

THE CAMPING AND CARAVANNING CLUB

GENDER PAY GAP REPORT 2021

The Camping and Caravanning Club is a membership organisation, typically employing up to 800 employees during our peak season. In 2021 we employed fewer people than expected at the snapshot date due to uncertainty over lockdowns at the start of the year and campsite opening dates. The Club is committed to developing and maintaining an environment where diversity and equality are valued and promoted in order to benefit from a wide range of skills and experience. We also promote equality of opportunity, eliminating discrimination and encouraging diversity amongst our workforce, which includes paying employees for the role they perform, regardless of their gender.

For 2021 our Gender Pay Gap at the snapshot date of 5th April is as follows:-

Difference between men and women		
For women	Mean	Median
Hourly fixed pay	1.1% lower	2.5% higher
Bonus paid*	17.1 higher	equal

*For information, the 'bonus' includes remuneration such as commission on holiday home sales, long service awards and employee recognition awards.

This is a **3.4 percentage points decrease** in the mean gender pay gap from last year on top of a **5.3 percentage points decrease** which was reported in 2020 based on 2018 figures. This means in 3 years our mean gender pay gap has reduced from 9.8% to 1.1%. We believe this has been driven by a number of factors including the focus on equal pay within roles, but also the better gender balance in the more senior level roles across the Club. The median difference has increased slightly by 0.6 percentage points, with women's median hourly rate being 2.5% higher than men.

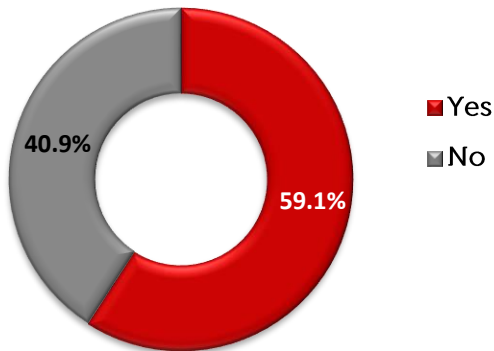
With regards to bonus, in normal years the Club would only award additional pay (which would be classed as 'bonus' for reporting purposes) to a small number of people. For the 2021 reporting year, due to the unprecedented season, and the impact this had on our employees, the Club made recognition awards to employees who had worked during the lockdown and reopening period. This has meant we have seen a more balanced figure in terms of our reporting, as it is not dependent on a small number of employees in receipt of this. For clarity, last year only 30 individuals received additional pay that fell into the 'bonus' category. For the 2021 season, 307 employees received additional pay that was classed as bonus.

The mean difference saw women's bonus at 17.1% higher than men's. The key reasons are due to the fact that double the number of women than men received long service awards and this season all holiday home commission was paid to females. The recognition awards were broadly similar, which is shown by the parity on the median bonus figures.

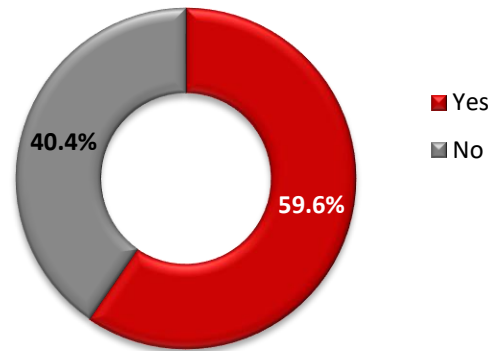
At the snapshot date, the Club had 517 employees; 55.5% of which were women, 44.5% were men.

The proportion of colleagues awarded a bonus in the 12 months prior to the snapshot date is as follows:-

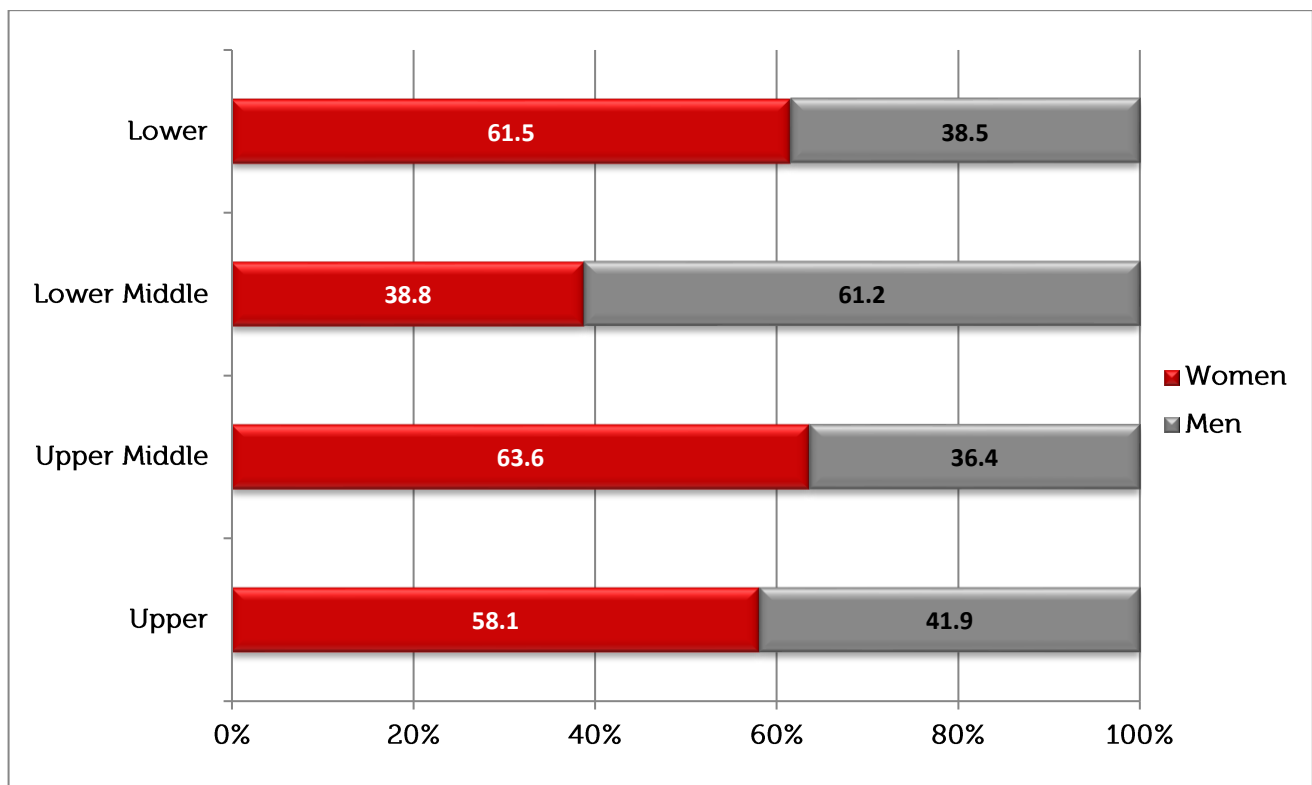
Proportion of Men awarded a bonus



Proportion of Women awarded a bonus



As part of the reporting we are asked to split our workforce down into quartiles, which in the Club's case at the snapshot date equates to 129 employees per quartile, with 130 in the lower quartile. The chart below shows the split between men and women in each of those quartiles. This gives a clear demonstration of the higher percentage of women in the upper and upper middle pay quartiles:-

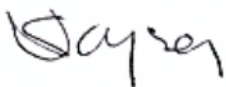


Although not required to by law, we have also measured the mean and median pay gap in each of the quartiles, which is shown below:-

Difference between men and women		
Hourly fixed pay for women	Mean	Median
Upper quartile	10.7% lower	15.5% lower
Upper middle quartile	1.8% higher	3.8% higher
Lower middle quartile	1.7% higher	3.1% higher
Lower quartile	equal	equal

From this report we can see that although the overall gender pay gap has reduced, there is still work to do in the upper quartile. The split of the Senior Leadership team in terms of gender balance at the snapshot date was 60% female, 40% male. The level below this sat at 50/50, so representation at this level is balanced in terms of gender and also of pay. The difference in the gender pay for the upper quartile is driven by the level below these two groups, particularly in our Property & Development and Operations teams where more roles at this level were held by men than women. Due to the make up of the wider labour market in these fields, although we continue to look to make progress, we believe we will see improvement over the longer-term rather than in the short-term.

I confirm the data reported is accurate.



Sabina Voysey – Director General