



The Club Company's 2018 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.

As a result, it is different to Equal Pay, which is about men and women being paid the same when they do 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 who worked for us on the "snapshot date" of the 5th April 2018. For bonus reporting, the data covers anything paid from 6th April 2017 to the 5th April 2018.

PAY & BONUS GAP

Difference between men & women	Mean (Average)	Median (Middle)
Gender Pay Gap	11%	3%
Gender Bonus	42%	28%

BONUS RECIPIENTS

Difference between men & women	Men	Women
% Receiving a bonus	27%	31%

Pay Quartiles



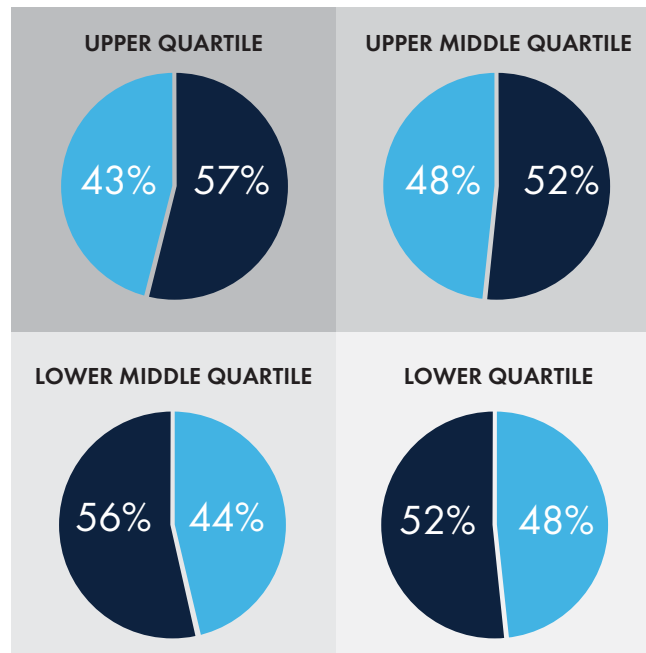
FEMALE

We calculated these quartiles by listing every employee 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.



MALE



At The Club Company we value inclusion and strive for equality for each and every employee. We are proud that overall we have a good mix of 52% males and 48% females across our business. Our gender demographic 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. I can confirm that our data has been calculated according to the requirements of the Equality Act 2010.

Thierry Delsol
CEO, The Club Company