

Gender Pay Gap Report 2025

Introduction: Our Commitment to Fairness and Inclusion

At Goodwood, we are committed to creating a workplace where everyone feels valued, supported and able to thrive. Ensuring fairness in how we reward and develop our people is central to this. Reporting our gender pay gap (GPG) is an important part of that commitment as it helps us understand where we are today and focus our efforts on continued improvement.

This report summarises the gender pay gap results for each of Goodwood’s five main businesses, based on the six statutory reporting metrics.

Commentary

It is important to recognise that “gender pay gap” is different to “equal pay”

- *Equal pay* refers to paying males and females the same rate for the same or similar work
- *Gender pay gap* shows the difference in average pay between all males and females across the organisation, regardless of role

Because Goodwood comprises several companies with varied workforce structures and operating models, the figures reflect this diversity and do not necessarily represent the pay positioning of individual employees or job roles.

Hourly Pay Gaps (Mean and Median)

Metric	Estate	GRRC	Hotel	Club	RC	Average
Mean GPG (%)	39.68	21.13	3.00	11.32	17.98	18.62
Median GPG (%)	6.03	13.09	1.57	5.64	17.36	8.74

Bonus Pay Gaps (Mean and Median)

Metric	Estate	GRRC	Hotel	Club	RC	Average
Mean Bonus GPG (%)	48.60	50.52	-73.62	39.33	94.48	31.98
Median Bonus GPG (%)	14.60	7.15	7.16	12.00	7.42	9.67

Bonus Participation

Metric	Estate	GRRC	Hotel	Club	RC	Average
Males Receiving a Bonus (%)	57.54	46.06	60.71	67.06	65.00	59.27
Females Receiving a Bonus (%)	49.77	79.87	47.29	59.65	73.68	62.05

Pay Quartile Distribution

	Estate	GRRC	Hotel	Club	RC	Average
Lower Quartile						
Males	52.63	20.45	25.00	58.33	62.50	43.78
Females	47.37	79.55	75.00	41.67	37.50	56.22
Lower Middle Quartile						
Males	44.83	43.18	37.93	76.00	33.33	47.05
Females	55.17	56.82	62.07	24.00	66.67	52.95
Upper Middle Quartile						
Males	52.63	34.09	31.03	56.00	37.50	42.25
Females	47.37	65.91	68.97	44.00	62.50	57.75
Upper Quartile						
Males	55.17	54.55	41.38	72.00	62.50	57.12
Females	44.83	45.45	58.62	28.00	37.50	42.88

Understanding Variations Across the Group

Goodwood is a diverse group made up of different business areas and these structural differences will naturally influence gender pay gap figures. For example:

- The Hotel and GRRC show comparatively lower gaps in hourly gap, which is largely due to a more balanced gender distribution across roles
- Bonus pay gaps vary significantly, reflecting differing bonus schemes and eligibility criteria

These variations highlight that our gender pay gap is not the result of unequal pay for equal work, but a reflection of where men and women are represented within each business area.

Patterns we've identified:

1. **Representation Driving the Gap**

Across some areas, men make up a larger proportion of specialist or leadership roles, which increases the average pay for men in those businesses. Conversely, in some operational areas, women are more highly represented which impacts both hourly and bonus metrics.

2. **Bonus Eligibility Differences**

Some businesses have roles that have variable bonus structures. For example, a negative mean bonus gap reflects pockets where a higher portion of women received a bonus.

3. **Positive Trends Emerging**

In several areas, median pay gaps are significantly lower than mean gaps. This suggests that while more men may currently occupy higher-paid roles, the typical pay experience between males and females is closer than the headline figure may indicate. This is encouraging and shows that our broader workforce is becoming more balanced over time.

Our Focus for 2026 and Beyond

We are taking active steps to reduce our gender pay gap, particularly in areas where the difference is more pronounced. Our priorities include:

1. **Strengthening Family-Friendly Support**

Expanding policies and support mechanisms to encourage employees to return after maternity, paternity and parental leave

2. **Developing Future Leaders**

Increasing access to management and leadership development programmes to encourage internal progression

3. **Reviewing Incentives and Reward Structures**

Undertaking an annual review of our bonus scheme to ensure fairness, transparency and consistency across the Group

4. **Strengthening Data Insights and Measuring Progress**

Continuing to analyse workforce metrics to monitor trends in recruitment, progression and retention. Gender pay gap reporting remains a key metric that enables us to track our progress year on year

Signed by Adam Waterworth, CEO