

The Club Company's 2019 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.

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 2019. For bonus reporting, the data covers anything paid from 6th April 2018 to the 5th April 2019.

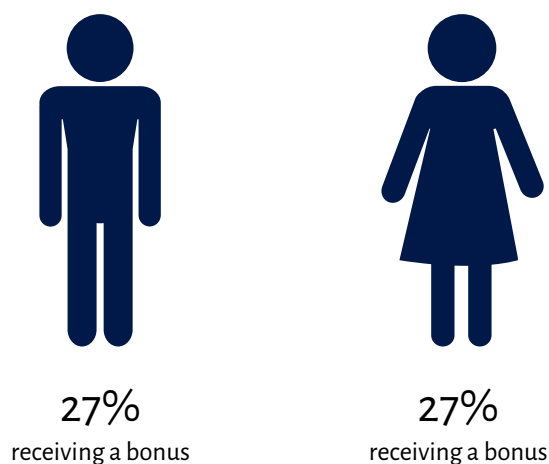
Pay & Bonus Gap

Difference between men & women	Mean (Average)	Median (Average)
Gender Pay Gap	12%	0%
Gender Bonus	85%	49%

Our mean gender pay gap favours men by **12%**, this is primarily a result of a small long-standing executive team within a reasonably flat management structure. In addition, the distortion of the bonus pay gap was due to stakeholder payments being made to the executive team following a change of ownership of the business.

Our median shows no pay gap between gender due to a large number of employees concentrated in the same pay grade, national minimum and living wage are a direct contributory factor in this case.

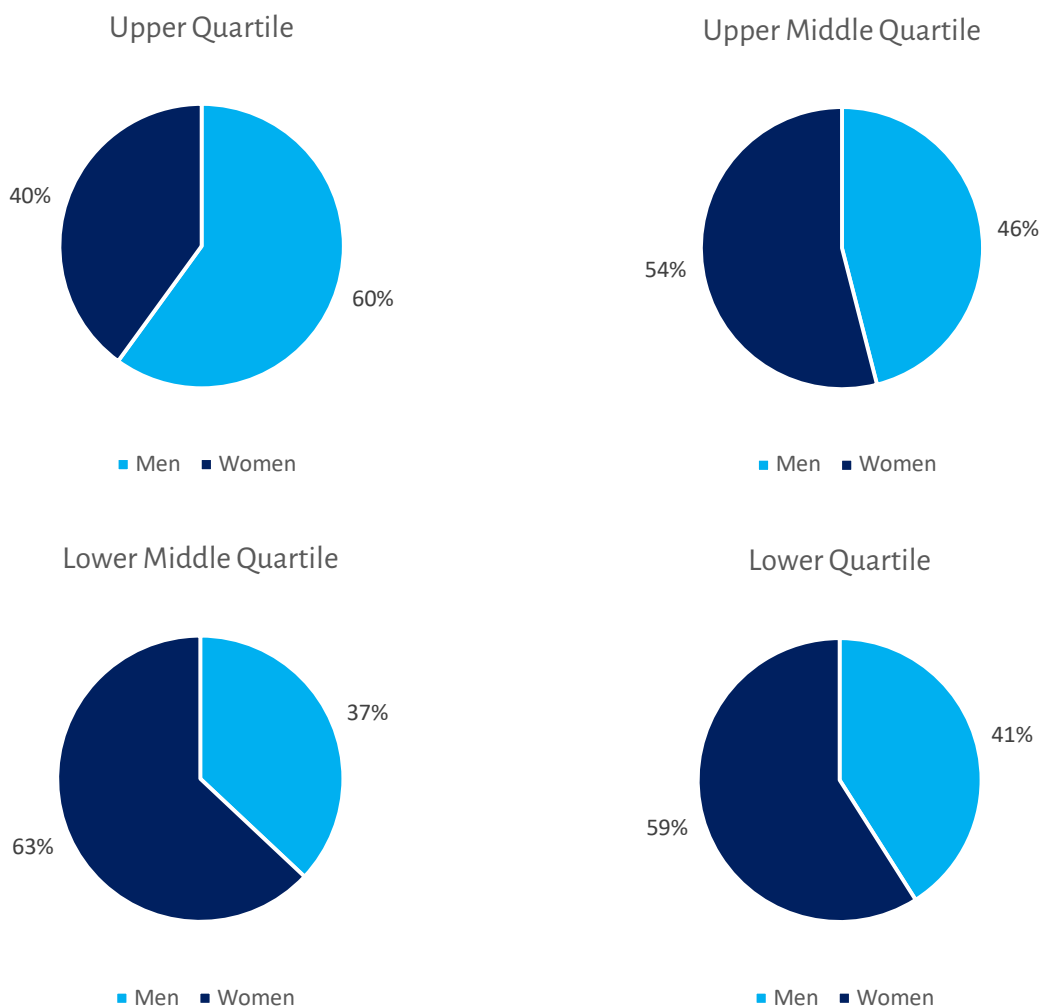
Bonus Recipients



There is no difference between the number of men and women receiving a bonus.

Pay Quartiles

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.



The Club Company Group value inclusion and strive for equality for each and every employee. We are proud that overall we have a good mix of 52% female and 48% male employees across our business. Our gender demographic is very much evenly split across the four 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, Club Company Group