

Gender Pay Gap Report 2026

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 (%)	41.58	32.32	-4.54	10.04	8.56	17.59
Median GPG (%)	4.36	10.33	-1.73	3.88	13.40	6.05

Bonus Pay Gaps (Mean and Median)

Metric	Estate	GRRC	Hotel	Club	RC	Average
Mean Bonus GPG (%)	29.82	66.05	-36.10	27.74	-177.90	-18.08
Median Bonus GPG (%)	9.86	9.18	20.17	7.61	3.82	10.13

Bonus Participation

Metric	Estate	GRRC	Hotel	Club	RC	Average
Males Receiving a Bonus (%)	51.24	44.38	36.23	61.11	66.67	51.93
Females Receiving a Bonus (%)	46.47	70.89	52.99	56.60	85.00	62.39

Pay Quartile Distribution

	Estate	GRRC	Hotel	Club	RC	Average
Lower Quartile						
Males	44.26	25.00	35.71	50.00	37.50	38.49
Females	55.74	75.00	64.29	50.00	62.50	61.51
Lower Middle Quartile						
Males	50.82	48.89	28.57	72.00	44.44	48.94
Females	49.18	51.11	71.43	28.00	55.56	51.06
Upper Middle Quartile						
Males	47.50	36.36	28.57	64.00	55.56	46.40
Females	52.46	63.64	71.43	36.00	44.44	53.59
Upper Quartile						
Males	54.10	52.27	35.71	75.00	50.00	53.42
Females	45.90	47.73	64.29	25.00	50.00	46.58

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 Club continue to report some of the lowest hourly pay gaps across the Group, reflecting a more balanced gender representation across employee populations and management structures
- Some areas report negative hourly pay gaps where average female earnings exceed average male earnings. This demonstrates that the Group's overall position is shaped by the different workforce profiles across each business
- Bonus pay gaps continue to vary significantly, reflecting differing bonus schemes and eligibility criteria

These variations highlight that our GPG 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

As with previous years, workforce representation remains the most significant factor influencing our results. Across some areas, men make up a larger proportion of specialist or management roles, which increases the average pay for men in those businesses. Conversely, in some other areas, women are more highly represented in management roles 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

Whilst the Group's mean hourly pay gap is 17.59%, the median hourly pay gap is significantly lower at 6.05%. The difference between these measures suggests that the overall mean figure continues to be influenced by the distribution of employees in higher-paid and specialist roles, rather than reflecting the typical pay experience of employees across the Group. The presence of lower median gaps, alongside several businesses reporting negative figures, suggests that progress continues to be made towards achieving a more balanced workforce across the Group.

Our Focus for 2026 and Beyond

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

1. Supporting Attraction, Retention and Progression

We are committed to creating an environment where all employees can build successful and rewarding careers. This includes ensuring individuals have the support they need to thrive and progress within the business

2. Maintaining Fair and Transparent Reward Practices

We regularly review our pay, bonus and reward arrangements to ensure they remain fair, competitive and aligned with our organisational values

3. Using Data to Drive Meaningful Change

We will continue to analyse workforce data to identify opportunities for improvement and measure progress over time.

Signed by Adam Waterworth, CEO