

St Andrews Links  
**GENDER PAY GAP**  
REPORTING APRIL 2019

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.



**the home of golf®**

The gender pay gap is a measure of labour market or workplace disadvantage, expressed in terms of a comparison between men and women's hourly rates of pay. Organisations with 250 or more employees have been required to report their gender pay gaps annually since 2017. St Andrews Links have published our figures and seek to understand and address the internal drivers of our gender pay gap in line with our commitment to improve diversity and inclusion within our organisation.

The Office of National Statistics (ONS) have identified the median calculation as the preferred measure of gender pay gap as it is most likely to express typical pay in an organisation and is less susceptible to skew from the extremes of high and low rates of pay. The ONS reports the gender pay gap across all jobs in the UK for 2018 at 17.9%. It is the gender pay gap at the whole-economy level that the Government is most interested in, not only because of the inequality that it implies, but because of its impact on UK productivity.

The gender pay gap at St Andrews Links at 2018 is reported as 9.1%. The median pay gap within our Trust widened from 3.3% to 9.1% between 2017 and 2018, whilst our average pay gap was consistent between these years at 16.9% and 16.2%.

### Median gender pay gap (9.1%)

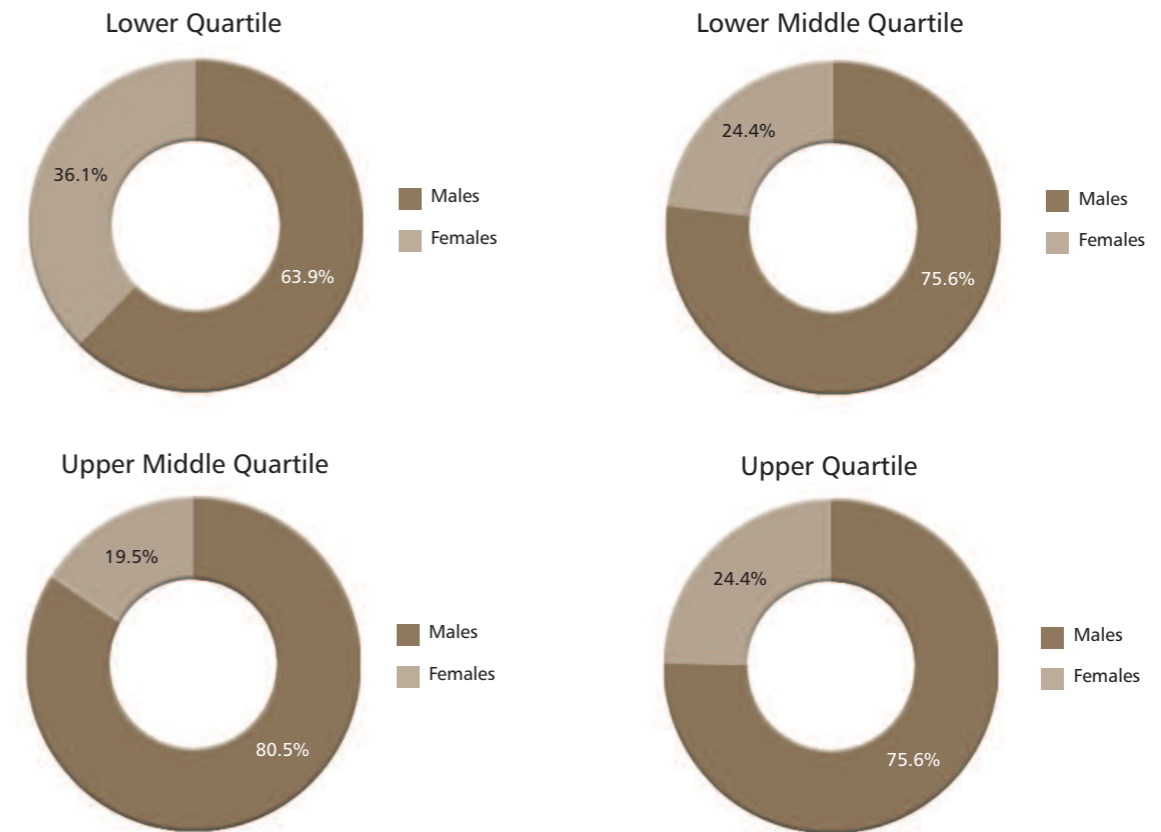
Median gender pay gap	The difference between the median hourly rate of pay of male full-pay relevant* employees and that of female full-pay relevant employees	2017	3.32% Reported
		2018	9.1% Reported

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	2017	16.9% Reported
		2018	16.2% Reported

\* Full-pay relevant employees are individual jobholders in receipt of their ordinary pay at the point of data capture regardless of the number of hours they are contracted to work. An employee would not be included as full-pay relevant if, for example, they were in receipt of a reduced rate of maternity pay on the 'snapshot' date of data capture.

Amongst industries and services providing 'sports activities and amusement and recreation activities', the gender pay gap at St Andrews Links compares favourably to the UK-wide median pay gap of 12.8%. The gender pay gap of 9.1% at St Andrews Links sits in the context of a local median pay gap in North East Fife of 8.2% and a national pay gap for Scotland of 15% (All figures as per ONS, 2018).

The divergence of our median and mean pay gap in both reporting years is indicative of the impact of groupings of male or female employees with atypically high or low pay within the organisation. Whilst 26.1% of our workforce are female, women at St Andrews Links are over-represented in the lowest pay quartile, where they comprise 36.1% of our lowest earning employees. However, women are under-represented in the higher earning half of our workforce, particularly within the upper middle quartile where 19.5% of earners at this level are female.



This reflects a degree of segregation of work within the Trust, where certain functions are predominantly performed either by men or by women. Women are most likely to be employed in hospitality roles within our clubhouses, as receptionists and as retail assistants in our shops. This work attracts pay in the lower quartiles. Male-dominated functions that also attract pay in the lower quartiles are better remunerated; for example Golfers Assistants and Greenkeepers.

Whilst mean pay rose slightly for men and women between 2017 and 2018, the increase in our median gender pay gap reflects a decrease of 2.3% in median pay for women over this period and a 3.2% increase for men. Significantly, the period saw the departure of a small number of women from senior and upper pay quartile posts within the workforce. Interrogation of our data shows that whilst our bonus scheme did not adversely affect parity of gender pay, the impact of internal promotions and elevation of individual posts ('regrades') to reflect changes in demand may have widened the median gap.

### St Andrews Links People and Development Strategy

St Andrews Links are producing a People and Development Strategy to provide a comprehensive vision for the future of our organisation whilst articulating how we will deliver on significant agenda such as Wellbeing, Resourcing, Employee Engagement and Leadership & Management Development. Diversity and inclusion will be a central tenant of this strategy. All aspects of our strategy will be subject to equality impact assessment. An initial stage of strategy development will be a review of our policy and practice in Reward and Recognition. This will be undertaken with acknowledgement of the existing drivers of our gender pay gap and an incentive to design initiatives that promote gender equality.

#### Natalie Ritchie

Head of People and Development

# Appendix

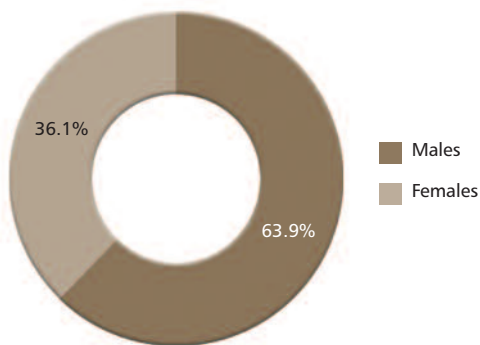
St Andrews Links Trust

## GENDER PAY GAP REPORT

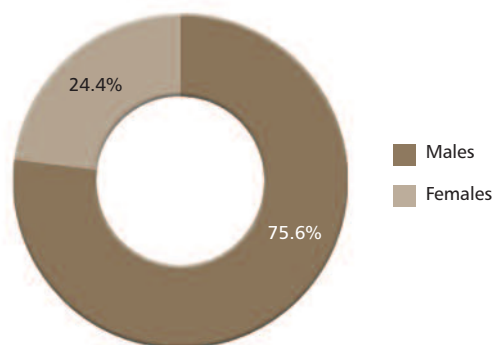
As at the snapshot date of 5 April 2018

		2018		2017	
<b>Mean gender pay gap</b>	The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees	16.2%		16.9%	
<b>Median gender pay gap</b>	The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees	9.1%		3.3%	
<b>Mean bonus gap</b>	The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees	1.6%		-1.0%	
<b>Median bonus gap</b>	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees	0.0%		-7.4%	
<b>Bonus proportions</b>	The proportions of male and female relevant employees who were paid bonus pay during the relevant period	Men 73.8%	Women 70.9%	Men 94.6%	Women 95.7%
<b>Quartile pay bands</b>	The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands				

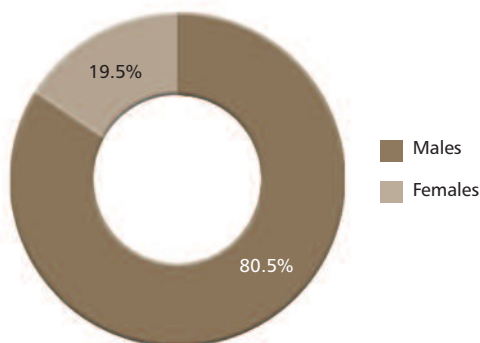
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

