

CARLTON CLUBS LIMITED 2017 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 2017

Difference in Mean Hourly Rate of Pay	16%
Difference in Median Hourly Rate of Pay	0%
Difference in Mean Bonus Pay	61%
Difference in Median Bonus Pay	39%
%age of Employees who received Bonus Pay: Male	25.7%
%age of Employees who received Bonus Pay: Female	11.6%

Gender Pay Quartiles

	Q1	Q2	Q3	Q4
	Lower	Lower Middle	Upper Middle	Upper
Women	76.3%	57.3%	59.2%	57.3%
Men	23.7%	42.7%	40.8%	42.7%

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. This is reflected in the median basic pay score of zero. Similarly, the gender pay quartiles reflect the fact that Carlton employ more females than males at each level.

The mean basic pay by gender shows a 16% gap in favour of men whilst the mean bonus by gender and median bonus by gender are also skewed towards men at 61% and 39% respectively.

The sole reason for this skewing is that Carlton Clubs Ltd 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	5	2
General Managers	8	5
Assistant Managers	5	5
Team Managers	1	11
Totals	24	24

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