

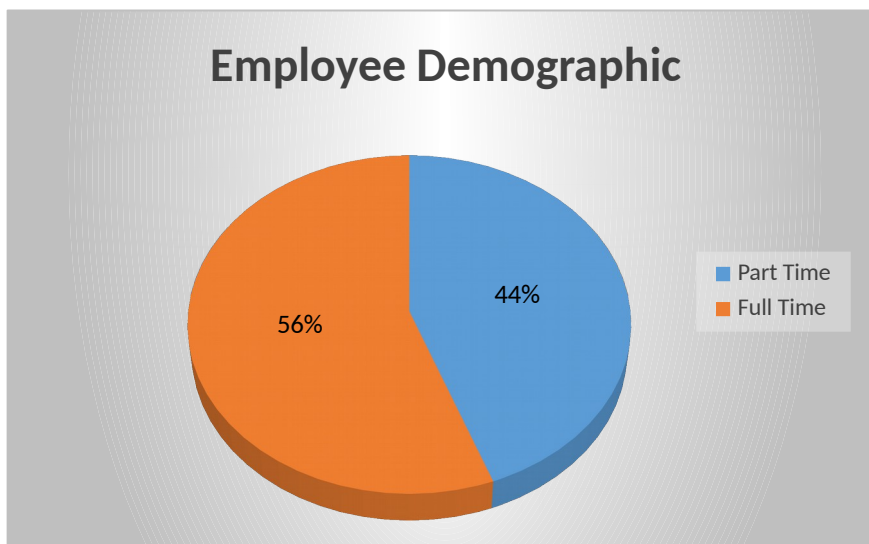
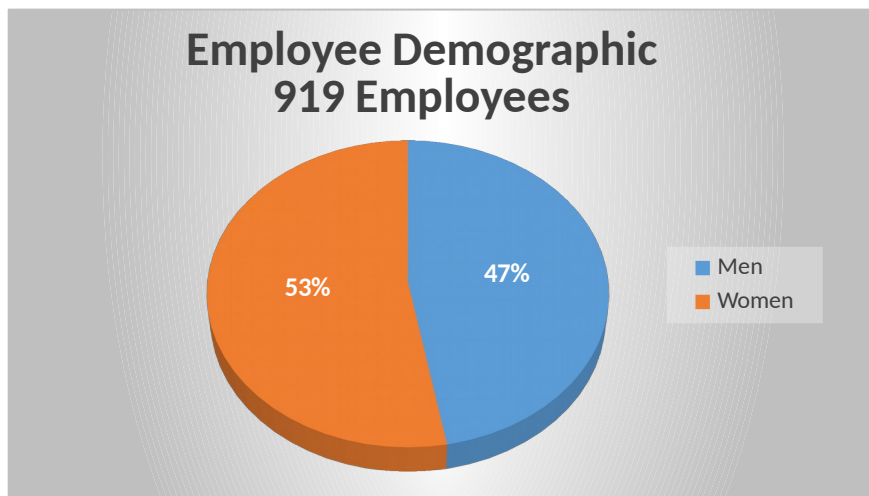
THE CLUB COMPANY GENDER PAY GAP 2017

OVERVIEW

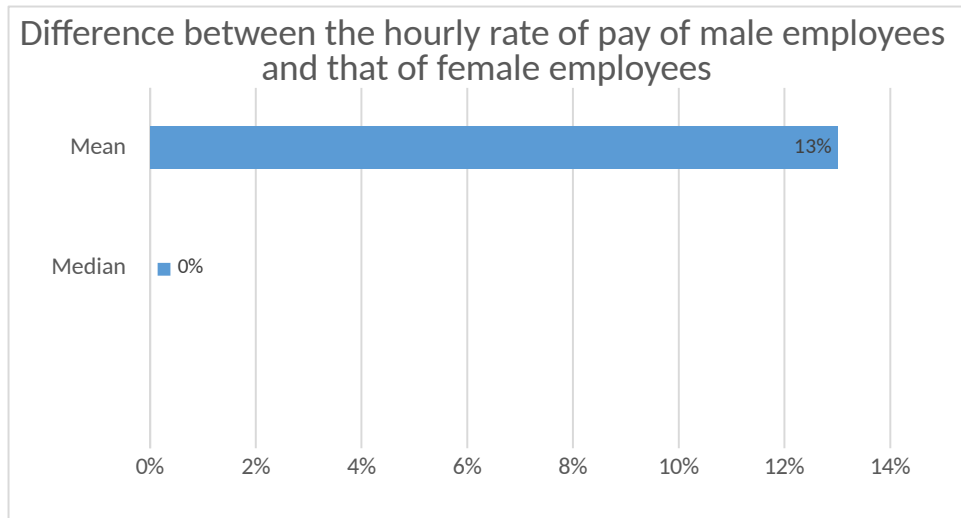
Gender Pay Gap legislation, under the Equality Act 2010, requires an employer with 250 employees or more to publish their gender pay gap for their employees. At The Club Company we value inclusion and strive for equality for each and every employee.

SUMMARY OF RESULTS

This information is based on basic hourly rates of pay at the snapshot date of 5th April 2017.

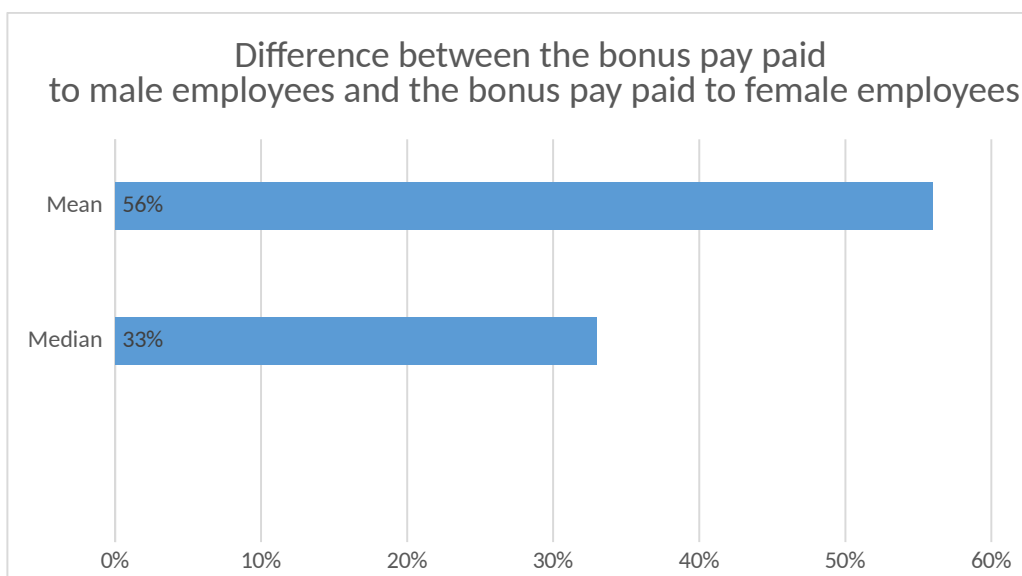
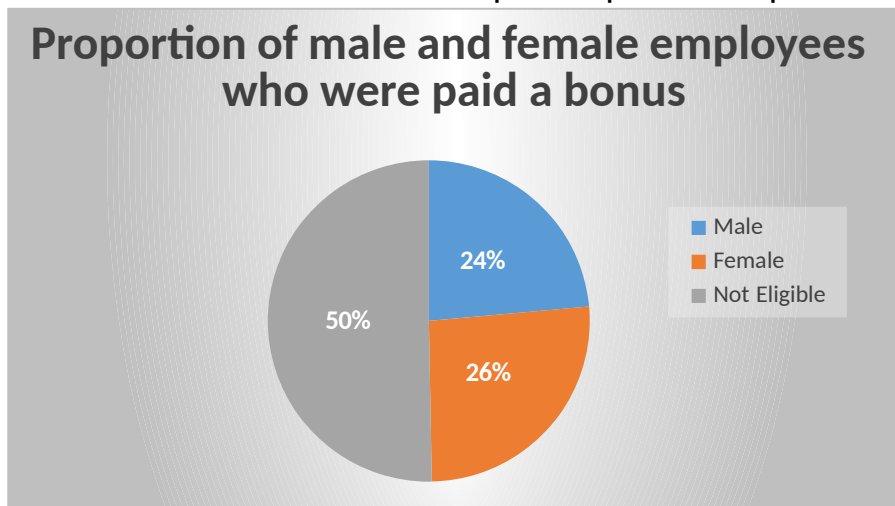


THE CLUB COMPANY GENDER PAY GAP



GENDER BONUS GAP

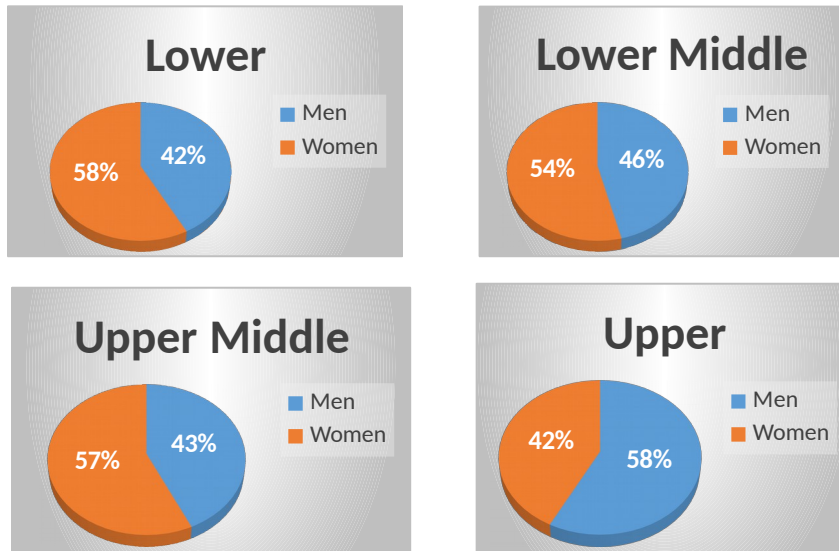
This information is based on a 12 month reference period up until 5th April 2017.



Our gender bonus pay gap is largely driven by the number of female employees (86%) working part time, as the bonus percentage is based on their part time earnings during the financial year.

GENDER DEMOGRAPHIC PER QUARTILE

We are required to report on the number of men and women who fall into 4 pay band quartiles.



We are extremely proud of our gender demographic which is very much evenly split across all quartiles.

We are confident that our male and female employees are paid equally for equivalent roles across our business. We can confirm that our data has been calculated according to the requirements of the Equality Act 2010.

Thierry Delsol
CEO, The Club Company