees during the snapshot date; 5 April 2017 are required, by law to publish gender pay gap information within their business. The Gender Pay Gap is the difference in the average earnings of males and females over a standard time period, regardless of their role or seniority.

All Star Lanes is a premium, boutique bowling destination which regularly attracts a variety of guests, therefore it is equally important to us to ensure our business is well represented by all employees.

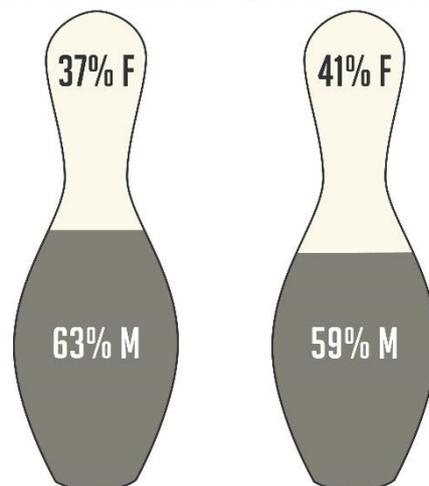
On 5 April 2017, All Star Lanes employed 289 people which covered 5 venues (4 venues based in London, 1 venue based in Manchester) and our Support Office team. As an experiential hospitality destination, 85% of our employees are based within venue, with the support function making up 15% of the employee headcount.

At a superficial level you will notice there are a significant amount more males to females within the business (22% more). However, as you will see from the report the gender pay gap favours female employees within the business, in areas.

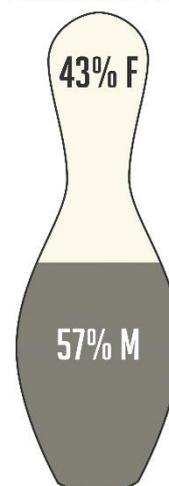
**ALL EMPLOYEES**      **SENIOR LEADERSHIP TEAM**



**ALL SALARIED EMPLOYEES**      **ALL FLEXIBLE EMPLOYEES**



**TOTAL BONUS PAID**



### The Gender Pay Gap:

Out of the 289 relevant employees during the snapshot date, 71% were permanent, flexible employees on a variable contract, paid fortnightly. The remaining 29% relevant employees are contracted to set hours and paid monthly.

The 71% of employees paid fortnightly are based at venue level which consist of roles such as; Servers, Bartenders, Receptionists, and Chef de Parties, these roles are equally paid regardless of gender. Positions held at the Support Office are mainly singular roles and therefore the pay banding is annually reviewed to ensure it is competitively placed within the industry.

All captured data was combined to understand the mean and median gender pay gap at All Star Lanes, as shown in figure 1.

### The Gender Pay Gap Bonus:

The bonus information was obtained for the period between 6 April 2016 – 5 April 2017.

28% of relevant employees (80 of 289) received a bonus during the year preceding the 5 April 2017. Out of those 80 workers; 46 were males and 34 females.

Moreover, of the 80 employees who received a bonus 36% employees who were fortnightly paid received a bonus and 63% monthly paid employees.

As demonstrated in figure 2, the mean difference in bonus pay was £493.03, equating to 23.4% mean bonus gender pay gap, favouring males. Whilst the median difference was -£204.00, equating to -31% median bonus gender pay gap, favouring females.

The data positively highlights that more females at All Star Lanes receive a higher middle bonus figure than males. This data is largely based on 28 employees who received an annual bonus were from support office, of which 61% consisted of females.

Venue management teams are eligible to receive quarterly bonuses, which are paid out based on venue performance and calculated as a percentage of the individual's salary. 82% of venue managers were males which indicates why the mean value favours males at this point in time.

Figure 1:

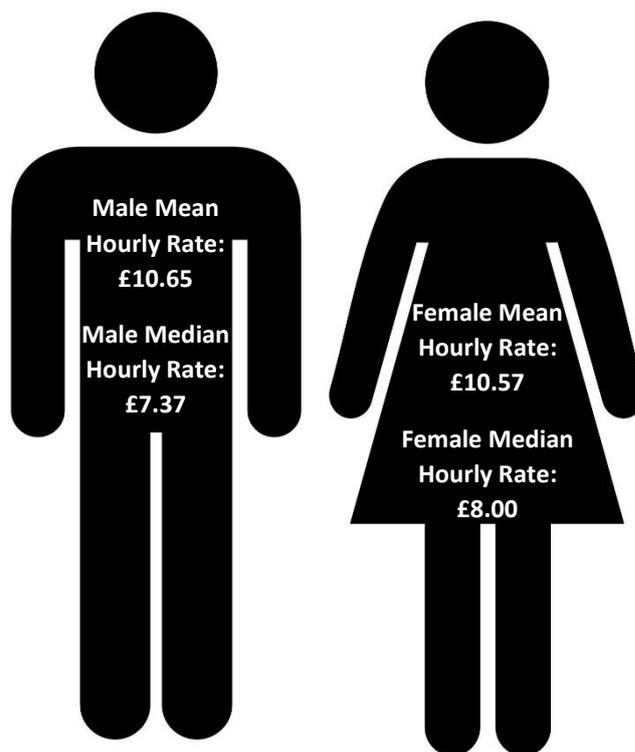


Figure 2:



## The underlying causes of All Star Lanes Gender Pay Gap

All Star Lanes is committed to the principle of equal opportunities and equal treatment for all colleagues, regardless of their sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability in accordance with the Equality Act 2010. It has a pay banding that pays colleagues equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, it:



Carries out pay and benefits reviews annually



Conducts job evaluations as necessary to ensure a fair pay and reward structure

All Star Lanes is therefore confident that its gender pay gap does not stem from paying males and females differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which males and females work within the organisation and the salaries that these roles attract.

A recent study by People 1<sup>st</sup> highlights that females may earn less than males in equivalent jobs in the hospitality sector, this is due to the types of jobs and the setting in which they take place rather than sexual discrimination. However, the gap between the males and females has been narrowing since 2011 and in some instances by considerable amounts. For example, females working as chefs earned 15% less than males per annum in 2011, which is now down to 9%.

Although, the hospitality sector has been highlighted as one of the top 10 industries with a gender pay gap, at All Star Lanes' there is a rare gender pay gap between both genders as reflected in the results, the mean gender pay gap is 0.7% whilst the median gender pay gap at -8.5%.

The top three roles within All Star Lanes are held by males whilst 63% of flexible positions are held by males, this imbalance skews the results to show a much lower mean and median result. There are more females who hold mid-management positions within the business leading to the results looking more favourably and shifts the gender pay gap results more positively for females.

### How does All Star Lanes' gender pay gap compare with the wider economy?

Across the UK economy, males have been shown to be more likely to be in senior roles, whereas females are more likely to be in roles at the lower end of the pay scales. Females are also more likely than males to have had breaks from work that have affected their career progression, for example post maternity leave/ additional career breaks to look after children/ family members. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

The majority of organisations currently have a gender pay gap and the hospitality sector, in which All Star Lanes operates, is in the top 10 spot. The mean gender pay gap for the whole economy (according to the November 2016 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 17.5%. At 0.7%, All Star Lanes' mean gender pay gap is, therefore, significantly lower than the whole economy.

The median gender pay gap for the whole economy (according to the November 2016 ONS ASHE figures) is 19.2%. At -8.5%, All Star Lanes' median gender pay gap is impressively lower than the whole economy.

The mean gender bonus gap and the median gender bonus gap for All Star Lanes currently stand at 23.4% and -31% respectively. This data shows that we have more males than females in the higher earning quartiles, however the actual bonus paid outs reflects the fact that more females obtained high bonuses compared to the median average for males hence the negative % at -31%.



The proportion of males at All Star Lanes who received a bonus in the 12 months up to 5 April 2017 was 26%, whilst 30.4% were paid bonus in the same period. Our current bonus schemes are very inclusive and all colleagues regardless of gender or job role, have equal access to the scheme which is reflected in these numbers.

What is All Star Lanes doing to address its gender pay gap?

While All Star Lanes' mean gender pay gap compares favourably with the wider UK economy and in the hospitality sector, the organisation does not intend to be complacent, and it is committed to doing everything to continue to narrow the gender pay gap. However, the organisation also recognises that its scope to act is limited, for example, it has no direct control over the career or lifestyle choices that people make.

To date, the steps that All Star Lanes have taken to promote gender diversity in all areas of its workforce include the following:

-  Flexible working contracts – This enables employees to effectively manage their work/life balance; it supports employees who need to work part-time/ reduced hours to support a family. All Star Lanes also supports flexible working requests of females returning from maternity leave to help them reduce stress of childcare.
-  Family friendly benefits – All Star Lanes offers childcare vouchers to parents to allow parents to return to work and cover a proportion of the childcare costs.
-  Training development for future Managers – All Star Lanes continues to build the management training to allow employees to view their career path within the company.
-  DISC profiling during recruitment – All Star Lanes conducts rigorous competency based interview for both internal and external applicants to assess their suitability for the role. The software used is DISC which based solely on merit and non-discriminatory data.
-  All hiring managers are trained to make hiring decisions based on company values and are furnished with tools to assess candidate's suitability for a role based on the skill requirements needed for the position. This ensures that recruitment decisions are always objective.
-  We are proud to offer a number of learning and development opportunities for employees throughout their time with All Star Lanes, starting with a bespoke 90 day training plan for all venue based roles, with more specific courses and programmes being delivered as part of an individual's development within the business. These courses are made available to both genders, and are assigned based on the learning requirements of the role, rather than the individual.

All Star Lanes aim to continually monitor equality data by identifying any barriers to gender equality and inform priorities for action, we will be introducing increased data collection to understand:

-  The proportions of male and female being recruited;
-  The proportions of male and female applying for and obtaining promotions;
-  The proportions of male and female leaving the organisation and their reasons for leaving;
-  The numbers of male and female in each role and pay levels



The challenge of the gender pay gap is complex and not isolated to an organisation, there is no straight forward or rapid solution to reduce the gender pay gap, however All Star Lanes have a number of initiatives to build on to continue to reduce the gender pay gap. In the meantime, All Star Lanes is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.



## Gender Pay Gap Results:

Six key GPGR metrics	
Mean gender pay gap for All Star Lanes	0.7%
Median gender pay gap for All Star Lanes	-8.5%
Mean gender bonus gap for All Star Lanes	23.4%
Median gender bonus gap for All Star Lanes	-31.0%
Proportion of male colleagues in All Star Lanes receiving a bonus	26.0%
Proportion of female colleagues receiving a bonus	30.4%

## Pay Quartiles By Gender:

Band	Male	Female	Description
A	55.6%	44.4%	Includes all colleagues whose standard hourly rate places them in the lower quartile
B	71.2%	28.8%	Includes all colleagues whose standard hourly rate places them in the lower middle quartile
C	61.1%	38.9%	Includes all colleagues whose standard hourly rate places them in the upper middle quartile
D	56.9%	43.1%	Includes all colleagues whose standard hourly rate places them in the upper quartile

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

I, *Mike Evans*, Director of Finance, IT & People confirm that the information in this statement is accurate.



**Signed:**

**Date:** 3 April 2018

