GENDER PAY GAP REPORT 2025

The Camping and Caravanning Club is a membership organisation 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.

Legislation requires employers with 250 employees or more to calculate and publish their gender pay gap information based on snapshot data as of 5th April 2025.

The gender pay gap is defined as the difference between the average hourly pay received by men and women across the organisation. We are obligated to calculate and present our gender pay gap in two ways: The mean pay gap is the difference between average hourly earnings of all men and all women employed by The Camping and Caravanning Club and the median pay gap is the difference between the midpoints in the ranges of hourly paid earnings of all men and women.

Our Gender Pay Gap on 5th April is as follows:-

2025		2024	
Mean	**Median**	Mean	Median
-0.9% (higher female)	-1.0% (higher female)	-1.6% (higher female)	-3.7% (higher female)
£14.79	£12.36		

In 2025, we employed 581 staff, and the gender make-up of our workforce on 5th April 2025 was 312 females (53.7%) and 269 males (46.3%).

In 2024, we employed 630 staff, and the gender make-up of our workforce on 5th April 2024 was 329 (52.2%) females and 301 (47.8%) males.

The report can include certain allowances, and any bonuses paid over the previous 12 months. In 2024, 2.38% of females received a bonus and 2.22% of males. Bonuses mainly relate to the commission of holiday homes and an

introductory trial of an incentive scheme for our new retail provision across our campsites.

In 2025, we continued with our retail provision and 15.4% of females received a bonus and 23% of males.

Bonuses 2025 Mean	Median
-30.5% (higher female)	-3.6% (higher female)
£125.04	£59.77

Staff who do not identify as male or female are omitted from the gender pay gap calculations, as advised by the Government Equalities Office and ACAS.

Pay Quartiles	2025 Male	Female	2024 Male	Female
Higher	42.8%	57.2%	43.9%	56.1%
Higher - Middle	37.9%	62.1%	40.8%	59.2%
Lower – Middle	49.0%	51.0%	38.2%	61.8%
Lower	55.5%	44.5%	67.9%	32.1%

The table above shows the gender distribution across four equally sized quartiles, which equates to 146 employees per quartile. This shows a higher percentage of women in the higher and higher-middle pay quartiles while the number of men has increased in the lower quartile.

The Senior Leadership Team was 50% male and 50% female on 5th April 2025.

We are confident that our staff are paid equally for doing equivalent work as this is reviewed on a yearly basis, to ensure equal pay for work of equal value.

The Camping and Caravanning Club	Travel Sector	National Statistics
-0.9%	21%	6.9%

Our gender pay gap is lower than the Office for National Statistic figure (across the UK) and significantly lower than the travel industry as reported by WiHTL featuring data from PwC Industry. The Travel sector remains high at 21%, this is an increase of 2% from 2024.

The WiHTL have put forward recommendations for reducing gender pay gaps in the future: pay transparency, leadership pipelines, flexible work cultures, inclusive hiring practices and continuous learning and development.

What are we doing about our gender pay gap?

Last year, we explored the gender pay gap data at the peak point in our season and conducted a snapshot on 1st July 2024. We have completed the snapshot again for 1st July 2025, with the total number of employees at the time were 630, 53.8% female (339) and 46.2% male (291) and found the gender pay gap has slightly widened to -2.8%.

July 2025		July 2024 (645 employees, 51.9% female, 48.1% male)	
Mean	**Median**	Mean	Median
-2.8% (higher female)	-0.4% (higher female)	-0.5% (higher female)	-2.1% (higher female)
£14.66	£14.25		

The Club continues to offer flexible and hybrid working arrangements across our central office. In 2025, we experienced growth in internal development opportunities, including an increase in management secondments and promotions, alongside the introduction of a succession management programme for our site network.

As we continue to strengthen our workforce, we are prioritising the attraction of diverse talent to improve gender representation and reduce the gender pay gap across the organisation. A key part of this work will involve consulting with colleagues to understand their career aspirations and any barriers that may affect progression.

Our commitment to equal opportunities remains central to our approach. We appoint the most suitable candidate for every role, irrespective of gender or any other protected characteristic.

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