

GENDER PAY GAP REPORT

FLIGHT CLUB

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GENDER PAY GAP REPORT

At Flight Club Darts, we've built a culture where careers grow, wellbeing matters and everyone feels truly valued. 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 2025 and based on the 826 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 male and female team members across the business. It provides an overall view of where pay levels sit for each gender.

WHAT IS THE MEDIAN GENDER PAY GAP?

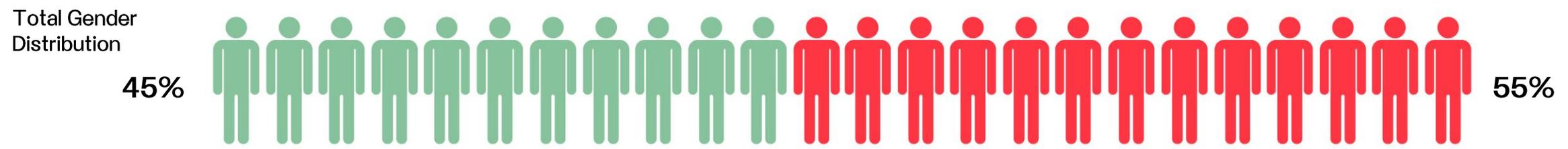
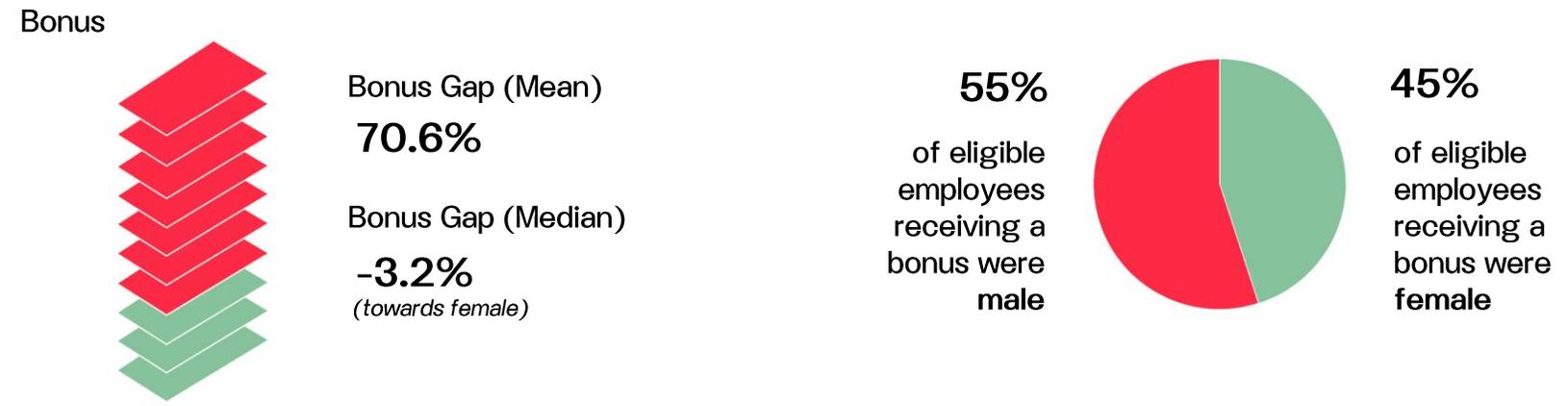
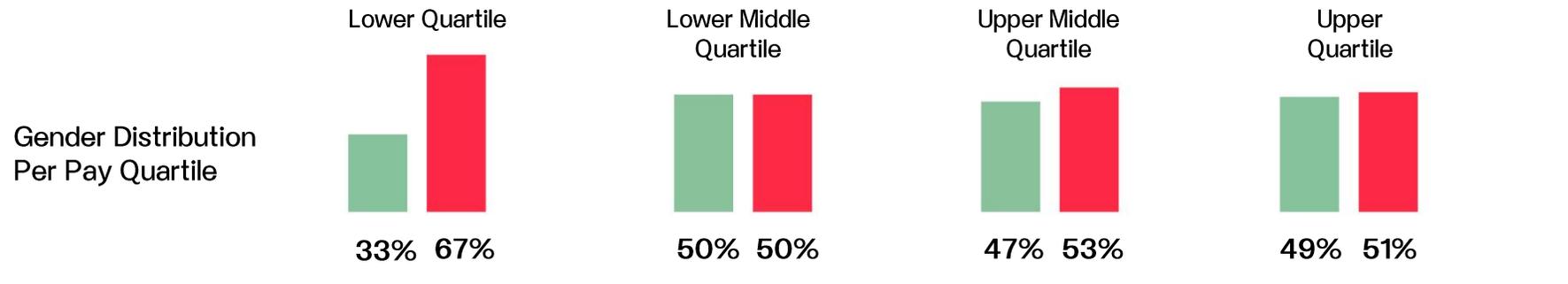
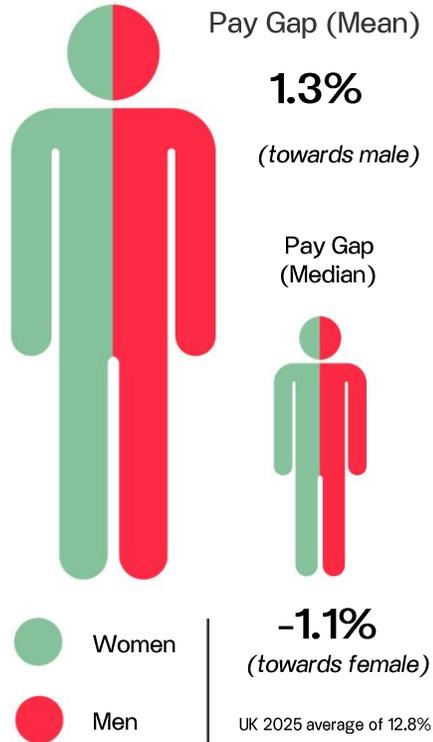
The median gender pay gap is the difference between the midpoint in the range of hourly earnings of male and female team members. It shows the middle point of earnings for each gender when all pay rates are lined up from lowest to highest.

HOW ARE THE MEDIAN AND MEAN GAPS CALCULATED?

We calculate both the median and mean gender pay gaps in line with the requirements set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This involves collating individual pay data for our team members to determine the relative differences between male and female earnings.



OUR GENDER PAY GAP RESULTS



OUR GENDER PAY GAP RESULTS

At Flight Club Darts, inclusion and equality are important to us. We are committed to building diverse teams across our venues and head office functions. We are passionate about how we work together, develop talent and celebrate success. We firmly believe in equal pay for equal work, which underpins our reward strategy which is applied consistently across the business and reviewed annually through our pay and benefits processes.

GENDER PAY GAP

Our median gender pay gap is -1.1%, favourable to females. This means that the midpoint of hourly pay for women is slightly higher than for men.

Our mean gender pay gap is 1.3%, favourable to males. This reflects the overall average hourly earnings across the business and is influenced by the distribution of roles at different levels.

We are incredibly proud that both figures remain significantly below the current UK average median gender pay gap of 12.8%. These results demonstrate the positive progress we continue to make in maintaining a balanced and fair pay structure across our teams.

BONUS PAY GAP

Our median bonus gap is -3.2%, favourable to females, indicating that the midpoint bonus payment for women is slightly higher than for men.

Our mean bonus gap is 70.6%, which reflects a higher representation of males in more senior roles. In the reporting year, 45% of team members receiving a bonus were female, compared to 55% male.

Bonuses during this period were awarded to head office team members and venue managers. Venue team members receive Tronc payments throughout the year, which are not included in the bonus gap calculation.

It is important to note that certain bonus elements influence the overall mean bonus figure

- The Refer a Friend (RAF) bonus, which is open to all team members.
- The On-Call bonus, payable only to specific central support teams who provide round-the-clock support to our UK and overseas venues.



We are confident that our gender pay gap does not reflect unequal pay practices. We remain competitive within the hospitality market and are committed to ensuring our reward structures attract, retain and develop diverse talent. We will continue to support internal progression pathways and review our reward strategies annually to ensure fairness and transparency.

OUR PLANS FOR 2026

Whilst we are proud of our current gender pay gap results, we remain committed to maintaining and strengthening gender balance across our teams.

In 2026, we will focus on the following priorities:

Inclusive Recruitment and Talent Attraction:

We are committed to attracting diverse talent into the business, by focusing on inclusive hiring and transparent career pathways.

During 2026, we will:

- Promote internal opportunities to support equal progression.
- Continue to apply a structured and consistent recruitment process.
- Ensure inclusive language and accessibility in our job adverts.

Monitoring Reward and Pay Transparency:

We will continue to:

- Annually review pay and benefits to ensure consistency and fairness.
- Include salary bandings on our job adverts, to ensure transparency.



Ross Shepley Smith
Chief Financial Officer

Investing in Our People Through Benefits and Development:

In January 2026, we launched a comprehensive collection of team member benefits, reinforcing our commitment to supporting wellbeing and financial security across our venues and central teams.

Throughout 2026, we will actively promote these benefits by:

- Ensuring our internal communications portal is updated regularly with the available benefits.
- Creating a clear benefits pack to ensure team members fully understand the benefits available to them.

Supporting Performance and Career Progression:

By embedding continuous development, we aim to create greater transparency around career progression and ensure consistent opportunities for growth. We are launching structured workshops which will align with our quarterly Personal Development Plans (PDP). These workshops will:

- Build capability and confidence amongst our teams.
- Help team members to identify personal skill gaps, to help identify career pathways and create structured PDP conversations with their manager.
- Equip managers with practical tools to lead their teams effectively.

