

St Andrews Links GENDER PAY GAP 2018

As part of St Andrews Links commitment to inclusion and diversity we have published our gender pay gap report in line with the Government Equalities Office directive.

A lot of people confuse the gender pay gap with unequal pay. Unequal pay means that individual men and women are not getting equal pay for doing equal work, this is not the case at St Andrews Links where we are committed to the 2010 Equalities Act, which ensures men and women doing the same job are paid the same amount.

The gender pay gap shows the average difference between the earnings of men and women at St Andrews Links across all roles. The Office of National Statistics (ONS) has identified the median calculation as the preferred measure of gender pay gap. However, the appendix of this document carries all measures relating to this work at the Links.

Median gender pay gap (3.32%)

***NB – Please note that these figures do not include Golf Shops employees. Under the Directive they may not be included within the Trust’s own calculations as there are fewer than 250 employees on Golf Shops payroll, although they are an integral part of the Links’ operation.*

Median gender pay gap	the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees	3.32%
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Statistical analysis of the Links found the pay gap is in favour of male employees, the median value showing women earned 3.32% less than the average man. This figure can be compared to the national average where female employees earned 9.7% less than men at more than 10,000 UK companies, as of 4 April 2018.

There are many reasons for a pay gap to exist, including social, economic and cultural factors. However, the Links is also subject to much broader influences that affect the golf industry as opposed to inherent organisational causes.

For example, within our core business, golf, many of our highly-skilled and therefore higher paid jobs are in traditionally male-dominated roles, for example greenkeeping. This is not endemic to the Links but part of a wider trend in golf.

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Alongside this, the seasonal nature of our business means like many in the golf and tourism industries we continue to have a significant reliance on a number of valued seasonal colleagues, many of whom are young women in areas of the business that are traditionally lower paid sectors, for instance Food & Beverage.

Median bonus gap (-7.48%)

Median bonus gap	the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees	-7.48%
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At the Links both men and women are offered the same bonus opportunity with female colleagues earning 7.48% more than males on average. St Andrews Links continues to operate a bonus system that is not related to rate of pay and instead paid on an identical basis to qualifying staff, whatever their gender or role.

Summary

The Trustees and Senior Leadership Team at St Andrews Links Trust are committed to promoting and incorporating diversity and inclusion into our business practices in order to enable innovation, creating opportunities for every colleague to maximise their contribution and reach their full potential to help deliver memorable experiences at the Home of Golf.

The Trustees are proud of the progress and commitment made by everyone at the Links but realise there is always scope to improve our efforts. Therefore St Andrews Links will continue to update and publish our gender pay gap on an annual basis, which will be available for colleagues to view and feedback upon. We will also continue to develop a rolling plan that recognises our status as the Home of Golf and seeks to be at the forefront of industry-wide endeavours within golf to encourage and promote a diverse workplace across all aspects of the business, at all levels.

St Andrews Links Trust is committed to valuing diversity, promoting inclusion and embedding equality, both as an employer and proud member of the golfing community.

On behalf of St Andrews Links Trust I confirm the accuracy of this report and the information contained within.

Euan MacGregor,
Director of Finance

Appendix

St Andrews Links Trust

GENDER PAY GAP REPORT

As at the snapshot date of 5 April 2017

Mean gender pay gap	the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees	16.92%	
Median gender pay gap	the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees	3.32%	
Mean bonus gap	the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees	-1.04%	
Median bonus gap	the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees	-7.48%	
Bonus proportions	the proportions of male and female relevant employees who were paid bonus pay during the relevant period	94.62%	95.71%
Quartile pay bands	the proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands		

