

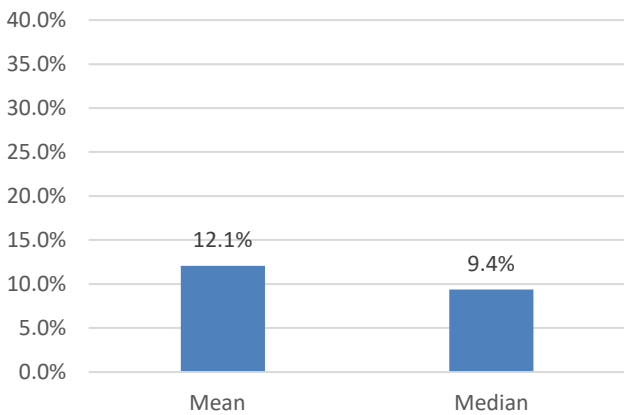
## Gender Pay Gap Reporting 2022

The 2022 Gender Pay Gap reporting is the first time since the 2019 reporting that we have not had any impact of furlough pay in the reporting.

We will use this data to develop our D,E&I strategy and set clear Social targets to ensure inclusivity in our pay and all our people processes.

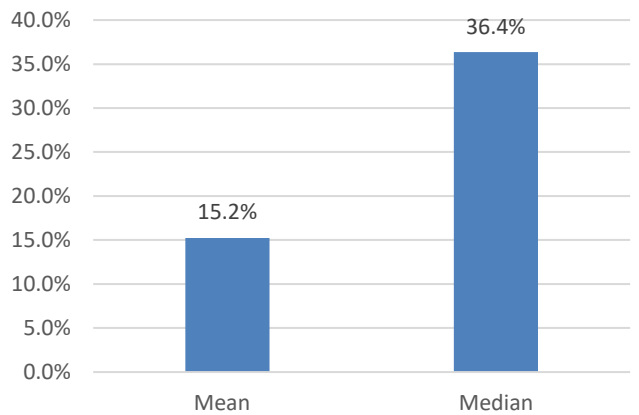
### Gender Pay Gap

The difference between the average hourly rate of pay for male and female team members.



### Bonus Gender Pay Gap

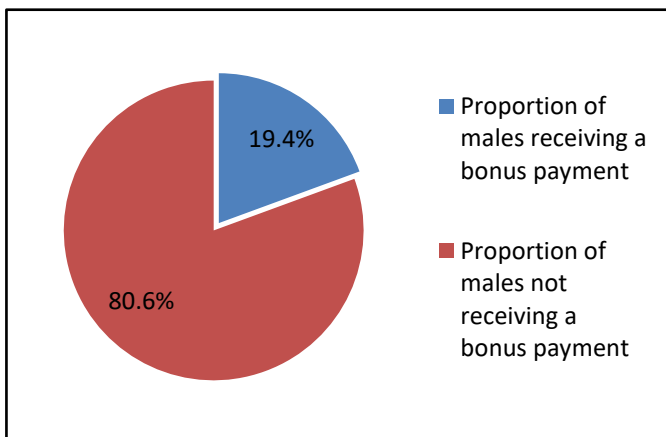
The difference between the average bonus pay that male and female team members received over a year.



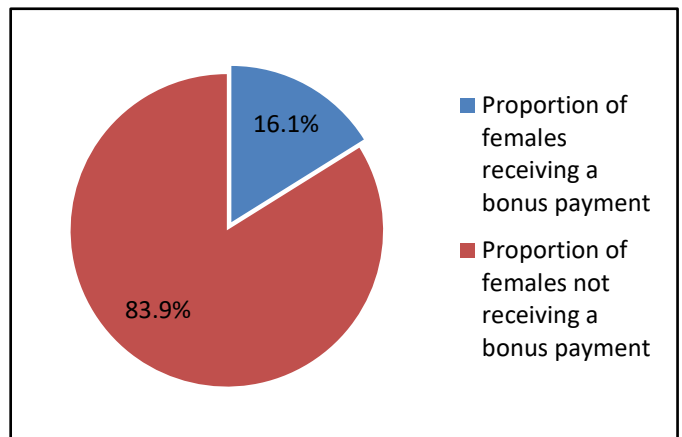
## Bonus Pay Distribution

The proportion of male / female team members who were paid any amount of bonus pay. (Bonus includes bonus and commission payments for the purpose of this calculation)

### Bonus distribution for male employees

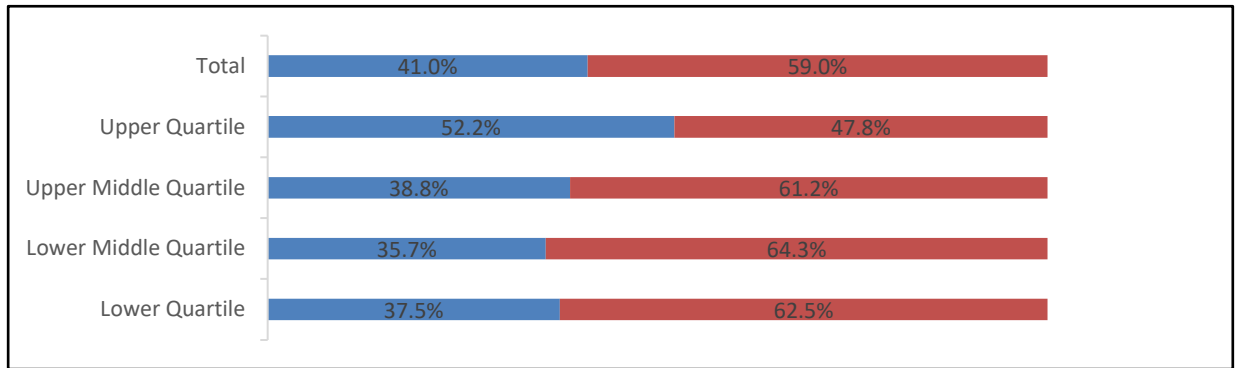


### Bonus distribution for female employees



## Pay Quartiles

The proportions of male and female team members in four quartile pay bands.  
The quartile pay bands are based on average hourly pay.



### Summary

Our analysis tells us that the average mean pay of our male team members was 12.1% higher than our female team members and the average median pay of our male team members was 9.4% higher. This is a decline on last year although last year was based on furlough pay and so not a true comparison. Looking back at the reporting in 2019 our mean gender pay gap was 20.6% and so we have seen an improvement since then.

Since the reporting in 2019 we have introduced robust pay guidelines for the roles in our club teams and we have set pay rates for team members in certain roles.

### Future

Our focus has always been, and continues to be, on the percentage of females in senior leadership. The pay quartile reporting shows we have 47.8% of females in the upper quartile yet we have 59% females across the UK overall. This is the area we will focus on and predominantly on the number of females we have in our General Manager and Assistant General Manager roles.

As we move into 2023 we have a new People Team in place with a focus on Diversity and Inclusion and the goal to build an Inclusive and Winning Culture. The gender pay gap will feed into our Social targets as we align our ESG strategy and D,E&I Strategy for the year ahead.

### Calculation

Our gender pay gap reporting for 2022 is based on the snap shot date of 5<sup>th</sup> April 2022 and therefore the April 2022 pay period. The April pay is based on hours worked in March 2022 for the hourly paid team members.

This information has been prepared by Lucy Jarvis, Reward and HR Policy Manager.  
This information has been reviewed and confirmed to be accurate by Russell Barnes, CEO.