

# CARLTON CLUBS LIMITED 2019 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 5<sup>th</sup> April 2019*

Difference in Mean Hourly Rate of Pay	15%
Difference in Median Hourly Rate of Pay	0%
Difference in Mean Bonus Pay	15%
Difference in Median Bonus Pay	45%
%age of Employees who received Bonus Pay: Male	21.5%
%age of Employees who received Bonus Pay: Female	15.22%

### *Gender Pay Quartiles*

	Q1	Q2	Q3	Q4
	Lower	Lower Middle	Upper Middle	Upper
Women	61.43%	73.91%	57.14%	56.52%
Men	38.57%	26.09%	42.86%	43.48%

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 15% gap in favour of men whilst the mean bonus by gender and median bonus by gender are also skewed towards men at 15% and 45% 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*

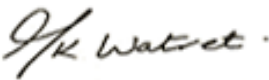
	Male	Female
Directors	2	-
Senior Executives	3	1
Junior Executives	4	2
General Managers	7	6
Assistant Managers	5	8
Team Managers	2	10
Totals	23	27
<i>*Company Executive*</i>		

**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