



Gender Pay Gap Report 2025

Introduction

At Center Parcs, we are committed to encouraging our staff to grow to their very best and achieve their potential. We know the best way we can do this is to ensure that we treat our staff fairly and encourage progression for all. That's why we take monitoring our gender pay gap very seriously and are taking action to improve it.



The gender pay gap at Center Parcs

The median gender pay gap for Center Parcs UK is 4.0% (reduced from 5.3%) and the mean gender pay gap is 11.2% (reduced from 12.2%) – we are pleased to see a reduction in our gender pay gap over the year – however we do have further to go and are committed to improving this further. This compares to a median pay gap of 12.8% in the UK (Office for National Statistics, October 2025).

The gender pay gap is the difference in the average hourly wage of all men and women across a workforce. This is different to equal pay, which ensures men and women are paid the same wage for equal or similar work – we offer equal pay and have done for many years. By monitoring the gender pay gap, we can better understand our own workforce, and we are working to reduce the gender pay gap each year.



Understanding the gender pay gap at Center Parcs

We know that there is a gender pay gap in terms of hourly pay for women and we are pleased that this has reduced year-on-year since we started monitoring this. One action that we have taken is reviewing the make up of our Board, which has moved from being all men in 2022 to now being 43% female.

Beyond having good representation of women in senior roles, demonstrated by more than half of the top two quartiles of earners being female, we do recognise that the gap itself is in part due to men within the business being more likely to hold senior roles.

We are committed to developing our female talent and fostering greater representation of women in senior roles within our business. We actively support and nurture the careers of women through initiatives such as our International Women's Day celebrations and our ongoing annual Women's Development Programme. This programme promotes growth and career progression among our wider female talent, focusing on overcoming imposter experiences, navigating career phases, harnessing the power of community, and building a strong personal brand. We also continue to monitor and review our promotion rates by gender and use this data to create actionable plans that drive improvement in this area.

Our steps to reduce the gender pay gap

Some of the actions we are taking this year include:

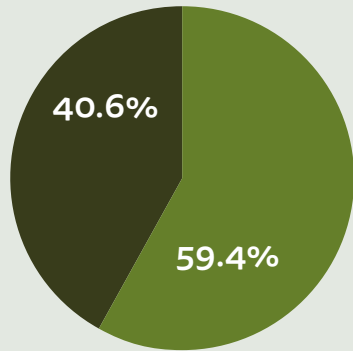
- **Implementing our DE&I strategy across the business**, which includes a range of celebrations and sessions designed to raise awareness on topics such as unconscious bias and the power of equity.
- **Further developing our DE&I Network**, fostering stronger connections and collaboration among our female colleagues – around 70% of our DE&I Network identify as female.
- **Implementing measures to improve inclusivity in our recruitment processes**. We are working to ensure gender-bias reviews are conducted when producing job descriptions and adverts, so as not to unintentionally exclude prospective female talent.
- **Ensuring all colleagues across the organisation complete mandatory DE&I training**, enhancing awareness and education on key topics impacting gender equity, such as unconscious bias and gender stereotypes.
- **Using transparent pay rates**, ensuring that any gender pay gap is driven by representation at different seniority levels rather than by inequities within our pay framework.
- **Offering flexible and part-time working** for the majority of our roles, including in our senior roles.
- **Conducting ongoing reviews of pay differentials at each seniority level** to support pay transparency and continuous improvement.
- **Actively supporting our colleagues going through the menopause** to support them at this time and keep their knowledge and skills within the business and allow them to progress their careers.

The gender pay gap in numbers

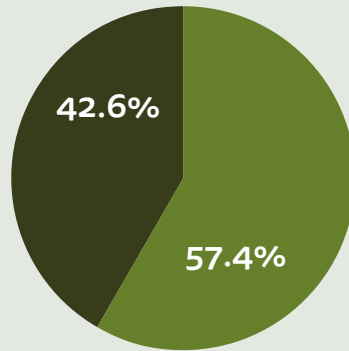
Gender pay gap at a glance

Proportion of men and women per earnings quartile:

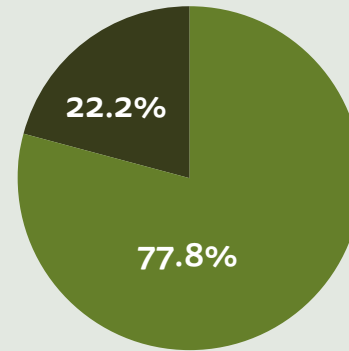
● Men ● Women



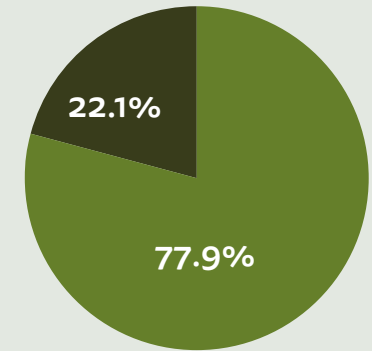
Upper
(Highest Paid)



Upper Middle



Lower Middle



Lower
(Lowest Paid)

Hourly pay gap

These figures represent the amount less that an average female employee receives, compared with an average male employee.

Hourly pay gap

Mean hourly pay gap	11.15%
Median hourly pay gap	3.99%

Bonus pay gap

Median bonus pay gap	45.6%
Mean bonus pay gap	66.0%

Proportion of colleagues receiving a bonus

% of men receiving bonus	66.7%
% of women receiving bonus	69.8%

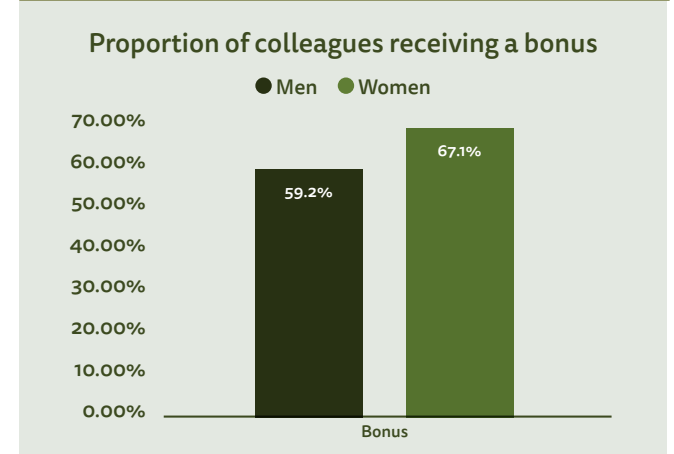
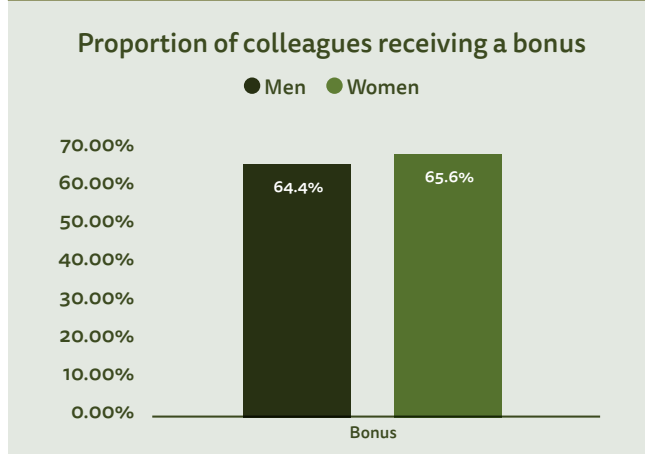
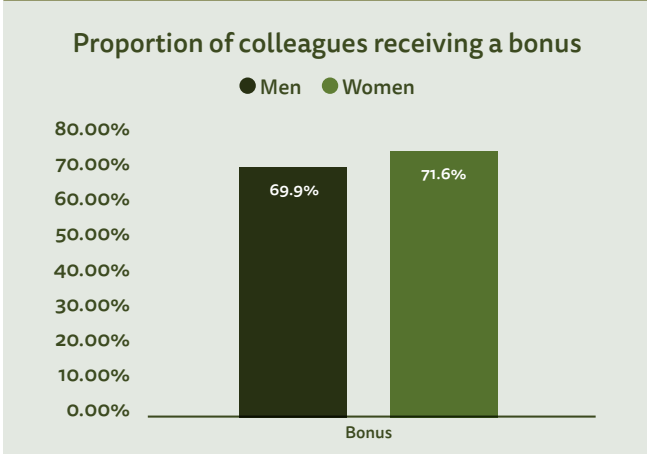
Statutory disclosures

Center Parcs group has three separate legal entities which employ more than 250 employees and that we are required to provide figures for. The numbers relating to these are as follows:

Center Parcs Limited	
Mean hourly pay gap:	14.3%
Median hourly pay gap:	5.4%
Mean bonus pay gap:	71.0%
Median bonus pay gap:	43.7%

Center Parcs (Operating Company) Limited	
Mean hourly pay gap:	5.4%
Median hourly pay gap:	2.7%
Mean bonus pay gap:	45.7%
Median bonus pay gap:	50.0%

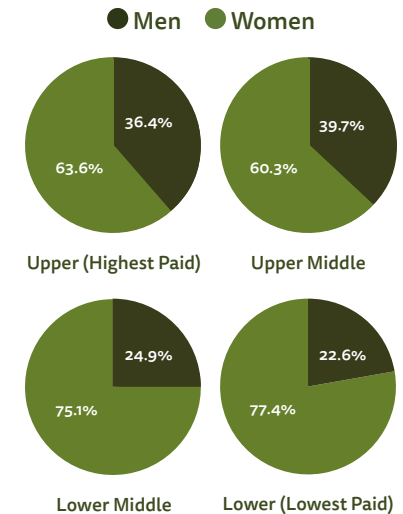
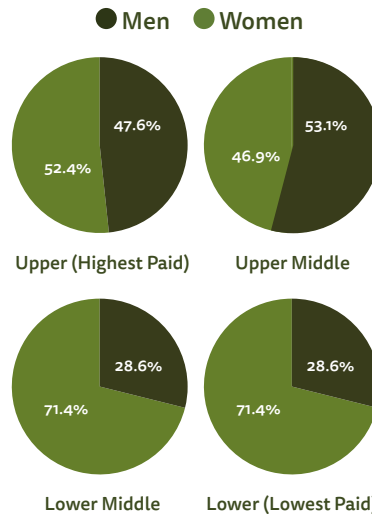
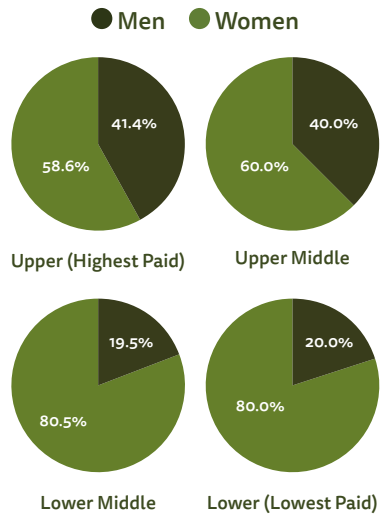
CP Woburn (Operating Company) Limited	
Mean hourly pay gap:	6.1%
Median hourly pay gap:	3.2%
Mean bonus pay gap:	51.0%
Median bonus pay gap:	46.9%



Proportion of men and women per earnings quartile:

Proportion of men and women per earnings quartile:

Proportion of men and women per earnings quartile:



I can confirm that the above data is accurate.

Colin McKinlay
Chief Executive Officer

