



## All Star Lanes Ltd Gender Pay Report 2018

All Star Lanes is a premium drinking, dining and bowling destination operating in popular locations within London and Manchester, All Star Lanes wants to create the ultimate escape which means we attract a wide variety of customers who come to let off steam and switch off from the everyday grind. Therefore, it is important that as a Company, we are consistently attracting and retaining engaged people in order to continue to drive the success of All Star Lanes.

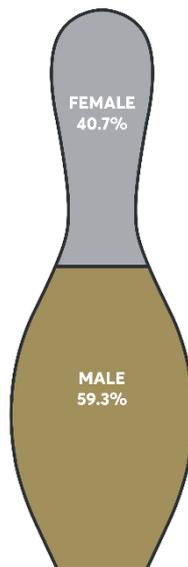
On 5 April 2018, All Star Lanes employed 284 people relevant for the Gender Pay Gap Report which covered 5 venues (4 venues based in London, 1 venue based in Manchester) and our Support Office team. As an experiential hospitality destination, 82% of our employees are based within venue, with the support function making up 18% of the employee headcount.

This report highlights that there are almost a third more male workers to female workers within All Star Lanes.

### ALL EMPLOYEES



### SENIOR LEADERSHIP TEAM   FORTNIGHTLY PAID EMPLOYEES   MONTHLY PAID EMPLOYEES



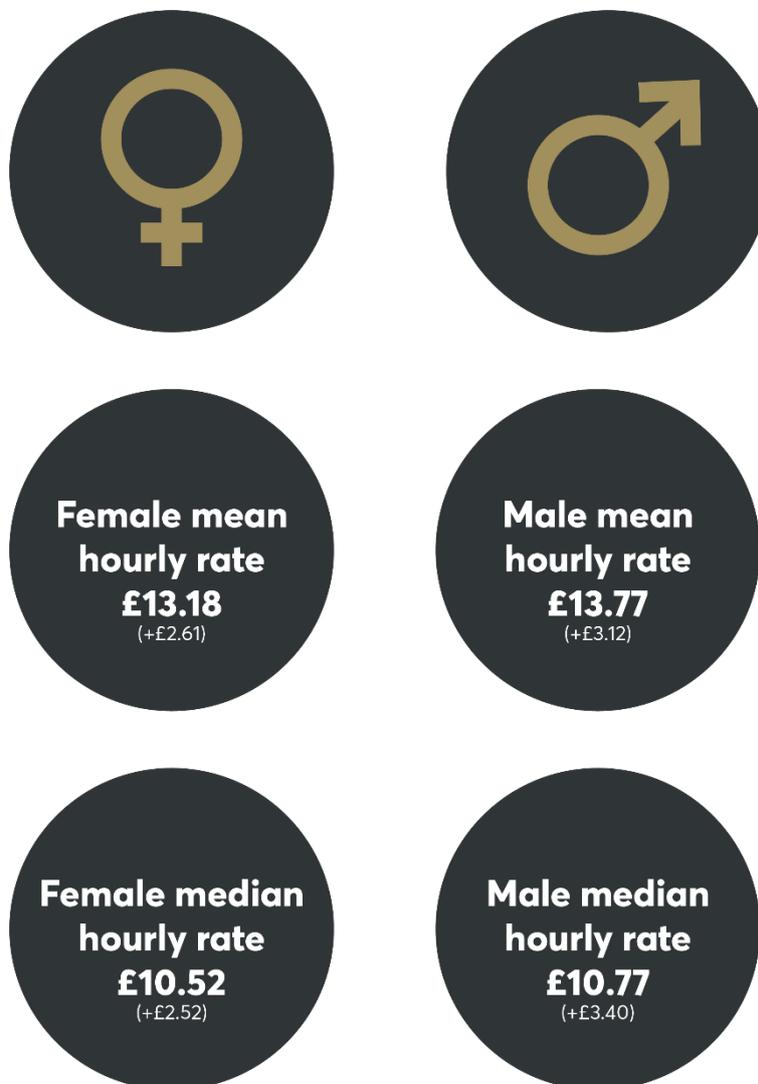
## The Gender Pay Gap

Based on the 284 relevant employees during the snapshot date, 72% were permanent, hourly paid employees on a variable contract, paid on a fortnightly basis. The remaining 28% relevant employees are contracted to set hours per week and paid monthly.

Those employees paid fortnightly are largely venue based and include roles such as; Server, Bartender, Receptionist, and Chef de Partie, these roles are equally paid regardless of gender. Positions held at the Support Office are mainly roles that are occupied by one person and therefore the pay banding is annually reviewed to ensure it is competitively placed within the industry.

Figure 1 demonstrates the mean and median hourly rates for male and females at All Star Lanes and includes the difference between mean and median hourly rates of the published Gender Pay results for 2017.

**Figure 1:**



## The Gender Pay Gap Bonus

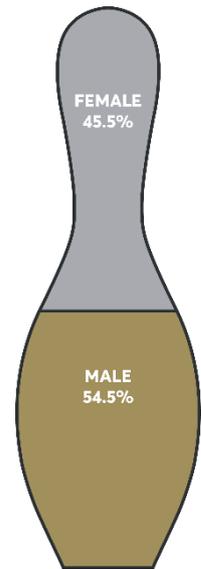
The bonus information was obtained for the period between 6 April 2017 – 5 April 2018.

27% of relevant employees (77 of 284) received a bonus during the year preceding the 5 April 2018. Out of those 77 workers; 42 were males and 35 females, All Star Lanes has seen a 3% increase in number of females paid a bonus over the past year, compared to 2017 published results.

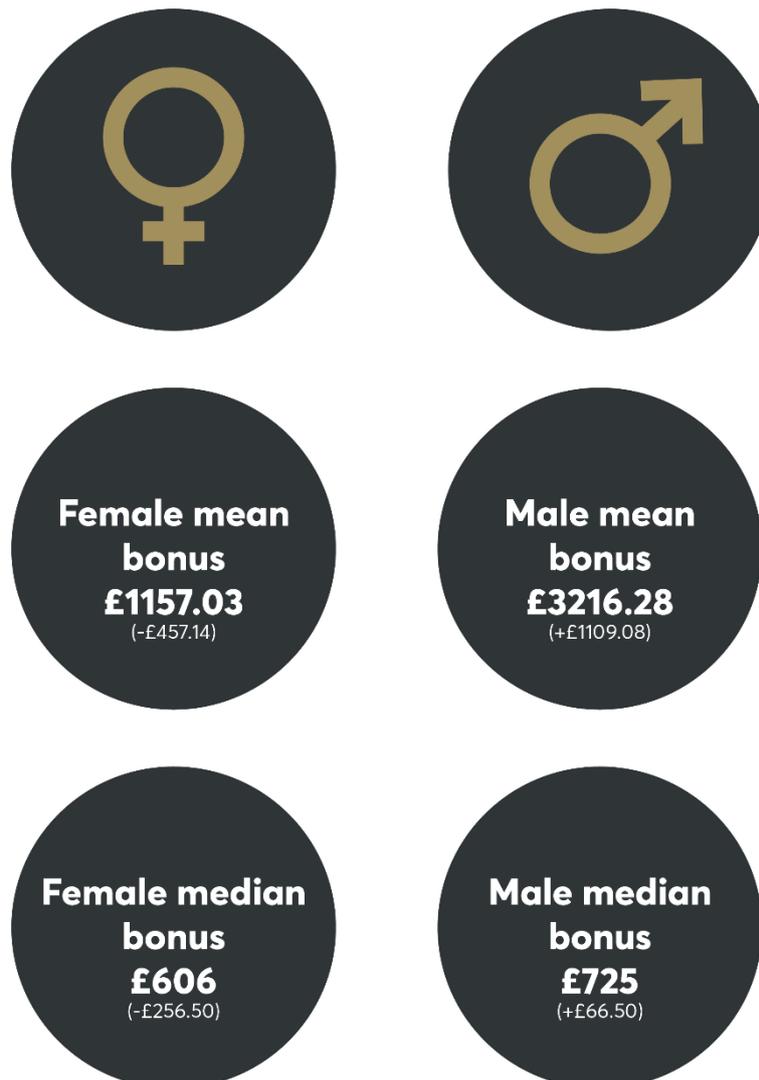
Furthermore, of the 77 employees who received a bonus, 44% were fortnightly paid employees and 56% were monthly paid employees.

As demonstrated in figure 2, the mean difference in bonus pay was £2,059.25, equating to 64% mean bonus Gender Pay Gap, favouring males. Whilst the median difference was £119.00, equating to 16.4% median bonus Gender Pay Gap, also favouring males. These results have showed significant variations from the 2017 bonus results, this is due to the three most senior roles within All Star Lanes being held by males who received the largest bonus during 2017-2018.

### TOTAL BONUS PAID



**Figure 2:**



Whilst the data highlights males were paid a larger bonus during 2017-2018, table 1 shows the difference between 2017 and 2018 results of genders who received a bonus, identifying 3% more females were paid a bonus, compared to 4% less males. These results underpin that there is only a disparity of bonus paid based on individual roles, not based on the gender; All Star Lanes continues to acknowledge the importance of a varied workforce.

**Table 1:**

	2017	2018
<b>Females</b>	34 (43%)	35 (46%)
<b>Males</b>	46 (58%)	42 (54%)

24% of total males at All Star Lanes received a bonus during the 12 months period, whilst 32% of total females were paid a bonus in the same period. Largely, the employees who are paid bonuses have a formalised bonus scheme in place which is subject to review in line with the financial year. These bonuses are created based on the positions Key Performance Indicators (KPI's) as well as quantifiable metrics to establish whether the bonus has been achieved or not. The bonus scheme is very inclusive and all colleagues within the relevant role, regardless of gender, have equal access to the scheme.

**Underlying Causes of All Star Lanes Gender Pay Gap and a Comparison with the Wider Economy**

All Star Lanes is committed to the principle of equal opportunities and equal treatment for all employees, this is highlighted in the Company's Team Member Handbook. All Star Lanes pays employees equally for the same or equivalent work, regardless of their sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment, in accordance with the Equality Act 2010.

All Star Lanes continues to:

- Conduct annual pay and benefits reviews
- Conduct job evaluations as necessary to ensure a fair pay and reward structure
- Offer equal training opportunities to all employees, specific to their role

All Star Lanes recognises the Gender Pay Gap has increased in during this period versus last year's results but remains confident that the Gender Pay Gap is a result of the roles in which males and females work within the Company and the salary packages that they offer. The Company is confident that the Gender Pay Gap is not a result of paying males and females differently for the same or equivalent work. The hospitality industry, in which All Star Lanes operates, typically has a higher proportion of males working within it (according to The Caterer, 2018). This is representative to All Star Lanes and therefore it is not unsurprising to learn that approximately 66% of males hold venue management positions, compared to 33% females.

As previously commented the top three roles within All Star Lanes were held by males, however 59.3% of hourly paid positions are held by males, this imbalance skews the results to show a more comparable mean and median Gender Pay Gap result.



PWC analysis of the 2017 gender pay reports confirmed 75% of companies highlighted a mean pay gap of over 5%, with 40% of companies publishing a mean gap above the Office for National Statistics (ONS) average of 17.4%. Whilst All Star Lanes has seen a 3.6% increase in their mean Gender Pay Gap, the Company is still very much below average that of the wider economy at 4.3%. Table 2 shows how All Star Lanes mean and median Gender Pay Gap compares to both UK companies and hospitality companies.

**Table 2:**

	<b>UK Companies</b>	<b>Hospitality Companies</b>	<b>All Star Lanes</b>
<b>Mean pay gap</b>	14%	7%	4.3%
<b>Median pay gap</b>	10%	1%	2.2%

PWC reports that over 80% of companies see the mean pay gap and mean bonus gap are the same being either both positive or both negative results, All Star Lanes 2018 Gender Pay Gap results mirrors this trend.

### **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 competitive within in the hospitality industry, the Company 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 influences over the career or lifestyle choices that employees or candidates make.

All Star Lanes will continue to review and implement initiatives to promote gender diversity in all areas of its workforce, including:

- Following the departure of our Non-Executive Directors in 2017, the three most senior roles within All Star Lanes now consist of two females and one male.
- Offering variable contracts to a significant proportion of our workforce. This enables employees to effectively manage their work/life balance; it benefits employees who need to work part-time/ reduced hours to support a family. All Star Lanes also accommodates flexible working requests of females returning from maternity leave to help them reduce stress of childcare.
- All Star Lanes conducts an exit interview questionnaire which is given to all employees upon their departure in order to obtain information and feedback of their employment. Exit interviews are analysed on a quarterly basis to ensure that all feedback is taken onboard and corrected as necessary.
- All Star Lanes has introduced a new training platform, High Roller. This allows employees at all levels, to complete the necessary training in order to develop and strive towards a desired career path.
- Our comprehensive recruitment software allows the Company to understand and report on candidate suitability based on information they provide to ensure we are hiring the right people for the role and ensure our decisions remain objective.



- As of April 2019, the Company has flattened the base hourly wage in line with National Minimum Wage (NMW), paying all relevant employees the NMW rate of '25 years and older' to encourage more males and females, regardless of their age, to apply for hourly paid roles.

All Star Lanes aims to continually monitor equality data by identifying any barriers to gender equality and inform priorities for action, we will be continuing with the following data collection to understand:

- The proportions of male and female applying for and obtaining promotions / accepting roles;
- The proportions of male and female leaving the Company and their reasons for leaving;
- The numbers of male and female in each role and pay levels

Gender Pay Gap within the UK is challenging, and there is no rapid fix to this on-going topic. All Star Lanes is confident that we have several initiatives in order to reduce the Gender Pay Gap, which we strive to work towards. The Company is committed to reporting on an annual basis on what its plans are to reduce the Gender Pay Gap and the progress it is making.



## **Gender Pay Gap Results**

### **Six key GPGR metrics**

Mean Gender Pay Gap for All Star Lanes	4.3%
Median Gender Pay Gap for All Star Lanes	2.2%
Mean Gender Bonus Gap for All Star Lanes	64.0%
Median Gender Bonus Gap for All Star Lanes	16.4%
Proportion of Male Colleagues in All Star Lanes receiving a bonus	24.0%
Proportion of Female Colleagues in All Star Lanes receiving a bonus	32.1%

## **Pay Quartiles by Gender**

<b>Band</b>	<b>Male</b>	<b>Female</b>	<b>Description</b>
<b>A</b>	56.3%	43.7%	Includes all colleagues whose standard hourly rate places them in the lower quartile
<b>B</b>	63.4%	36.6%	Includes all colleagues whose standard hourly rate places them in the lower middle quartile
<b>C</b>	69.0%	31.0%	Includes all colleagues whose standard hourly rate places them in the upper middle quartile
<b>D</b>	57.7%	42.3%	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, *Meera Depala*, Finance Director confirm that the information in this statement is accurate.

**Signed:**



**Date:**

03 April 2019

