

# GENDER PAY GAP REPORT 2021



THE CLUB COMPANY

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 2021. For bonus reporting, the data covers anything paid from 6th April 2020 to 5th April 2021.

PAY AND BONUS GAP		
Difference between men and women		
	Mean (Average)	Median (Average)
Gender Pay Gap	<b>15.2%</b>	<b>7%</b>
Gender Bonus	<b>79%</b>	<b>50%</b>

The UK's average gender pay gap in favour of men is 15.4% in 2021, up from 14.9% in 2020. The overall gender pay gap for our business is 15.2%.

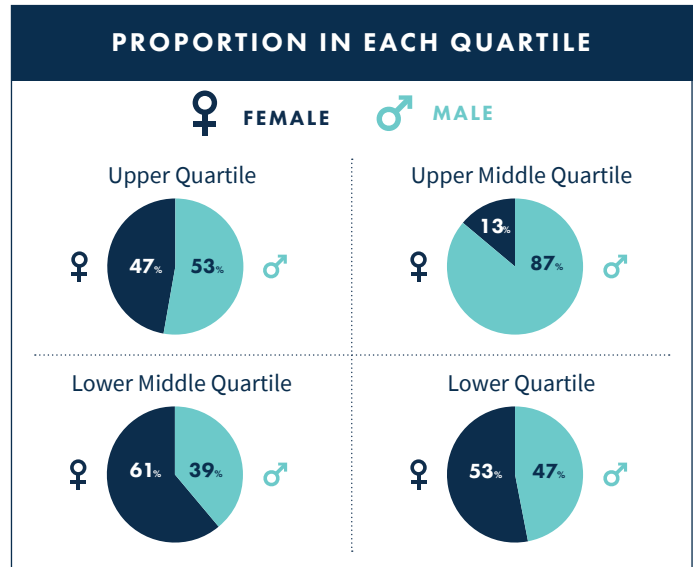
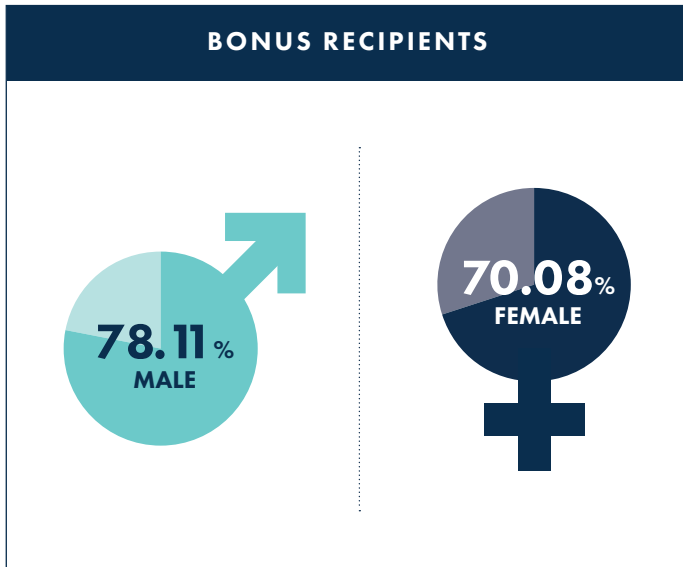
Our data tells us that this is driven primarily because we have more men than women in our senior leadership roles.

We are concerned that this gap exists 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.

We are making positive steps in the right direction, including focussing on our key senior leadership role of General Manager and Club Directors where 40% of the roles now filled by females. Our future leaders academy also reflects an equal representation

of gender ensuring that our pool of internal talent is equally represented.

We believe that a balanced workplace is a happy workplace for everyone to thrive, and we want to make sure that everyone in our business has an equal opportunity to reach their full potential.



The Club Company Group value inclusion and strive for equality for every team member. We have a relatively equal mix of 49% female and 51% 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