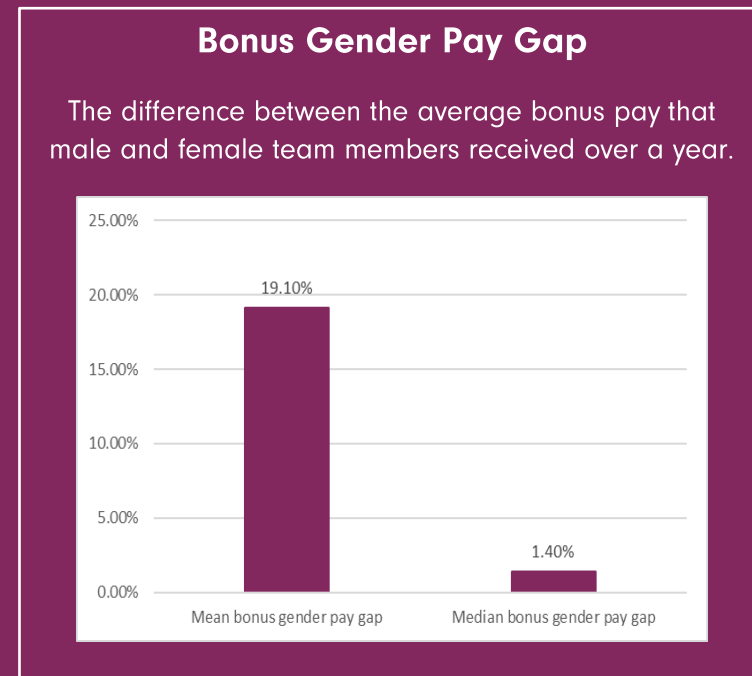
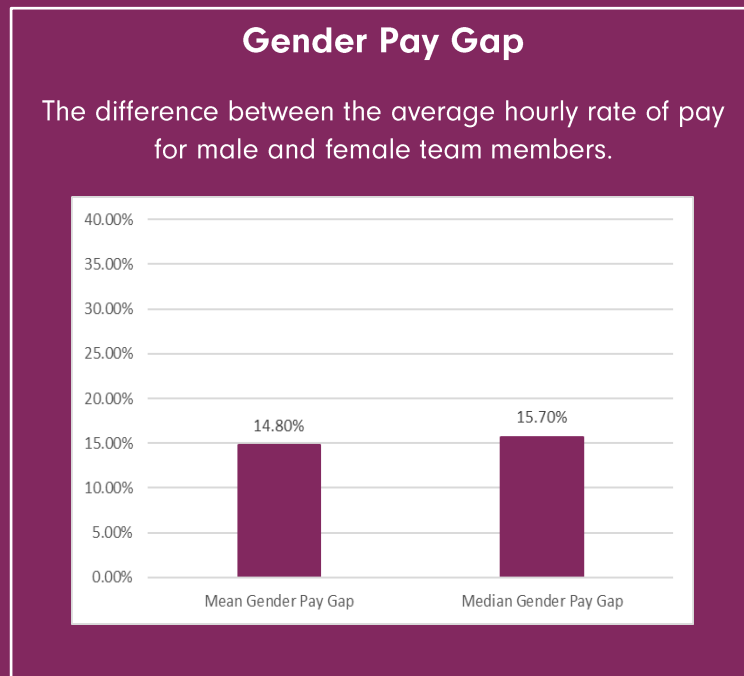


Gender Pay Gap Report 2023

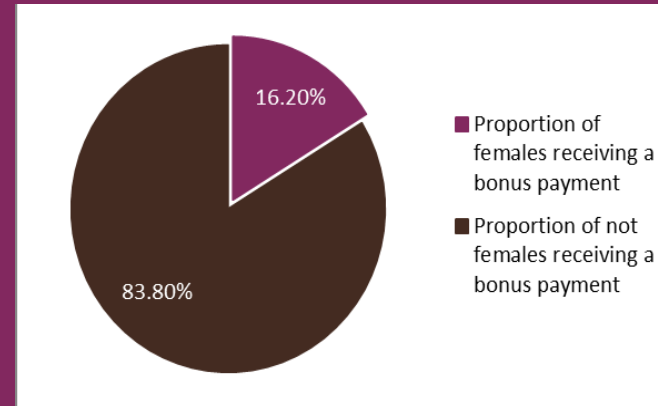
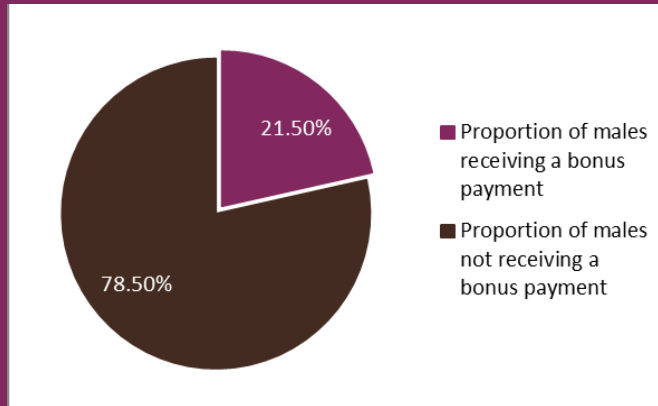
The 2023 Gender Pay Gap reporting shows little change against the previous year. Our gender pay gap reporting for 2023 is based on the snapshot date of 5th April 2023 and therefore the April 2023 pay period. The April pay is based on hours worked in March 2023 for the hourly paid team members.

During the summer in 2023 (after this reporting period) we developed our DEI Strategy and have used the Gender Pay Gap reporting to inform the direction and targets for the strategy.



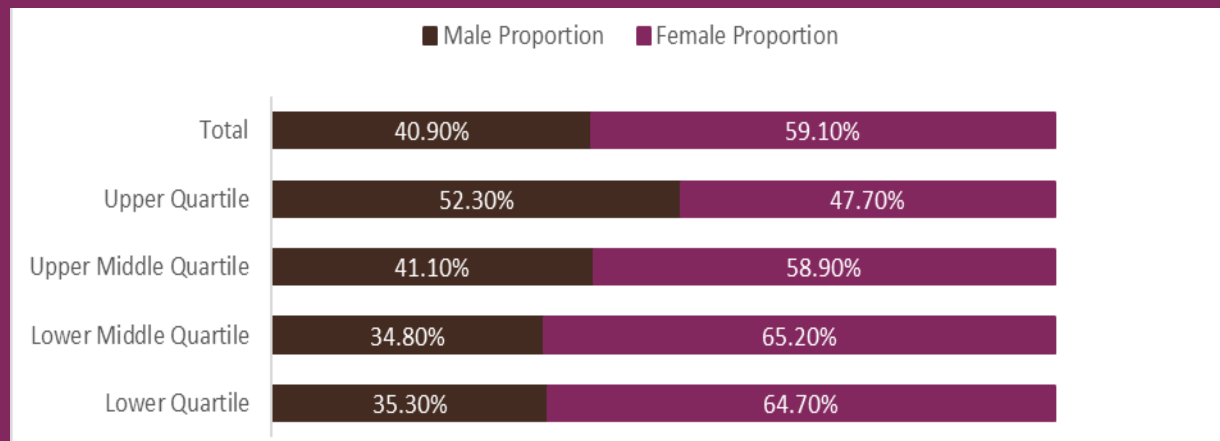
Bonus Pay Distribution

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)



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.



Overall Summary

- The average mean pay of our male team members was 14.8% higher than our female team members, and the average median pay of our male team members was 15.7% higher.
- The average mean bonus of our male team members was 19.1% higher than our female team members. In addition, 5.3% more of the male population received a bonus.
- The pay quartile reporting shows we have 47.7% females in the upper quartile, yet we have 59.1% females across the UK overall which means they are underrepresented in the upper pay quartile group. Furthermore, the female team members are overrepresented in the lower middle and lower quartiles.

Focus

Prior to the 2023 reporting period we had developed robust pay guidelines for all club roles in the UK with many roles on set pay rates. From analysis, the challenge for the gender pay gap is based on the male and female split within our leadership roles.

As a result, we are focused on increasing the percentage of females in senior leadership roles, predominantly on the number of females we have in our Regional Manager, General Manager and Assistant General Manager roles.

Progress

We have progressed a lot of activity since the 2023 reporting period with our DEI agenda and specifically looking at how we ensure equity for our female team members.

- Our DEI Strategy launched in September 2023 after organisation-wide consultation. There are 6 goals in the overall strategy including:
 - The male to female ratio of the company is reflected in our Regional Managers and General Managers. The goal is 40% by end of 2025 and 50% by end 2028. Currently we have 17% female Regional Managers and 25% female General Managers.
 - The Gender pay gap reporting shows pay equity has been achieved with a gender pay gap of 0% by 2028.
- A comprehensive application and interview process was introduced for selection to middle and senior management development programmes. As a result, our Step-up to General Manager programme saw 40% female intake, a huge improvement on the 17% females on the programme in 2021.
- We had one Regional Manager vacancy since April 2023 which was filled by a female taking the female representation to 30%.
- The representation of female General Managers is currently at 24%. The progress of the gender mix across these and other job roles is being tracked on a quarterly basis since the beginning of 2024 and will be reported on as part of our ESG reporting schedule.

- We strengthened our policy framework to support inclusion by launching a DEI Policy, a Personal Dignity, Respect and Belonging Policy and a Menopause Policy. These policies support our inclusion efforts by encouraging respect among team members and preventing discrimination and harassment.
- We signed up to BITC (Business in the Community) and WiHTL (supporting DEI in hospitality, travel, and leisure) in 2023. We participated in the WiHTL EDI Maturity Curve Assessment and achieved silver accreditation based on our DEI Strategy and planned activities, and two of our female senior managers took part in their Global Women Leaders Programme. We made a submission to the BITC Responsible Business Tracker to assess our efforts on ESG as well as DEI.
- We took our Exec, the People Team, and all senior leaders through a DEI awareness workshop, which covered the strategic importance of DEI, barriers to career development, progression for women and other underrepresented groups, and how to mitigate such barriers.
- We captured diversity data in our anonymous Employee Engagement survey, and this showed the Engagement scores for women at 87% were slightly higher than for men at 86%. Women also scored higher for Intent to Stay at 81% compared to men at 80%.
- As we move into 2024, we will continue to build our partnerships with BITC and with WiHTL with two more female senior managers taking part in their Global Women Leaders Programme.
Further activity includes:
 - Introducing a mandatory online training programme for all team members on Respect and Awareness, fostering a respectful work environment based on awareness and appreciation of our differences. This will be completed by all current team members and then new starters going forwards.
 - The other is an in-person Inclusive Recruitment and Inclusive Manager face in-person training programme which is due to be rolled out to all people managers in the business. Ongoing, this will then form part of our management induction training programme.
 - We have launched a Women's Inclusion Resource Group to give women a voice. The group is structured to achieve practical positive outcomes for women and is led by an Executive Sponsor to provide advocacy at the highest levels of the business as well as ensure oversight and accountability.
 - As we launch a new HR system across all countries, we are investigating how we can capture diversity data for our team members so that we can better understand the current profile in terms of representation across job roles and levels of seniority, which will help us identify and address any barriers and create an inclusive work environment.

Endorsement: This information has been prepared by Samantha Perry (Reward, HR Policy and Systems Manager) and Abdul Wahab (Diversity, Equity & Inclusion Manager). This information has been reviewed and confirmed to be accurate and has been authorised and approved by the Chief Executive Officer, Russell Barnes. This report is reviewed and published annually.



Russell Barnes