

Gender Pay Gap Report 2018

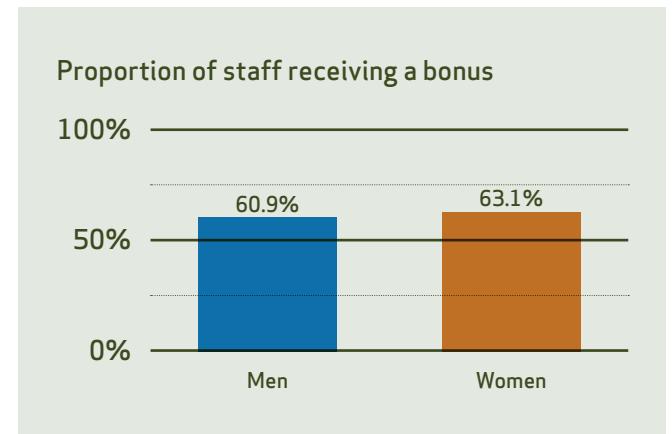
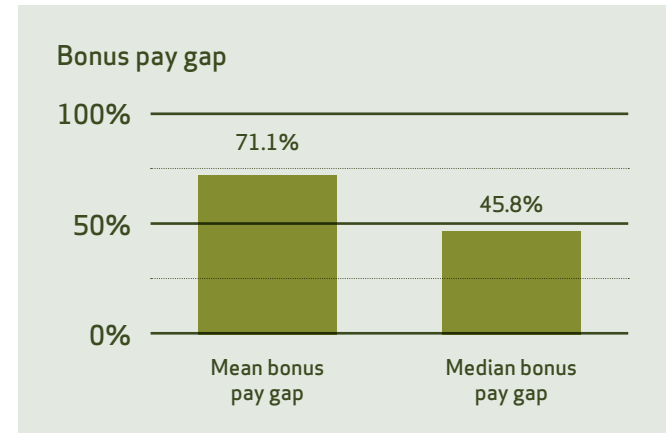
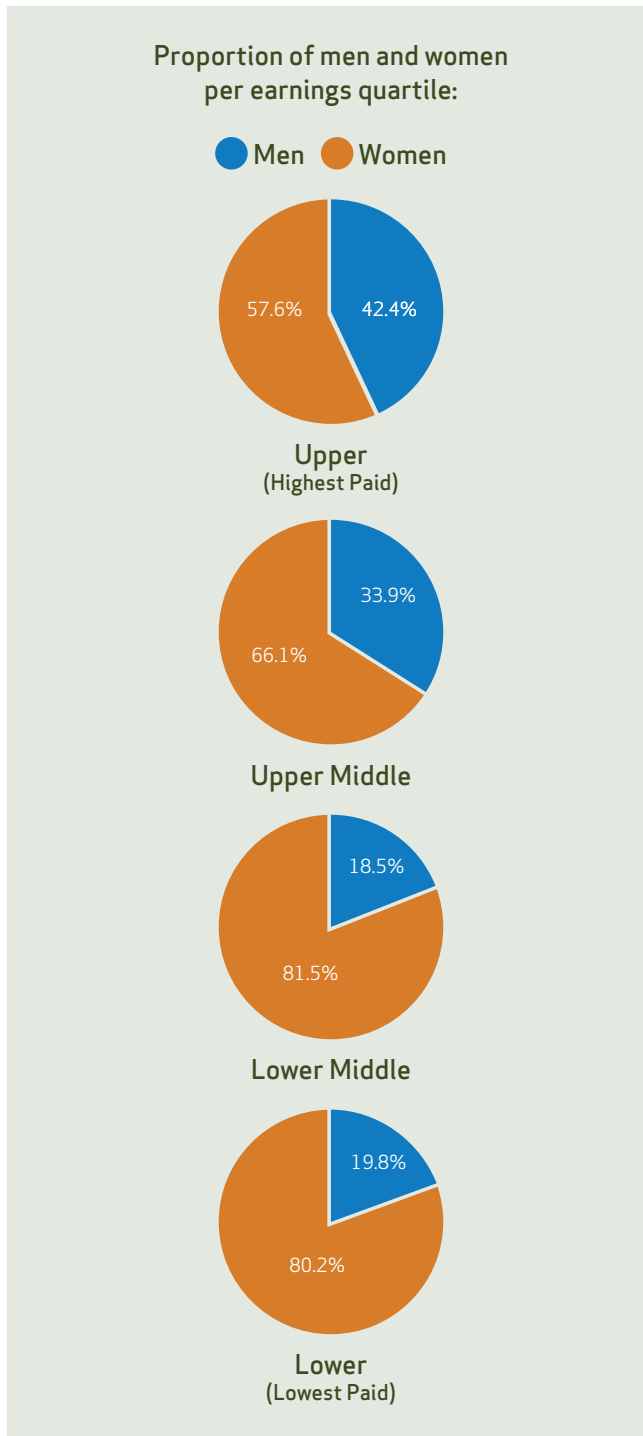
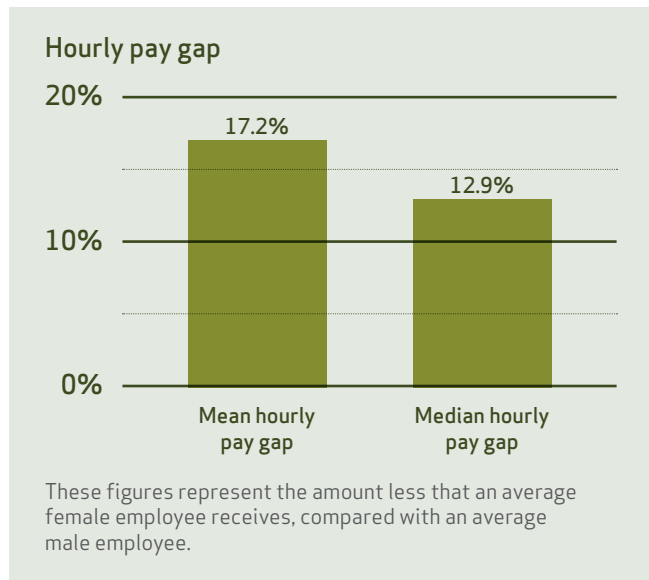
Introduction

Last year, Center Parcs published its first Gender Pay Gap Report. This year, our median gender pay gap is 12.9%. This compares with a UK median average of 17.9%*. Our mean pay gap is 17.2%.

The Gender Pay Report shows the difference between the average earnings of men and women. Gender pay is different to equal pay. Equal pay deals with the pay difference between men and women who carry out the same jobs, similar jobs or work of equal value. We are confident that at Center Parcs we pay men and women the same for carrying out the same roles.

We are proud of the fact that we are an employer with strong female representation at all levels, as can be seen from the below statistics which show that there are more women than men working at Center Parcs in each earnings quartile.

Gender Pay Gap at a glance



Additional Information

Number of employees by gender and working pattern

	Full Time	Part Time
Men	1353	914
Women	1495	4149

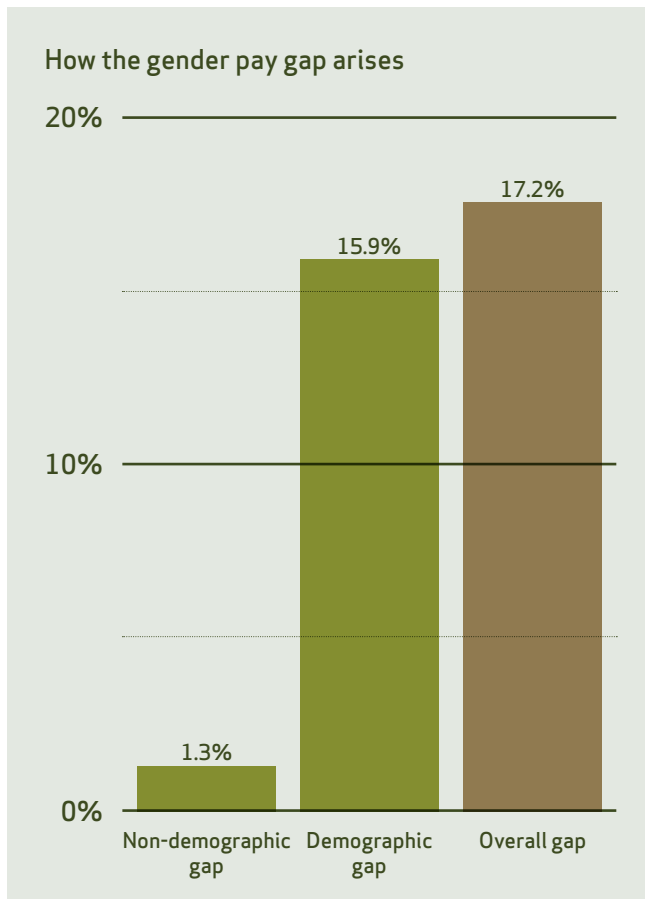
Number of employees by seniority level

	Directors	Senior Managers	Managers	Team Members
Men	6	10	213	2038
Women	0	11	157	5476

*Based on ONS data as at October 2018

Understanding the Gender Pay Gap

There is a gender pay gap in terms of both hourly pay and bonus payments. However, further analysis shows that virtually all of this gap arises because women hold fewer senior positions within Center Parcs than men. This is known as a “demographic” gap. A very small proportion of the gap is attributable to other, non-demographic factors, such as experience and performance. The table below shows how the gender pay gap arises:



Our plans for the future

Our priority is to ensure that Center Parcs offers a place to work which offers opportunity and progression for our very best people, irrespective of gender, ethnicity, disability or age. We continue to review all our people practices to ensure that people can fulfil their potential, regardless of their background.

- We have introduced a number of policies to allow greater flexibility to allow our employees to better manage their lives outside of work. Many of our employees now take advantage of working flexibly.
- The representation of women on the senior management team has increased over the past year and we are looking at ways to identify the best talent at other levels of the business. We have recently introduced a fast-track management apprenticeship programme which allows the best of our current talent to work towards a managerial position.
- For the first time this year, we have run a Women’s Development Programme to encourage women in the business to explore the opportunities available to them and develop their potential. This has been extremely well received and we plan to roll this out to more women in the coming year.
- We continue to review our recruitment processes. One of our main challenges with gender pay is that comparatively more men apply for skilled roles within our business, such as head chef positions. Our objective is to ensure that our recruitment processes facilitate diversity and inclusion.

We view addressing the gender pay gap within Center Parcs as a long term objective and the policies and processes that we are putting in place will not see change happen overnight. However, it is all part of the long term strategy to improve the gender pay gap, to which the senior management team is committed.

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: **19.4%** Median hourly pay gap: **12.8%**
 Mean bonus pay gap: **69.3%** Median bonus pay gap: **43.8%**
 Proportion of male employees who received bonus pay: **63.7%**
 Proportion of female employees who received bonus pay: **64.8%**

Hourly pay quartiles	Men	Women
Upper	41.3%	58.7%
Upper middle	32.2%	67.8%
Lower middle	17.0%	83.0%
Lower	17.7%	82.3%

Center Parcs (Operating Company) Limited

Mean hourly pay gap: **13.9%** Median hourly pay gap: **13.1%**
 Mean bonus pay gap: **48.1%** Median bonus pay gap: **48.0%**
 Proportion of male employees who received bonus pay: **67.5%**
 Proportion of female employees who received bonus pay: **71.1%**

Hourly pay quartiles	Men	Women
Upper	49.2%	50.8%
Upper middle	38.5%	61.5%
Lower middle	20.7%	79.3%
Lower	21.1%	78.9%

CP Woburn (Operating Company) Limited

Mean hourly pay gap: **8.6%** Median hourly pay gap: **12.8%**
 Mean bonus pay gap: **49.0%** Median bonus pay gap: **50.7%**
 Proportion of male employees who received bonus pay: **47.7%**
 Proportion of female employees who received bonus pay: **51.2%**

Hourly pay quartiles	Men	Women
Upper	39.9%	60.1%
Upper middle	37.9%	62.1%
Lower middle	20.4%	79.6%
Lower	25.5%	74.5%

I can confirm that the above data is accurate.

Martin Dalby
 Chief Executive Officer

