

# Our 2020 Gender Pay Gap Report

## Overview

Employers with more than 250 relevant employees are required to publish gender pay gap information. The report has been prepared in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. Data is accurate as at 5<sup>th</sup> April 2020 to show the differences between the average pay of men and women across all roles and the organisation. The report does not seek to draw direct comparison between people (groups or individuals) carrying out the same or similar roles.

Our total headcount includes 1098 employees, this is a reduction of 89 employees or 7.5% versus that reported in the previous report of 5<sup>th</sup> April 2018. 1,074 were classified as “full pay relevant employees” and are included in the data that follows.

## Introduction

“At Tenpin we believe that a diverse workforce is essential to our success and our commitment to achieving this through internal development and external recruitment is robust. We remain focused on giving all of our employees equal opportunities and strive constantly to both reduce the pay gap and increase representation of women across our business.” *Laura Jobes – People & Talent Director*

The past months of Covid 19 has had a substantial impact on Tenpin. As with many businesses the restrictions on opening hours, customer offering and increased operational challenges, plus the closure of sites has seen the pausing of all but key activities. Despite this situation, Tenpin has remained committed to its employees and has made continued progress on diversity and inclusion through the recruitment and development activity that has taken place, as well as supporting our employees with training and wellbeing resources during this challenging time.

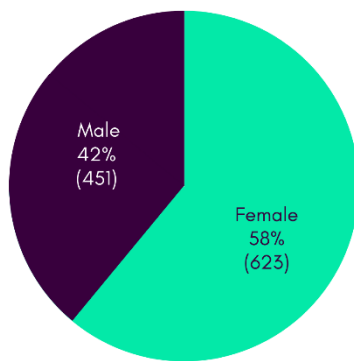
## Where We Are

**59%**  
FEMALE  
EMPLOYEES

**50%**  
FEMALE  
SITE MANAGEMENT

**47%**  
FEMALE  
SUPPORT CENTRE  
EMPLOYEES

## Employee Headcount By Gender



With 58% (623) female employees, this is an increase in the number of female employees by 3% versus the previous report.

## The Pay Gap

### Mean



The mean gender pay gap is **16.4%**. Compared to the previous report, the mean gender pay gap for has decreased by 3.1 percentage points (2018: 19.5%).

### Median



The median gender pay gap is **17.4%**. Compared to the previous report, the median gender pay gap has increased by 14.9 percentage points (2018: 2.5%).

## DETAIL BY SEGMENTATION

### HOURLY PAID

Most females recruited has been at the hourly paid site level meaning that the median gap has increased by 9.7%. A further review shows that this is an impact of a younger female workforce and a higher volume of males holding multi skilled/technical roles which provide a slightly higher rate of pay. Pay rates for hourly paid employees are set to ensure that a fair and consistent approach is followed.

### MANAGEMENT

There has been an increase in females holding management roles at sites which has contributed to a reduction in the mean rate of pay gap of 3.1% pts.

	All Management	Unit Supervisor	Department Manager	General Manager
Female	50%	60%	46%	36%
Male	50%	40%	54%	64%

Within the site management population, whilst there is a lower representation of female employees in the General Manager/Assistant General Manager bracket, there is a more even distribution in both the Department Manager and Unit Supervisor bracket. Overall the 50/50 gender balance across site management teams is one we are proud of and our focus continues to be to develop and attract more female managers to the senior site management roles.

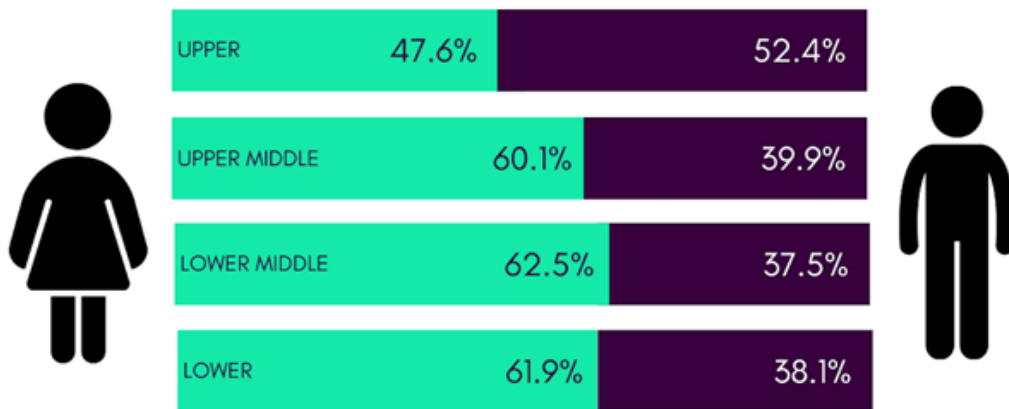
### SUPPORT CENTRE

Although female employees hold 47% of the support centre roles, there is a higher proportion of male employees holding more senior roles. This contributes to a mean gap of 23.7%. However, it is pleasing to see no median (0%) gender gap.

In these specialist roles we are confident that recruitment is based on merit and ability with diversity and inclusion appropriately considered throughout the candidate identification process.

## Pay Quartiles

The regulations require that we split relevant paid employees into four equal quartiles with the gender distribution for each quartile.

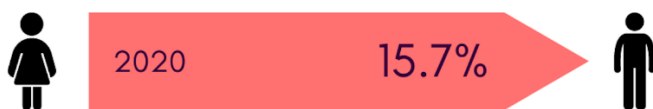


2020 saw a significant increase in the proportion of women in the upper two quartiles (upper +6%, upper middle +14%) and a reduction in the proportion of women in the lowest pay quartile (-7%) versus the previous reporting.

Although there has been an increase in female employees, there has also been male employees recruited in senior roles leading to an increase in both mean rates and bonus % paid. All recruitment is based on merit and capability and not gender.

## The Bonus Gap

### Mean

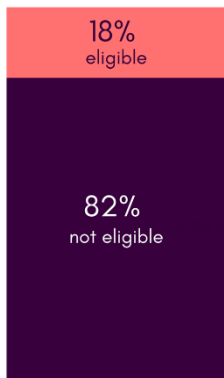


### Median



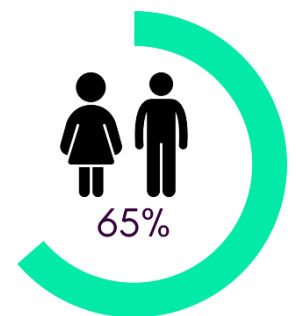
Both the mean and median bonus paid has dropped by 38.7% (mean 54.4% to 15.7% and median 58% to 19.3%).

## Proportion of colleagues awarded a bonus for 2020



Bonus payments are awarded for site performance to the management teams and support centre colleagues with 195 employees out of 1074 eligible for a bonus, or 18%.

Of the 195 eligible, 126 employees (65%) received a bonus. The split of those both eligible and in receipt was 44% female and 56% male. This is a slightly higher weighting for male employees (+14%) when compared with the overall employee gender split of 58% female and 42% males, however this is indicative of the higher number of males in roles eligible for the bonus scheme.



## Plans to Close the Gap

We are committed to be a diverse and inclusive employer and will continue to monitor and take actions to reduce our gender pay gap. We have a broad programme of activities to continue and build on progress made:

### *Wellbeing strategy*

Our commitment to support our employees in three key areas of social, physical and psychological wellbeing is paramount on our agenda and we are part of the IIP 'We Invest in Wellbeing' pilot. We have implemented a number of initiatives around communication, where we closely partnered with Yapster, as well as a full relaunch of our Tenpin Treats employee benefits platform, giving both discounts, savings and valuable resources and tools around nutrition, exercise and finances. The extension of our offering around health to include mental health first aiders and an EAP is the start of our continued focus on wellbeing.

### *Recruitment*

The implementation of a new candidate recruitment platform alongside redefined assessment methods and activities that match the role skillset and requirements, has enabled a more cohesive and consistent approach to both the identification and onboarding of new joiners. We advertise all management and support centre roles internally and ensure that appropriate

feedback is given. We regularly review and train our managers to enable them to complete non-discriminatory recruitment.

### *Leadership Development*

Our commitment to developing talent internally began with the investment of 'Insights Discovery' to key senior management. This programme will, once completed give an ILM certification and will enable improved coaching conversations, supporting our team retention and development agenda. The rollout to all site management team and identified support centre managers is also planned to continue as part of increasing self-impact awareness and improving management capability.

To support our future talent, we are excited to be partnering with a new apprenticeship provider to enable our General Assistant and Deputy Managers the opportunity to attend a level 5 programme and develop the key skills to transition from manager to leader.

### *Appraisals and Talent Mapping*

2019/20 saw the relaunch of the internal appraisal process 'Talent Talks'. Adopting a more two-way flow, with a focus on 'how' and 'what next', this produced a full talent map enabling planned internal moves, promotions and further readiness for future roles. It is the intention to complete these bi-annually with the results used for proactive development opportunities.

### *Promotions*

All promotions are reviewed against the Talent Talks and Talent Maps and current site/department diversity prior to any move being agreed. PDPs are put in place to support induction and transition into a new role and the revised People Team structure enables a greater focus and closer support in coordination with the employee and line manager.

### *Bonus Programme*

An updated bonus scheme was launched for 2020 giving eligible employees the potential to be rewarded in increasing incrementals for performance over and above. This will be reviewed to ensure we are recognising our teams and rewarding outstanding performance both in terms of financial and personal performance.