



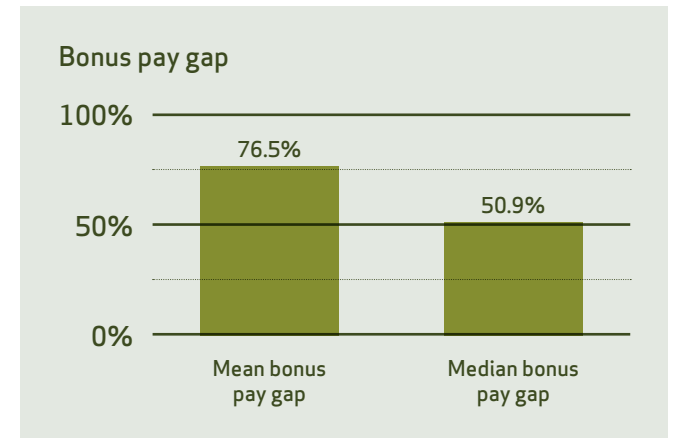
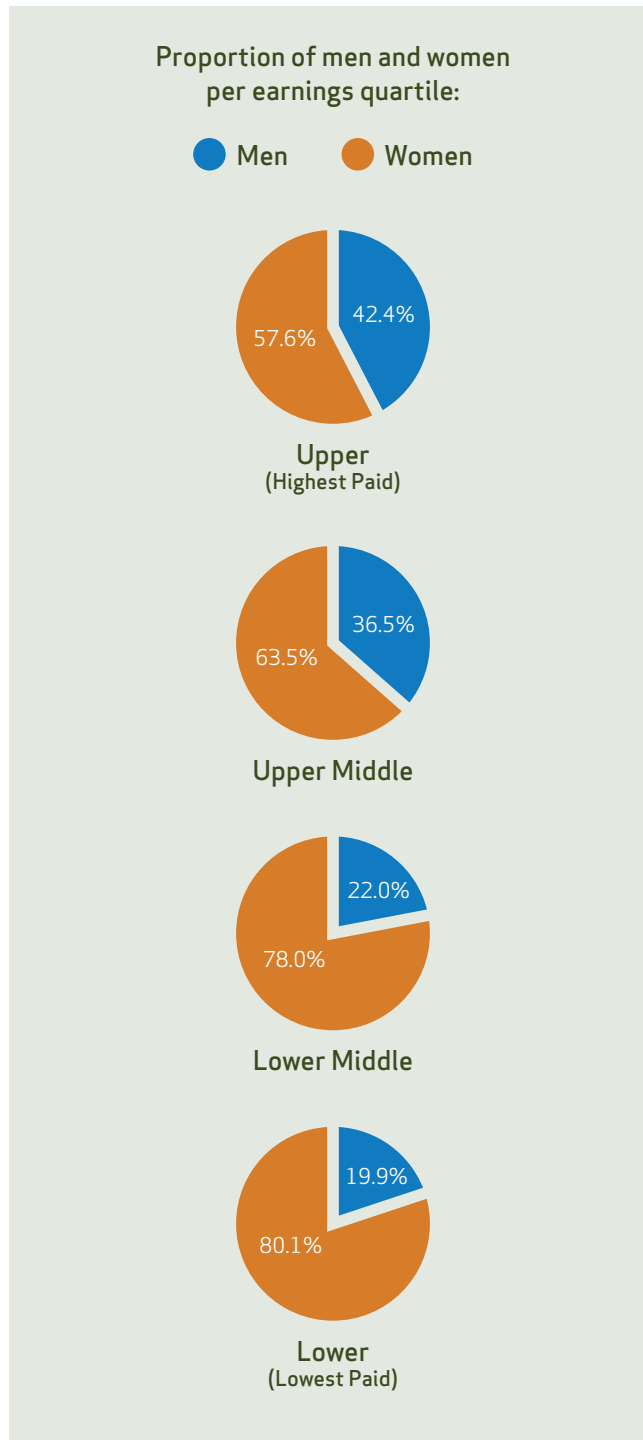
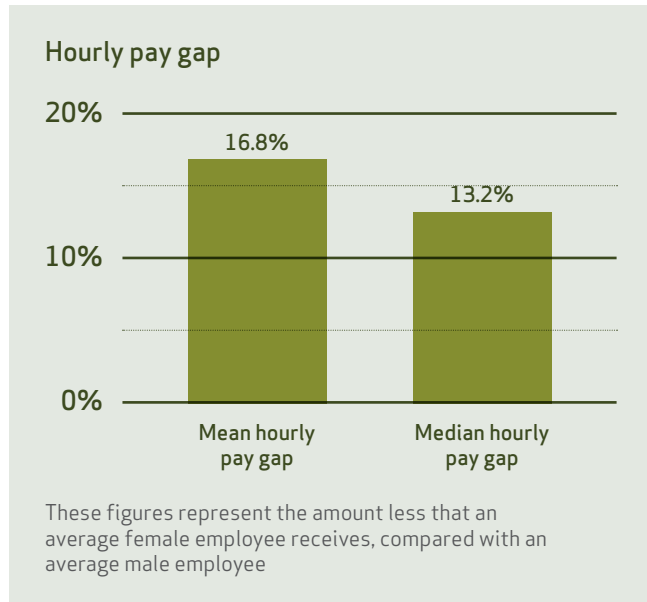
Gender Pay Gap Report 2018

Introduction

The following report shows the gender pay gap and bonus gap at Center Parcs at the “snapshot date” (i.e. 5 April 2017). The pay and bonus gaps reflect the composition of our workforce and are largely due to there being a larger proportion of women at the “team member” level on lower rates of pay, but fewer women than men in higher paying management roles.

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 comfortable that we pay men and women the same for carrying out the same roles.

Gender Pay Gap at a glance



Additional Information

Number of employees by gender and working pattern

	Full Time	Part Time	Total
Men	1395	1058	2453
Women	1472	4297	5769

Number of employees by seniority level

	Directors	Senior Managers	Managers	Team Members
Men	5	10	211	2227
Women	0	10	148	5611

Understanding the Gender Pay Gap

There is a gender pay gap in terms of both hourly pay and in 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.

Of the 8,000 employees (approximately) who work for Center Parcs, approximately 3,300 work in our housekeeping team. The vast majority of housekeeping employees work between 10am and 3pm. As a result of the working hours offered by these roles, a large proportion of these roles are undertaken by female employees and this causes a significant part of our gender pay gap.

Importantly, these roles, like all other roles within Center Parcs, are open to males and females on an equal basis.

Our plans for the future

Center Parcs are committed to helping women achieve their potential throughout their career. Two of our five villages have female General Managers, who have risen through the workforce. 40% of our senior management team are female. We have processes in place to strive for equality through our recruitment and retention practices.

Whilst we try to ensure that all of our processes for pay and reward are fair, we do appreciate that the numbers show that we have room for improvement.

We are committed to identifying our individuals who show true potential and we will be offering a development programme specifically to women within the business to help develop their talent and support their career progression.

We will also be reviewing how to make our employment practices more family friendly, so that all of our employees are able to better achieve a work-life balance.

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: **18.7%** Median hourly pay gap: **13.2%**
 Mean bonus pay gap: **76.5%** Median bonus pay gap: **50.6%**
 Proportion of male employees who received bonus pay: **52.3%**
 Proportion of female employees who received bonus pay: **53.4%**

Hourly pay quartiles	Men	Women
Upper	41.1%	58.9%
Upper middle	33.4%	66.6%
Lower middle	21.8%	78.2%
Lower	18.1%	81.9%

Center Parcs (Operating Company) Limited

Mean hourly pay gap: **13.0%** Median hourly pay gap: **13.2%**
 Mean bonus pay gap: **60.3%** Median bonus pay gap: **54.5%**
 Proportion of male employees who received bonus pay: **52.3%**
 Proportion of female employees who received bonus pay: **56.0%**

Hourly pay quartiles	Men	Women
Upper	49.8%	50.2%
Upper middle	39.5%	60.5%
Lower middle	22.3%	77.7%
Lower	20.8%	79.2%

CP Woburn (Operating Company) Limited

Mean hourly pay gap: **9.3%** Median hourly pay gap: **13.2%**
 Mean bonus pay gap: **49.6%** Median bonus pay gap: **51.4%**
 Proportion of male employees who received bonus pay: **34.1%**
 Proportion of female employees who received bonus pay: **33.0%**

Hourly pay quartiles	Men	Women
Upper	42.6%	57.4%
Upper middle	41.8%	58.2%
Lower middle	23.7%	76.3%
Lower	25.0%	75.0%

How the gender pay gap arises



I can confirm that the above data is accurate.

Martin Dalby
Chief Executive Officer

