



GENDER PAY REPORT 2025

This report is published in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and reflects the Royal Automobile Club's commitment to transparency and equality in the workplace.

Founded in 1897, the Royal Automobile Club is one of the world's foremost private members' clubs, offering a diverse membership, an extensive events programme, two unique clubhouses, and first-class accommodation, dining, and sports facilities.

As an Investors in People (IIP) Gold accredited organisation, the Club recognises that our people are our greatest asset. We are committed to building a fair, inclusive, and sustainable culture where employees are rewarded and developed on merit, regardless of background. Fairness and respect are central to our leadership behaviours and values.

The Club actively supports development through learning, mentoring, succession planning, and internship and apprenticeship programmes, many of which lead to permanent roles.

This report presents the Club's Gender Pay Gap data using a snapshot date of 5 April 2025, in line with statutory requirements, and supports mandatory reporting as an important step towards workplace equality.

A handwritten signature in black ink, appearing to read 'Duncan Wiltshire', with a long horizontal stroke extending to the right.

Duncan Wiltshire

Chairman



CHIEF EXECUTIVE & CLUB SECRETARY'S STATEMENT

The 2025 gender pay report is the Club's eighth year of reporting, the most noteworthy change is a decrease in the mean pay gap. The Club regularly reviews salaries in line with current industry and market conditions to ensure a consistent approach for all employees.

Key data:

- The Royal Automobile Club has reduced its gender pay gap from 13.31% (reported in 2024) by 4.1% to 9.51%.
- The Clubs' gender pay gap of 9.51% is largely due to the make-up of the upper quartile who are the highest earners, 64.57% of which are male.
- The Club has a median gender pay gap of 5.66%. In the lower and lower middle quartiles, the split of male to female is more even with 56.57% male and 43.43% female in the lower quartile and 51.43% male and 48.57% female in the lower middle quartile.
- The mean bonus gap has reduced from 44.2% (reported in 2024) to 36.35% with 90.67% of females receiving a bonus compared with 88.24% of males receiving a bonus. This gap is due to the highest bonus earners being male.

Actions to reduce pay gap:

- The Club is committed to increasing gender diversity and strengthening succession planning to support the progression of high-performing individuals into senior roles. As part of our commitment to equality and career development, the Club has developed a mentoring programme that continues to evolve to support high potential employees in their career growth.

I, Daniel Pereira, Chief Executive & Club Secretary, confirm that the information in this statement is accurate.

Signed

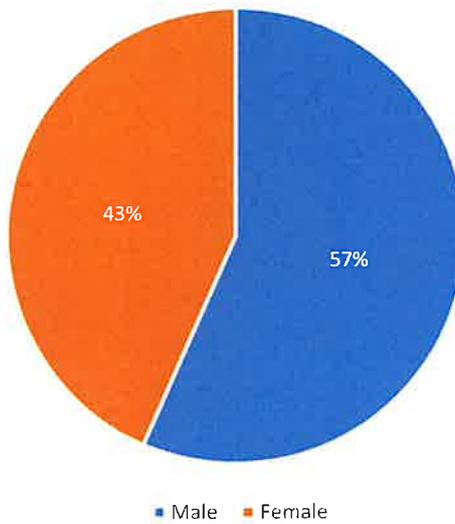
A handwritten signature in black ink, appearing to read 'Daniel Pereira', written over a light blue horizontal line.



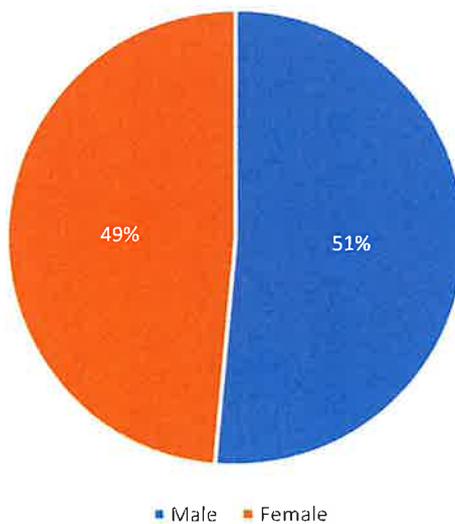
Gender Pay Gap		
	Mean	Median
Pay Gap	9.51%	5.66%
Bonus Gap	36.35	

Proportion of females and males in each quartile:

Lower

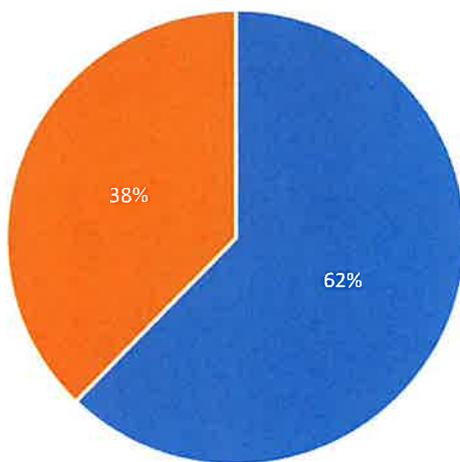


Lower Middle



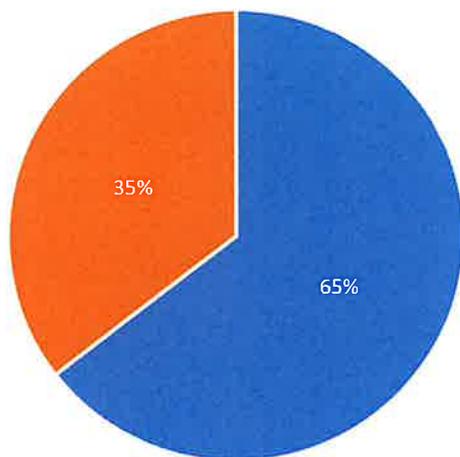


Upper Middle



■ Male ■ Female

Upper

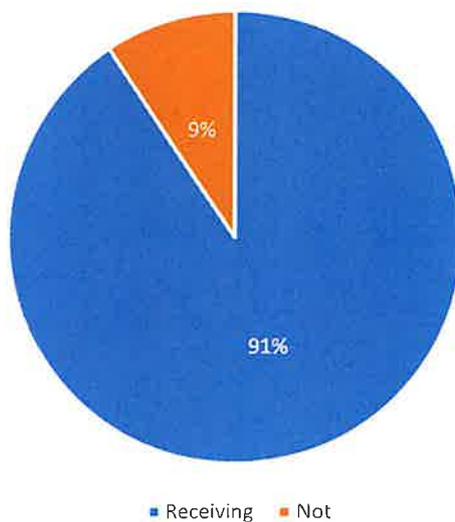


■ Male ■ Female



Proportion of females and males receiving a bonus payment:

Proportion of Women Receiving Bonus



Proportion of Men Receiving Bonus

