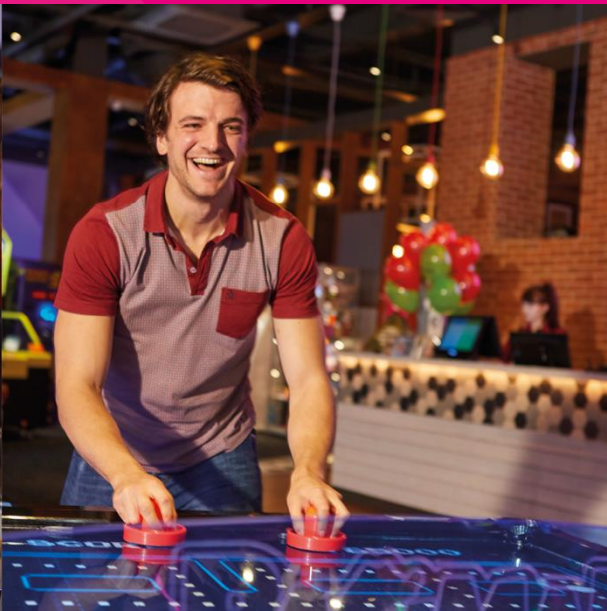


GENDER PAY GAP REPORT

2019



hollywood bowl
group plc



GENDER PAY GAP REPORT 2019

Overview

- This report is published in accordance with the Equality Act 2010 and includes calculations showing the difference in the average pay of men and women across the entire organisation and all roles. It does not directly compare people or groups carrying out the same or similar roles.
- Our Gender Pay Gap Report measures for the snapshot date of 5th April 2019, using the mechanisms set out in the gender pay reporting legislation.

GENDER PAY GAP REPORT 2019

Our people

- Our people are the face of our business and are key to ensuring that customers enjoy the best possible experience every time they visit.
- We take care to recruit the most engaging and energetic team members who are strong people with an entrepreneurial approach, regardless of gender.
- We are committed to equality and inclusion for every one of our team members and are proud to provide an inclusive and supportive environment where both males and females can achieve their full potential.
- We run several top talent management and incentive programmes to ensure we continue to attract, retain and nurture the best people.

GENDER PAY GAP REPORT 2019

- We were excited to launch our third save as you earn share save scheme (SAYE) in January 2020. This continues to give all team members the opportunity to share in the financial success of the business.
- At Hollywood Bowl Group we are confident that men and women are paid equally when working in equivalent roles.
- We are committed to providing an inclusive environment and firmly believe that no-one should suffer discrimination on the grounds of race, colour, ethnicity, religious belief, political affiliation, gender, sexual orientation, age or disability.

I can confirm that the data published in this report is accurate.

Stephen Burns, CEO Hollywood Bowl Group plc

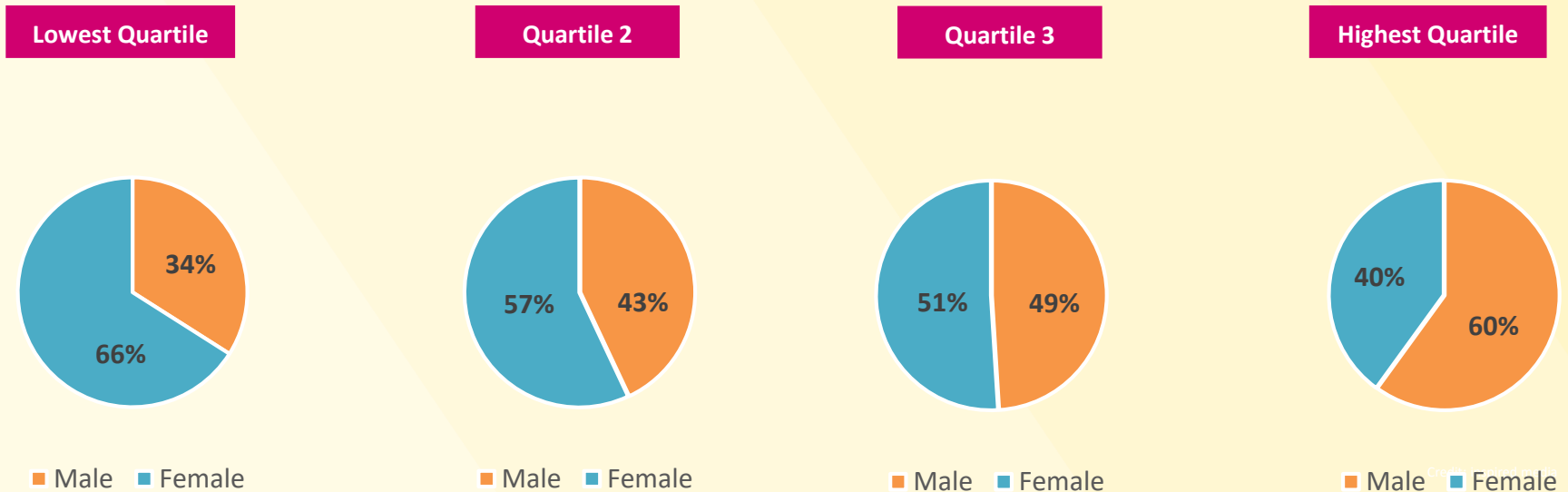
GROUP PAY AND BONUS GAP

- The table below shows our overall mean and median gender pay gap and gender bonus gap as at the snapshot date of 5th April 2019.

	MEAN	MEDIAN
HOURLY FIXED PAY	18.0%	5.7%
BONUS PAID	44.5%	-27.4%

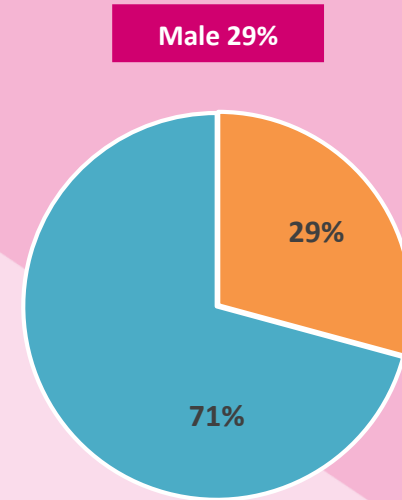
PAY QUARTILES

- The Group's team member population is 53% female and 47% male. The charts show the gender distribution across four equally sized pay quartiles, each with just over 500 team members.
- We have a higher representation of females in the lowest and second quartiles. There is more equal representation in quartile 3 and a higher representation of males in the highest quartile.
- There is an impact on average pay rates because of the proportion of roles held by men and women in the two lower and the highest quartiles.

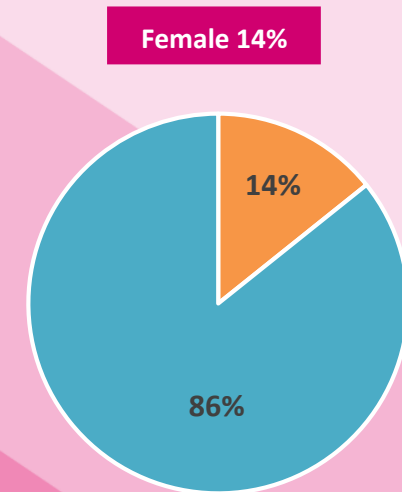


PROPORTION OF COLLEAGUES RECEIVING A BONUS

- The charts show the percentage of male and female team members who received a bonus payment in the year up to and including 5th April 2019.
- This shows a 15% difference between the number of men and women who received a bonus.
- Our centre managers are integral to the success of the company. We give them the autonomy to run their own business and to share in their centre's success through a significant bonus scheme which is based on customer feedback and financial performance.
- We have seen a slight improvement in our gender balance at senior level in the company. However, we still have more men than women in our most senior roles, these roles attract higher bonus earning potential, which explains why more men than women earned bonus.



■ % paid bonus ■ % not paid bonus



■ % paid bonus ■ % not paid bonus

CLOSING THE GAP

This year we set up a learning group with our female managers to explore and understand the issues that stop women seeking senior leadership roles within our business, to inform our actions and develop initiatives to create a more even gender balance.

On the back of this, measures have been put in place to ensure we are addressing the gender pay gap:

- We updated our employer branding, designing and launching a new careers website which is aimed to attract all diverse groups.
- We have made it easier for our teams to understand our family friendly policies allowing us to provide them with support during key times in their life.
- We offer enhanced leave for adoption, maternity, paternity and shared parental leave, our return to work process has also been improved.
- Flexibility is important, with a proactive approach to recruitment we are recruiting for part-time management positions to allow more flexibility for our managers.
- This year we have celebrated the diverse stories of our team members and we will continue to do so.