

CARLTON CLUBS LIMITED 2020 GENDER PAY GAP REPORT



BACKGROUND

Carlton Clubs Limited is committed to the principle of pay equality among its employees.

STATISTICS

The gender pay gap is defined as the difference in average earnings of men and women over a standard period of time, regardless of their seniority of role.

Gender Pay Gap Statistics for the Snapshot Year to 5th April 2020

Difference in Mean Hourly Rate of Pay	32%
Difference in Median Hourly Rate of Pay	35%
Difference in Mean Bonus Pay	67%
Difference in Median Bonus Pay	57%
%age of Employees who received Bonus Pay: Male	27.4%
%age of Employees who received Bonus Pay: Female	18.9%

Gender Pay Quartiles

	Q1	Q2	Q3	Q4
	Lower	Lower Middle	Upper Middle	Upper
Women	66.67%	0%	33.33%	0%
Men	33.33%	100%	66.67%	100%

Carlton Clubs Limited's recruitment and selection policy for roles at all levels is based solely on skills and ability and we offer the same rate of pay at all levels regardless of gender.

Due to the snapshot date being 5th April 2020, the majority of our employees were furloughed due to lockdown during that pay period, with only 11 out of 264 (4.2%) actually working during this time. Of those 11, only 3 happened to be female whilst 8 were male. This has negatively and falsely impacted our mean and median rates of pay and also our gender pay quartiles results.

The median basic pay by gender shows a 35% gap in favour of men, however, this would have been zero if all employees were included, as would normally be the case. The mean bonus by gender and median bonus by gender are also skewed towards men at 67% and 57% respectively.

The sole reason for this skewing in the bonus results is that Carlton Clubs Limited have a higher number of men in more senior management positions (see table, Carlton Clubs Limited Management Team by Gender) which offer higher basic pay and bonus remuneration. The scheme applicable at each level is offered on the same terms and basis to participants, irrespective of gender.

Carlton Clubs Limited Management Team by Gender

	Male	Female
Directors	2	-
Senior Executives	3	1
Junior Executives	4	2
General Managers	7	6
Assistant Managers	5	8
Team Managers	2	10
Totals	23	27

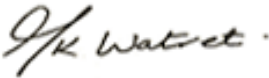
Company Executive

CONCLUSION

Carlton Clubs Limited will maintain focus on its clear strategy to continue delivering equal pay to women and men within a positive rewarding working environment.

STATEMENT

We confirm that the data within this report is accurate and Carlton Clubs Limited are committed to the principle of gender pay equality.



Michael K. Watret
Operations Director



Leslie S. Ross
Finance Director