



GENDER PAY REPORT



INTRODUCTION

We want to continue to make The K Club a great place to work for everyone, and a place where all members of our team have the opportunity to develop and grow both now and in the future.

We want to ensure all our team feel supported in their development at all stages of their journey with us.

If we are to achieve success in this regard, it is essential that we continue to nurture an inclusive culture, that attracts and retains a diverse workforce.

Teams with diversity of backgrounds and where everyone's contribution is valued; are more innovative, more effective, and more reflective of the guests we serve. An inclusive environment also fosters an engaged workforce, in which all our colleagues can thrive at work and create a positive impact on their wellbeing.

Gender equality in the workplace creates significant value for both the business and for society and The K Club is committed to achieving this.

Our gender pay gap here at The K Club in 2023 is 9.25% which compares to the mean national average of 9.6%* in 2022 and according to the latest Eurostat figures** a European average of 13.5% (according to Eurostat forecasts). It is important to note that the basic hourly rate of pay for our hourly paid colleagues is the same for the same role, regardless which helps reduce the gender pay gap.

*[Gender Pay Gap - CSO - Central Statistics Office](#)

**[Statistics | Eurostat \(europa.eu\)](#)

WHAT IS THE GENDER PAY GAP?

The gender pay gap is the difference in the average hourly wage of men and women across a workforce, expressed as a percentage of the average male earnings. It compares the pay of all working men and all working women; not just those in same jobs, with the same working patterns or the same competencies.

This is different to equal pay which compares the pay of men and women who perform the same role or roles of equal value.

The Gender Pay Gap Report is based on information collected between 2nd June 2022 and 1st June 2023.

PAY QUARTILE FIGURES

The figures below show the gender balance within each of our pay quartiles for 2023.

Gender	Quartile 1	Quartile 2	Quartile 3	Quartile 4	Grand Total
Female	45.08%	43.51%	52.27%	32.58%	43.33%
Male	54.92%	56.49%	47.73%	67.42%	56.67%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%

Within each of the quartiles, there is an equal number of team members ranging from quartile 1 which includes the lowest paid team members to quartile 4 which includes the highest paid team members.

Through our analysis of the pay quartiles, we know that there are slightly more men in Quartile 1 and 2 and more women in Quartile 3 however in Quartile 4 there is more than double the number of men to women.

Quartile 1 and 2 are the majority of hourly paid roles where rates of pay are clear laid out. Quartile 3 tends to be more support services where we see more females.

We have a legacy of more males in the most senior roles which is often typical in a resort setting and it takes time to adjust to a more balanced split. This will then assist in addressing the gender pay gap.

STATUTORY REPORTING

GENDER PAY GAP REPORTING	Percentage
Mean Gender Pay Gap	9.25%
Median Gender Pay Gap	1.22%
Mean Gender Pay Gap - Part Time Employees	0.97%
Median Gender Pay Gap - Part Time Employees	-0.31%
Mean Gender Pay Gap - Temporary Employees	-3.85%
Median Gender Pay Gap - Temporary Employees	-7.04%
Mean Bonus Gender Pay Gap	74.53%
Median Bonus Gender Pay Gap	40.00%
Percentage of Female Employees receiving a bonus	3.13%
Percentage of Male Employees receiving a bonus	2.73%
Percentage of Male Employees receiving Benefit in Kind	0.34%
Percentage of Female Employees receiving Benefit in Kind	0.00%

ACTION PLAN 2023 - 2024

Our mean gender pay gap is 9.25% and to understand it better we need to study the make up of each quartile. In Quartiles 1 and 2 there are more males than females whilst in Quartile 3 we see slightly more women than men. It is in Quartile 4 that we see more than double the number of men to women and the largest gender pay gap. This is a reflection of roles that are more often help by males in hospitality and specifically in golf resorts. If we are to address our overall gap a focus on greater representation at a management level needs to take place.

We are committed to closing the gender pay gap and to do this, we'll focus our actions over the next year around:

- A review of job adverts to ensure they are gender neutral
- Basing pay on the position itself rather than previous pay of the employee as the latter perpetuates the gender pay gap
- Conduct a pay audit to assess gaps that need to be addressed
- Review policies to ensure they are more gender balanced
- Put in place bespoke development plans for female team members to ensure there is a pathway to move into more senior roles.
- Conduct Diversity and Inclusion training for all in leadership positions
- Continue to celebrate key events such as International Women's Day, Diwali, Pride Month etc to ensure an inclusive work environment and acknowledge and recognise all team members.
- We will continue to work together to learn more, challenge what we do and drive positive change, and make The K Club a truly inclusive workplace where everyone's welcome and is given the opportunity to develop to their full potential.