

Gender Pay Gap Report 2022



tenpin



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 48 locations 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 2022. 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 2022.

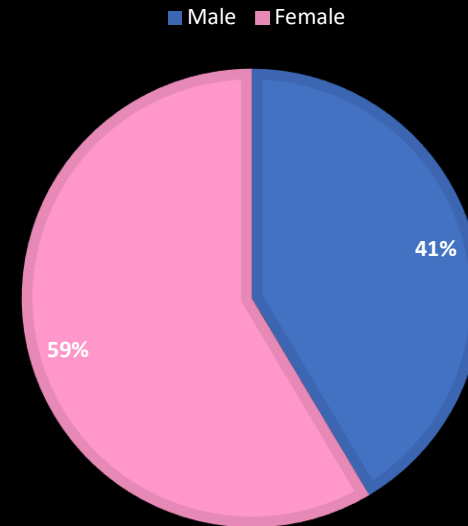
On the snapshot date of 5 April 2022, Tenpin employed 1611 people.

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 the gap

GENDER PAY GAP

Our mean pay gap remains largely unchanged, with a slight increase on last year.

mean
10.56%

median
6.17%

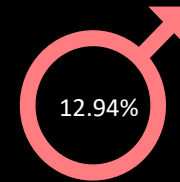
BONUS PAY GAP

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

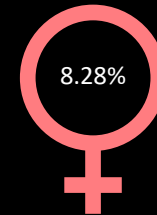
mean
30.96%

median
0%

MALES RECEIVING BONUS PAY



FEMALES RECEIVING BONUS PAY



- Our mean pay gap remains around the same level as last year, with a slight increase.
- Our bonus gap widened in the year due to a larger number of people receiving bonuses than in the previous year. This number is significantly skewed by outliers.
- 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.

Pay & bonus gap comparison

2019

- Females = 58%
- Mean Pay Gap = 16.4%
- Median Pay Gap = 17.4%
- Mean Bonus Gap = 15.7%
- Median Bonus Gap = 19.3%

2022

- Females = 59%
- Mean Pay Gap = 10.56%
- Median Pay Gap = 6.17%
- Mean Bonus Gap = 30.96%*
- Median Bonus Gap = 0%

This comparison has ignored the period covering the greatest impact of COVID, in order to illustrate a more accurate picture.

* This figure is skewed by outliers at senior management level

Closing our pay gap

Tenpin is committed to a diverse and inclusive workforce, where our employees are treated equally and fairly.

We already have a workforce with higher (61%) female representation across our hourly paid teams and close to parity (46%) for our centre management teams. Our Support Centre team has higher (56%) female representation too.

What are we doing?

- Both our Executive and Board are a diverse group with skills, knowledge and experience to support and lead the business.
- We continue to award a quarterly bonus payment for our centre management teams based on performance.
- We continue to award quarterly Excellence in Entertainment Awards to ensure we motivate, retain and develop the best people.
- We have complementary incentives based on instant recognition and long service.
- We continue to invest in building our talent pipeline.
- We have a site grading system based on size and turnover of each centre.
- We will address retention through talent development programmes, including leadership, Talent Talks, career drop-in sessions, as well as exit survey data.
- We have continued to develop our learning through gamification, which remains extremely popular.
- We are launching a career pathway tool to illustrate a clear and achievable route to success for our employees and to improve retention for us.

We are proud to be an equality-driven employer both in terms of opportunity and pay. Our teams are at the heart of our business, as they drive our customer experience and that determines our success. We value the diversity of their skills and experience as this is what delivers strong performance. We will continue to explore ways to build upon this.

Julia Terry
HR Director

