



What is the Gender Pay Gap Report?

All UK organisations with over 250 employees are now required to share information about their Gender Pay and Bonus Pay Gaps. It is important not to confuse the Gender Pay Gap and Equal Pay; they are two different things. Equal Pay means that men and women performing equal work should generally receive equal pay.

A Gender Pay Gap, which exists in most organisations, shows the percentage difference in average hourly pay between all men and women in an organisation. The Gender Pay Gap is expressed as a mean and median average.

Our Gender Pay Gap Report will be published annually and looks at everyone in the business on a snapshot date each April; we are sharing our first report with you today.

Understanding Mean and Median Pay



THE DIFFERENCE = MEAN HOURLY PAY GAP



THE DIFFERENCE = MEDIAN HOURLY PAY GAP

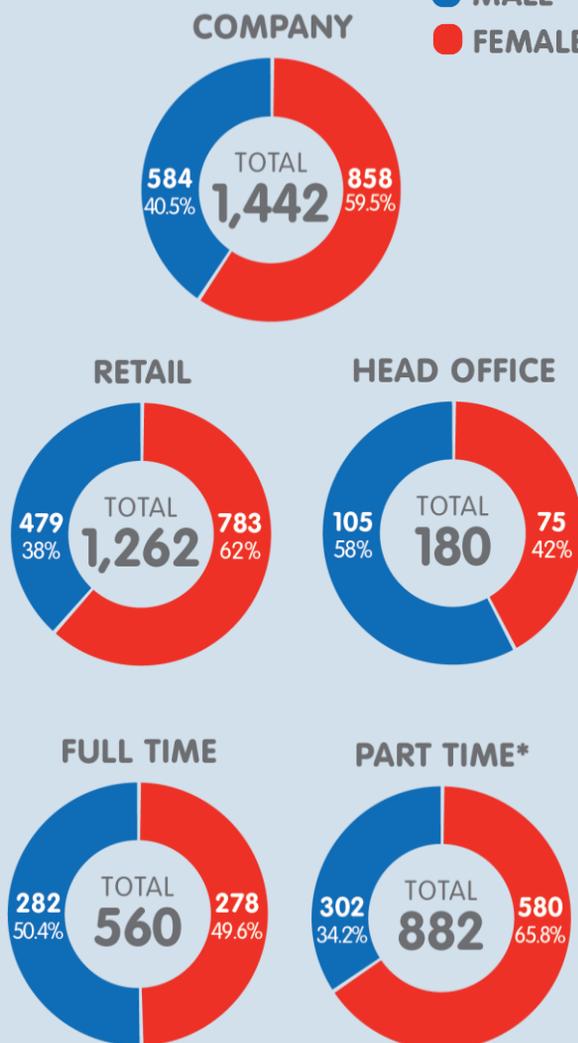


The make-up of our teams in terms of gender representation is an important consideration when looking at the Gender Pay Gap statistics;

- Our largest employee population is in stores and there are more women than men in this part of our business
- Only 34.2% of our part time employees are men
- Most of our Head Office employees are full time and 42% of this population are women

Our Teams

MALE FEMALE



* < 30 hours per week



Our Pay Gap Statistics



We are pleased that our mean and median pay gaps are lower than the UK average.



MEAN PAY GAP

MEDIAN PAY GAP

85% of our workforce are based in our stores and the mean pay gap here is as low as 3.2%. The pay gap in our hourly paid Sales Teams is lower again at just 1%. For around 61% of our employees there is barely any difference in mean pay between men and women.



MEAN PAY GAP

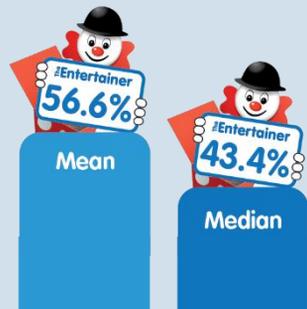
If we look at our part time workforce (people working less than 30 hours a week) then there is a pay gap of 12.7% in favour of women.

	48.7%	Top Quartile	51.3%	
	58.4%	Upper Middle Quartile	41.6%	
	57.5%	Lower Middle Quartile	42.5%	
	65.1%	Lower Quartile	34.9%	

We also detail the gender split by pay quartile. For instance in the top quartile of earners 51.3% are male and 48.7% are female.

*From the Annual Survey of Hours and Earnings, Office for National Statistics (ONS)

Our Bonus Pay Gap Statistics

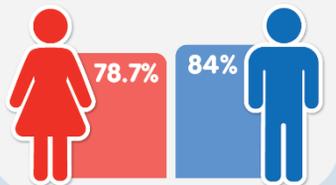


Our bonus pay gap is larger than we would like; as with many other retailers this is skewed by the fact that a high proportion of our employees are females working in part time store roles.

The bonus pay gap is further amplified by the fact that bonus payments for part time employees are pro-rated meaning the payments will be smaller than their full time counterparts.

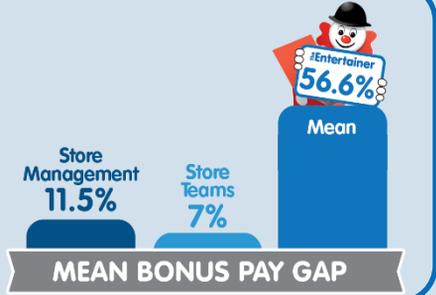
BONUS PAY GAP

RECEIVING BONUS



Store Statistics

If we just look at stores, the mean bonus pay gap still exists but is significantly smaller than the company average.



MEAN BONUS PAY GAP



Closing The Gap

We are confident that men and women are paid equally when working in equivalent roles.

In stores our pay rates for Managers and Sales Teams are highly structured. Store Manager salaries are based on the turnover banding for their store and our Sales Team rates of pay are based on clear, published pay scales.

We can see that women are under-represented in our Senior Team. As a business the easiest way for us to close the gap is to focus on ways to help more women occupy senior roles. Encouragingly, 30% of our 50 highest paid jobs are held by women and our aspiration is to see this number grow.

Our Bonus Pay Gap also requires work, however we changed our bonus scheme in 2017 and this will be reflected in our reporting next year. All Store Teams are now included in the same Profit Share scheme as Head Office. Many more Store Team Members (where we have a larger representation of women) will now receive bonuses.

In the Summer of 2017 we also introduced Enhanced Maternity and Paternity pay to help support the growing numbers of new mums and dads within the business. This was a positive step and very well received. During 2018 we want to look at other ways in which we can introduce greater flexibility into the workplace to support employees with caring responsibilities.

'Preparing this report has been interesting in seeing the Gender Pay Gap from a new perspective. I know that we have equal pay for equal jobs but we have certainly been challenged by the numbers the calculations have thrown out.'

Employee engagement in The Entertainer is very high, as evidenced by our return to The Sunday Times 100 Best Companies To Work For list and we have made some important decisions in 2017 to build that engagement even further. These included enhancing maternity/paternity pay and opening up our Profit Related Bonus scheme to all eligible employees.

I look forward to seeing the positive impact of those decisions in next year's Gender Pay Gap Report.'



Gary Grant

Gary Grant, Managing Director

I confirm that the information included in this report is accurate.

Mark Campbell

Mark Campbell, Director of Finance