

# THE CLUB COMPANY'S 2020 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 the 5th April 2020. For bonus reporting, the data covers anything paid from 6th April 2019 to the 5th April 2020.

## Pay and Bonus Gap

Difference between men & women	Mean (Average)	Median (Average)
Gender Pay Gap	16%	0%
Gender Bonus	46%	33%

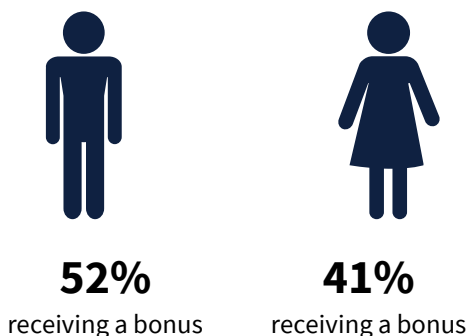
Our mean gender pay gap is predominantly since there are more men in our executive roles than women. However, this year has seen the appointment of two female executives, one of which sits at board level.

Our reported figures this year have been somewhat affected by the coronavirus pandemic. The snapshot date meant the workforce included in the calculations were for those who were retained during lockdown as workers. Much of the work undertaken during our closure was by our Greenkeeping teams, which are predominately male, and therefore has increased the mean pay gap by 4% this year.

Our median continues to show no pay gap between gender due to many employees concentrated in the same pay grade, national minimum and living wage are a direct contributory factor in this case. This figure is much lower than the average median Gender Pay Gap for the UK, which is 15.5% (according to the Office for National Statistics), and the median in our industry, which is 1.4% (according to the Office for National Statistics).

Our bonus pay gaps remain higher than we would like, even though we have seen a significant shifts in bonuses received by our female and male team members eligible for bonus.

## Bonus Recipients



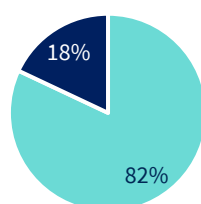
For management and leadership positions, our bonuses are related to performance. We have more men in leadership positions both in our General Managers and at senior level within Operations and Central Support. We have seen over the last year an increase in female representation in our Senior Operational roles. We know we still have work to do and we strive to make progress in closing the gap.

## Pay Quartiles

We calculated these quartiles by listing every team member from the highest to the lowest paid. We then split this list into four equal groups and looked at the proportion of males and females in each group.

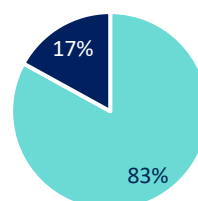
Again, our reported figures this year have been somewhat affected by the coronavirus pandemic. The snapshot date meant the workforce included in the calculations were for those who were retained on full-pay during lockdown, predominately male, manual workers. Over 90% of our workforce were placed on furlough leave at the time of the “snapshot date” therefore excluded from the report.

### Upper Quartile



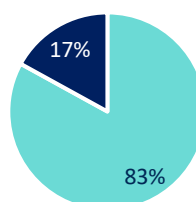
Men Women

### Upper Middle Quartile



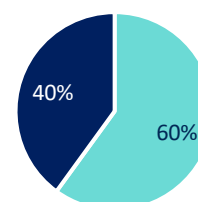
Men Women

### Lower Middle Quartile



Men Women

### Lower Quartile



Men Women

The Club Company Group value inclusion and strive for equality for every team member. We are proud that overall we have a good mix of 52% female and 48% male employees across our business.

We are confident that our male and female employees are paid equally for equivalent roles across our business.

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

A handwritten signature in black ink, appearing to read 'Richard Calvert', with a stylized flourish at the end.

Richard Calvert  
CEO, Club Company Group