



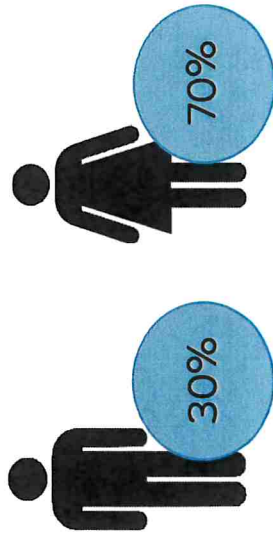
Appendix

Gender Pay 2017 Summary

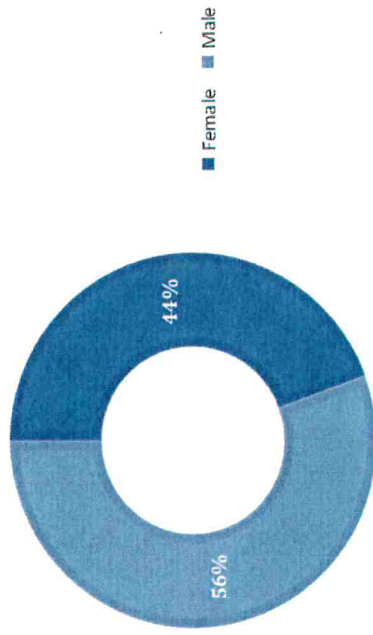
Gender Pay Summary

Our Business

We employ almost 4,000 people across England and Scotland within over 120 bingo clubs and two club support centres. The large majority of our workforce is female.



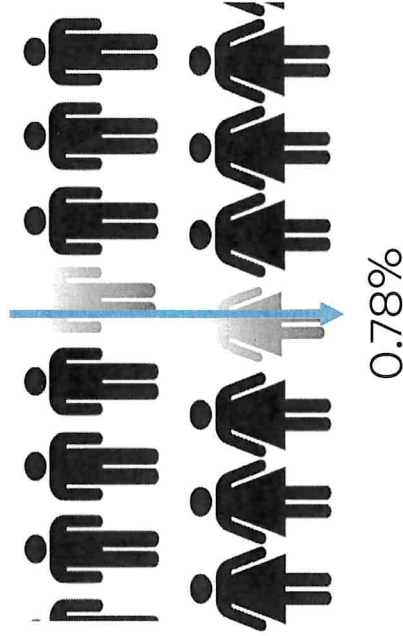
When it comes to senior management roles, 44% of these are female, compared to 56% male.



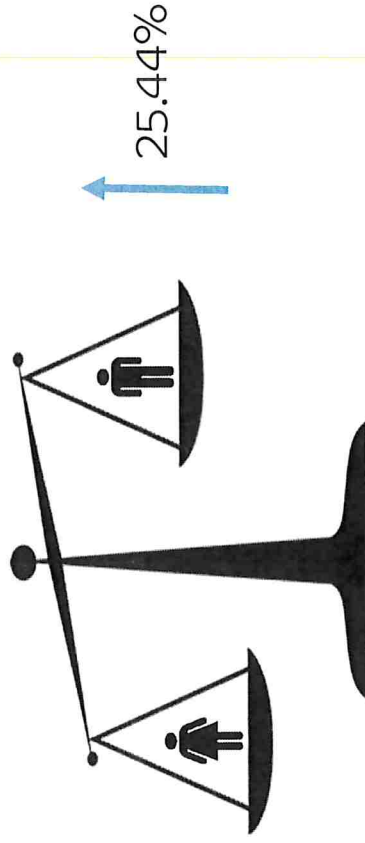
Our Gender Pay Gap

The gender pay gap calculations are based on pay data from the relevant pay period which straddles the 'snapshot date' of 5 April 2017 and which includes basic pay, allowances, bonus pay and pay for leave.

Median*



Mean

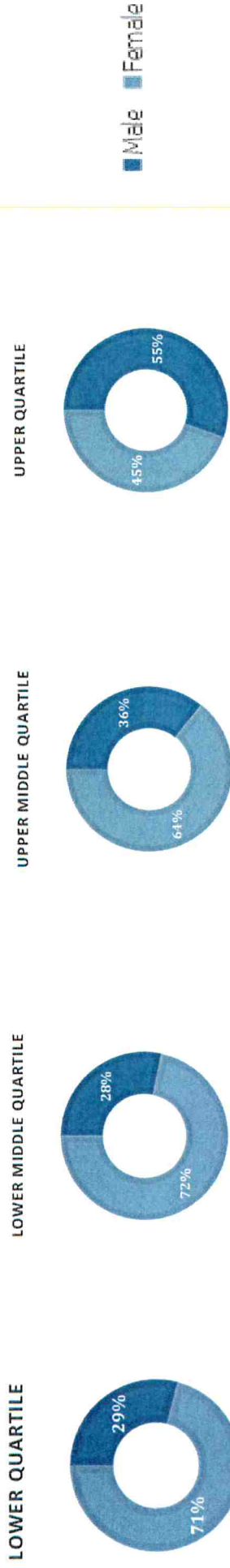


*The UK national average gender pay gap is approximately 18.4%. The Office for National Statistics (ONS) do not provide the gender pay gap statistics specifically for the retail sector but provide statistics for the sales and customer services (SACS) industry within which we believe retail would fall. For the SACS industry, the percentage difference in the median male and female earnings in April 2017 was 3.6%. As noted above, our median statistics are much lower than this average.

Pay and Bonus

Our pay quartiles

In accordance with the Regulations, we have divided Gala's workforce into four equal pay quartiles. The proportion of male and female colleagues in each pay quartil



The results tell us that we have a larger number of females in the lower, lower middle and upper middle quartiles, whilst the majority of our upper quartile consists of males.

Our gender bonus gap findings

Employees who sit in our upper pay quartile received the highest proportion of bonus payments as our bonus scheme applies to those in senior roles within the organisation.

The reason for the gender bonus gap is because the majority of employees in management and senior roles that are eligible for bonus payments are male. As our bonus scheme does not apply to club colleague roles, this means that a large proportion of our female colleagues are not eligible for a bonus which has resulted in an inflated gender bonus gap. We do however, use ad hoc incentives for our colleagues who are not part of our bonus scheme.

Median	92.86%
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Mean	69.31%
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In accordance with the Regulations, the proportion of males and females who received a bonus is as follows:

Males	36.69%
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Females	25.23%
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Our Commitments

The report this year tells us that there is more work to be done to reduce both our mean gender pay gap and mean and median gender bonus gaps. In particular, by encouraging more women into senior roles that attract bonus payments.

We need to do all we can to encourage and engage a diverse workforce in order to continue to relate to our prospective employees and all our customers. With key activity focused as follows:

Aspect	Action
Bonus Scheme	Bonus scheme structure review to create an equitable and a more inclusive approach to any bonus scheme for all levels of colleagues within our organisation
Recognition & Feedback	We will continue to coach our line managers on the merits of providing regular and constructive feedback to help inspire female colleagues to progress within the organisation.
Career Development	We are focusing on encouraging females in our lower and lower middle quartiles to progress in their roles and to move into more senior positions. We have introduced a <i>Certificate in Leisure Leadership</i> management development programme in association with Derby University to help develop our leaders of the future; currently 42% of the learners are female and 58% are male.
Apprenticeships	We are launching our second cohort of apprenticeships. We anticipate that this will increase female participation of that programme and into the <i>Certificate of Leadership</i> programme, giving increased opportunities for development all employees. Currently nominations sit at 105 females 51 males.
Benefits Review	Benefits portfolio review, to become an employer of choice committed to gender pay equality and diversity. We are looking at options for introducing a flexible benefits scheme that will allow colleagues to choose how to use the investment the company has put aside for benefits.
Family Friendly Working Practices	Flexible working review to ensure our organisation remains flexible and inclusive for existing colleagues and for those joining us. We will also make our family-friendly policies more flexible and agile to promote shared parental care and go over and above the

