



OUR BACKGROUND

Welcome to our Annual Gender Pay Gap Report, published in line with the Equality Act 2010.

Ten Entertainment Group plc is a leading UK operator of entertainment centres with a total of 46 centres across the UK.

In addition to over 1,100 bowling lanes across our estate, we offer a wide range of complementary entertainment options including:

- the UK's first Hyperbowling experience
- Sector 7 laser arenas
- a range of Houdini's escape rooms
- Karaoke
- state of the art arcades
- American pool tables
- table tennis
- soft play
- and a great food and drink offering!

We are an ideas-driven, interactive social experience and our dynamic teams love to build, innovate, create and entertain.

We deliver experiences, fun and social interaction underpinned by great value for money.

MEASURING THE PAY GAP

All companies that employ over 250 employees are required to report annually on their pay gap, and, as a business, Tenpin has done this since 2017 to provide a snapshot of the gender pay gap we have across the colleague population within the business.

The gender pay gap is a measure of the average difference between the pay of men and women across the entire organisation, irrespective of the nature or level of their work.

This report takes a snapshot view from 5 April 2021. All salaried employees who worked in this month are included in this analysis, along with hourly paid employees who worked the week of 5 April 2021.

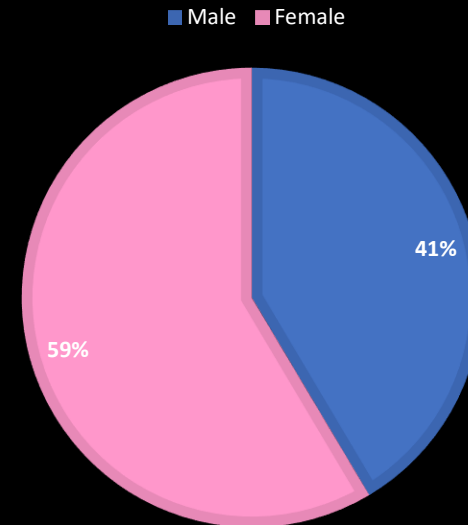
On the snapshot date of 5 April 2021, Tenpin employed 1049 people.

MEAN

The mean gender pay gap is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men.

MEDIAN

If all the women in the company were to line up in order of lowest paid to the highest paid, the median would be the mid point of that line. If all the men did the same thing, the median would also be the midpoint of the male line. The median gender pay gap is the difference in pay between the female employee in her mid point and the male employee in his midpoint.



UNDERSTANDING OUR GAP

GENDER PAY GAP

Our mean pay gap remains largely unchanged but we have decreased our median pay gap by 4.8 percentage points.

mean
10.4%

median
3.4%

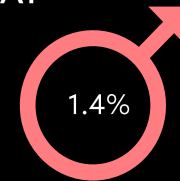
BONUS PAY GAP

To calculate our bonus pay* gap, we include figures that have been paid out as part of our bonus scheme.

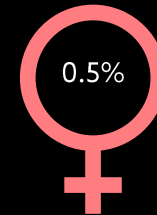
mean
-25.6%

median
-150%

MALES RECEIVING BONUS PAY



FEMALES RECEIVING BONUS PAY



- Our mean pay gap remains well below the average for all 2020-21 reports across the UK and we are pleased to note our median pay gap sits favourably against other organisations in our sector.
- Our bonus gap widened in the year due to a larger number of people receiving bonuses than in the previous year and for the first time since we began reporting, it favours females. This is, however, indicative of our industry.
- We have significantly reduced the gap between males and females receiving bonus pay.

* Bonus pay is the absolute cash value received and is not pro-rated for the number of hours worked.

CLOSING OUR PAY GAP

Closing our gender pay gap is not just about pay and promotion. Reducing it requires a continued effort at all levels of our business. We remain committed to ensuring fairness and equality at every level and aim to build a workplace where every team member feels they can be true to themselves, and others.

What are we doing?

- Our Board have a diversity of gender, skills, experience, personality and cognitive approach
- We have introduced a quarterly bonus payment for our centre management teams
- We run several entertainment in excellence awards and incentive programmes to ensure we continue to attract, retain and develop the best people
- We will review our talent and succession strategy to reflect equal opportunities for under-represented groups
- We continue to invest in building our talent pipeline
- We will develop our diversity and inclusion programme and establish metrics for diversity, inclusion and belonging
- We are reviewing our site grading system and aligning pay bandings
- We will address retention through talent development programmes
- We have enabled remote learning through the use of gamification

We will continue to work towards becoming a more inclusive, diverse and equality driven employer, which reflects the wide-ranging communities the Group serves, and will secure the sustainability of our business for the future.

AMANDA SMYTH
HEAD OF PEOPLE

