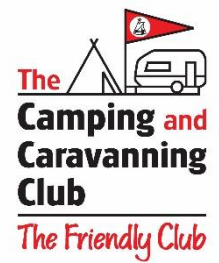


# GENDER PAY GAP REPORT

## 2022



The Camping and Caravanning Club is a membership organisation, typically employing up to 800 employees during our peak season. Despite some covid uncertainty at the start of the year, 2022 was the first full year of normal seasonal trading post-pandemic, with employment numbers at normal levels.

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 2022 our Gender Pay Gap at the snapshot date of 5th April is as follows:-

<b>Difference between men and women</b>		
<b>For women</b>	<b>Mean</b>	<b>Median</b>
<b>Hourly fixed pay</b>	3.7% higher	4.7% higher
<b>Bonus paid*</b>	431% higher	111% higher

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

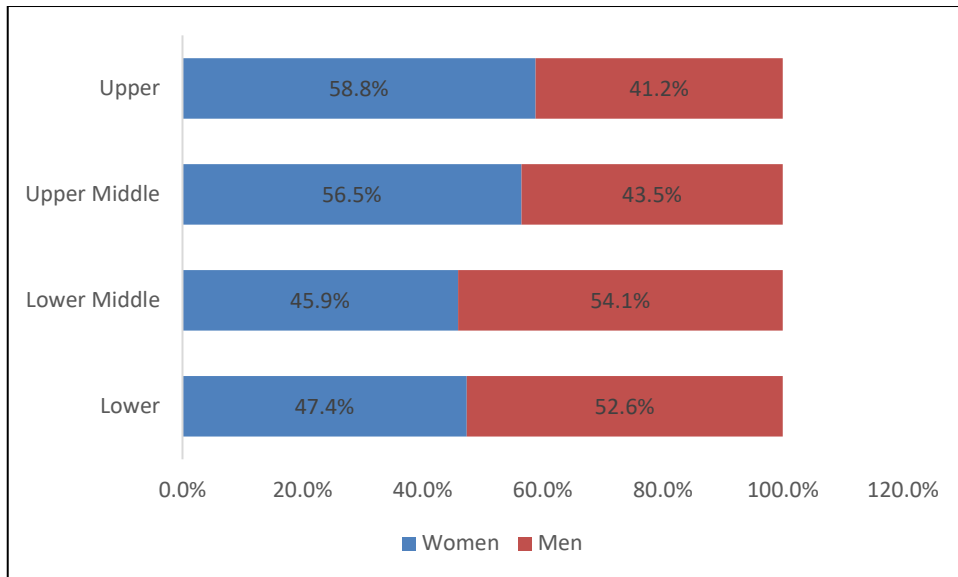
This shows that the gender pay gap as at the snapshot date was actually in favour of women overall. This is a 4.8% shift in the mean gender pay gap for hourly fixed pay from last year, when hourly pay for women was 1.1% lower than men, and a 13.5% shift since reporting in 2020 (based on 2018 figures).

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 also increased, by 2.2% percentage points, with women's median hourly rate being 4.7% higher than men (2.5% in 2021).

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. Following wider recognition awards given in the 2021 reporting year, additional pay was only awarded to 10 individuals in the 2022 reporting year. In total 8 women and 2 men received additional pay primarily for commission on the sale of holiday homes. With such a small number of individuals receiving additional pay, gender gaps should be treated with caution; 2.3% of women received additional pay, and 0.6% of men received additional pay.

At the snapshot date, the Club had 681 employees, 52.1% of whom were women and 47.9% were men.

As part of our reporting, we have split our workforce down into quartiles, which in the Club's case equates to 170 per quartile, with 171 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	4.9% lower	10.6% lower
Upper middle quartile	1.0% higher	3.5% higher
Lower middle quartile	equal	equal
Lower quartile	equal	equal

From this report we can see that the overall gender pay gap has reversed. In addition, the gender pay gap in the upper quartile has improved from 10.7% lower (mean) and 15.5% lower (median) last year.

At the reporting date, 75% of the Club’s Senior Leadership Team were female. Their direct reports were 60% female. The continuing difference in gender pay in this quartile is driven by the level below these two groups, particularly in our Property & Development team where most senior roles at this level were held by men.

I confirm the data reported is accurate.

**Sabina Voysey**  
**Director General**