

A photograph of three young adults, two women and one man, standing in a bar or pub. They are all smiling and holding darts. The man in the center is wearing a light blue shirt, a striped bow tie, and green suspenders. The two women on either side are wearing light blue shirts and dark blue aprons. The background is a dimly lit bar with shelves of bottles and warm lighting.

GENDER PAY GAP REPORT

KEY RATIOS & EQUALITY 2023

WHAT IS GENDER PAY GAP?

At Flight Club Darts, we're a family that supports each other. We are committed to ensuring we treat and reward all our team members fairly.

This Gender Pay Gap Report is taken on a snapshot date of 5th April 2023 and based on the 640 team members working for us at that time, in various roles, across our venues and central teams.

WHAT IS THE MEAN GENDER PAY GAP?

The mean gender pay gap is the difference between the average hourly earnings of men and women.

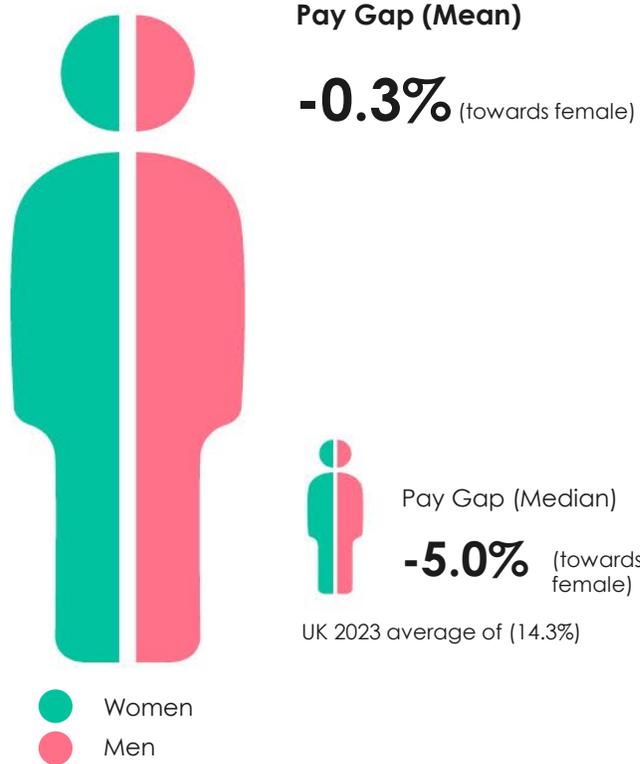
WHAT IS THE MEDIAN GENDER PAY GAP?

The median gender pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women.

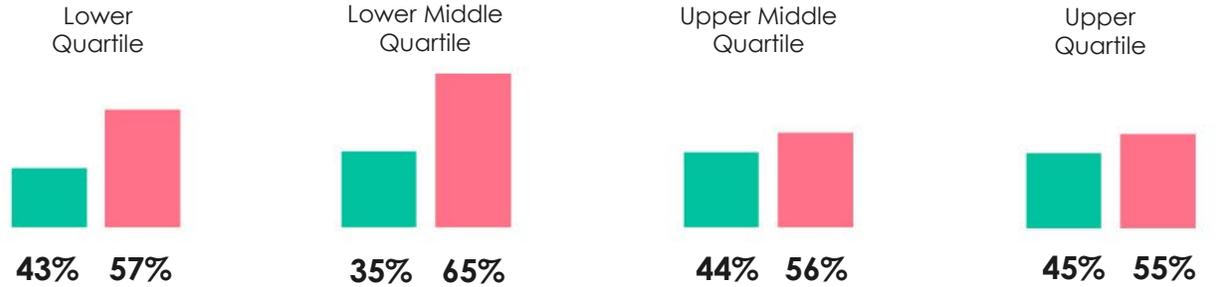
HOW ARE THE MEDIAN AND MEAN GAPS CALCULATED?

We have followed the calculations in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

OUR GENDER PAY GAP RESULTS



Gender Distribution Per Pay Quartile



Bonus



Bonus Gap (Mean)

61%

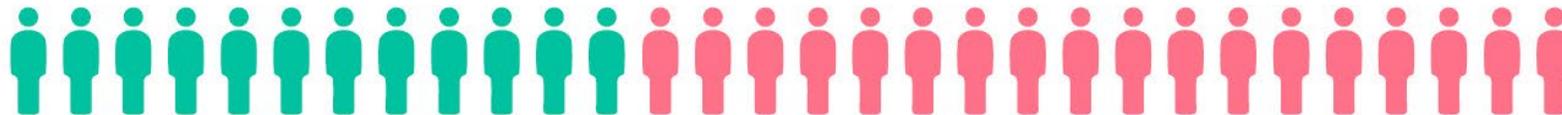
Bonus Gap (Median)

-50.5% (towards female)



Total Gender Distribution

42%



58%

OUR GENDER PAY GAP RESULTS

- At Flight Club Darts, we actively stand for gender equality and inclusion. We're passionate and committed to our teams and about how we work together, learn, develop, and celebrate our wins. We believe in equal pay for equal work and use this as the basis for how we remunerate everyone, and we continuously monitor this through yearly pay and benefits reviews.
- Our median (or midpoint) gender pay gap is -5% favourable to female, and our mean gap (the differences between the average earnings of males and females) is -0.3% favourable to female. We are incredibly proud of these figures, as we are below the median UK average of 14.3%.
- Our median bonus gap is -50.5% favourable to females, which has been influenced by length of service. In the roles that are heavily influencing this figure, the female team members had been in their role for a longer portion of the relevant period, resulting in their bonuses not being at a pro rata rate.
- Our mean bonus gap is 61%, which reflects the higher representation of males in more senior roles. In the snapshot year, 42.5% of the team receiving a bonus were female, compared with 57.5% of men. Bonuses were awarded to head office team members and our venue managers only. Venue team members receive Tronc throughout the year. It is worth noting that the refer a friend (RAF) bonus and on-call bonus impact this overall bonus calculation. Our RAF bonus is a financial incentive open to all team members. The on-call bonus is only payable to specific teams as they are required to offer round-the-clock support to our UK and overseas venues.
- We are confident that our gender pay gap isn't about paying men and women differently as we apply a consistent approach to our reward strategy across the Business. We're competitive by nature, and we seek to remain competitive within the hospitality market.

OUR PLANS FOR 2024

Whilst we're proud of the progress that we've made and the results seen from the initiatives we have in place, there is always more to be done. We will continue to look at ways that we can enhance our support and training to ensure that all decisions are free from bias.

We are proud of our team and will always strive to provide the best opportunities in the industry.

Review of our family policy:

We have recently reviewed and improved our family policy to ensure it is accessible for all team members. Our enhanced family friendly pay has been increased, to allow extra support to our team members. Our new policies have been communicated out through our online portal and our new employee handbook.

Further expansion of the Learning and Development team:

We have restructured our L&D team, so we now have a dedicated L&D Business Partner for each of our three brands. This has allowed us to ensure we are continually improving our training and meeting the training needs of all our team.

Launch of Talent Development Programmes:

We have introduced Personal Development Plans (compulsory for Supervisor level upwards), to give our team members focused goals. We are in the process of introducing Skill Matrices for all roles across the business, which will allow us to identify team members who are ready for promotion. We feel the combination of PDP's and Skill Matrices ensure that our team members feel motivated and gives them equal opportunity for internal promotions.

Ross Shepley Smith
Chief Financial Officer

