

THE CLUB COMPANY 2023 GENDER PAY GAP REPORT



The Gender Pay Gap is a measure of the difference in the average pay of men and women across the whole business, regardless of the work they do and the role they hold.

It is different to Equal Pay which is about men and women receiving the same pay for doing the same job.

The figures in this report cover every single one of our employees in our clubs and everyone in our Central Support team.

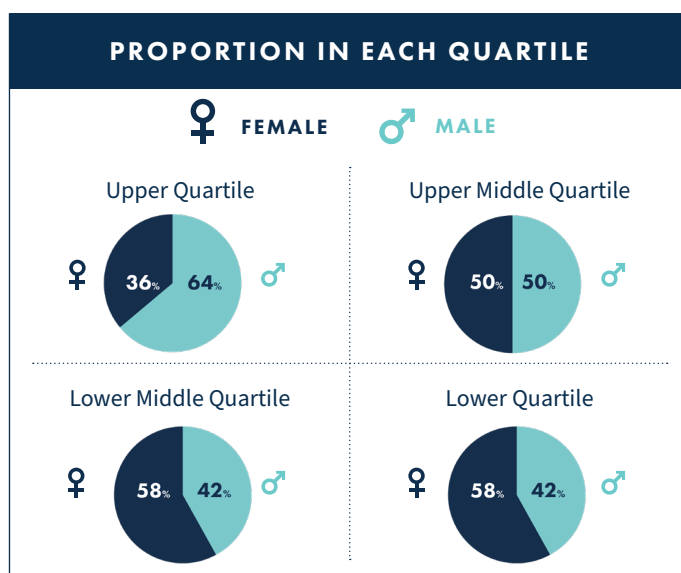
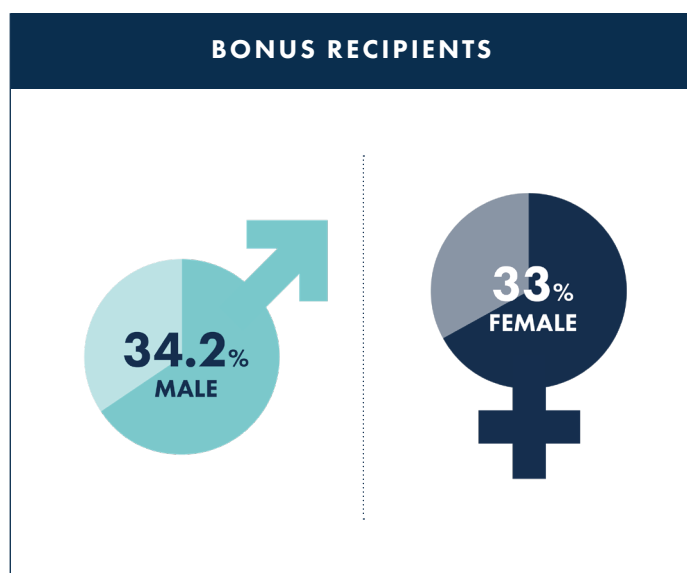
For the pay reporting we have used the data for everyone working for us on full pay on the snapshot date of 5th April 2023. For bonus reporting, the data covers anything paid from 6th April 2022 to 5th April 2023.

PAY AND BONUS GAP		
Difference between men and women		
	Mean (Average)	Median (Average)
Gender Pay Gap	11.8%	5.2%
Gender Bonus	43.5%	34.3%

The UK's average gender pay gap in favour of men is 13.1% in 2023, down from 14.9% in 2022. The average median gender pay gap for full time workers is 12.0%, up from 8.3% last year.

The overall gender pay gap for our business is 11.8%, down from 20.3% in 2022. Our data tells us that this is driven primarily because we have more men than women in our senior and executive roles.

We are mindful that this gap exists, albeit lower than the UK average, and we are fully committed to reducing it and remain passionate about improving the gender split across all layers of our organisation and in particular supporting and enabling more women to move into more senior leadership roles with us.



The Club Company Group value inclusion and strive for equality for every team member. We have a relatively equal mix of 51% female and 49% male employees across our business and we are confident that our male and female employees are paid equally for equivalent roles.

I can confirm that our data has been calculated according to the requirements of the Equality Act 2010.

Richard Calvert
CEO, The Club Company Group