

Haulfryn Group Limited Gender Pay Gap Report 2021

Published April 2022

Foreword from Lisa Cole, Group HR Director

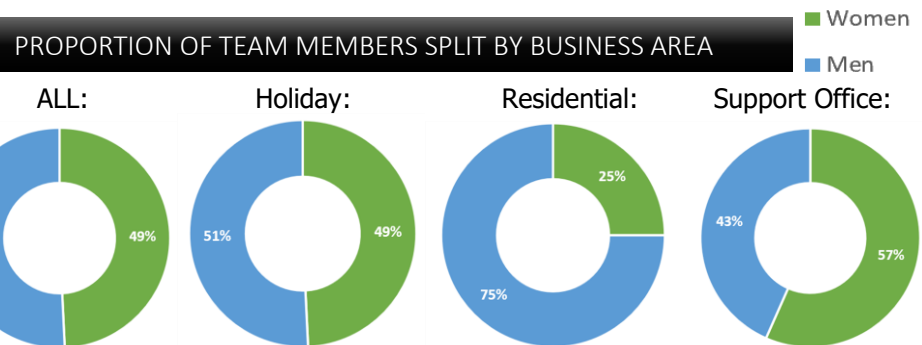
The leisure and hospitality side of our business which employs the greatest proportion (85%) of our team members, continued this year (April 2021) to be significantly impacted by the coronavirus pandemic.

The hourly pay results of our Gender Pay Gap report for 2021, are as last year, positive but they were taken on the snapshot date of 5th April 2021, so are still significantly affected by nearly half of our employees being furloughed at that time. When men and women are doing the same roles or roles of equivalent value, there is no gender pay gap evident.

Understanding Our Workforce

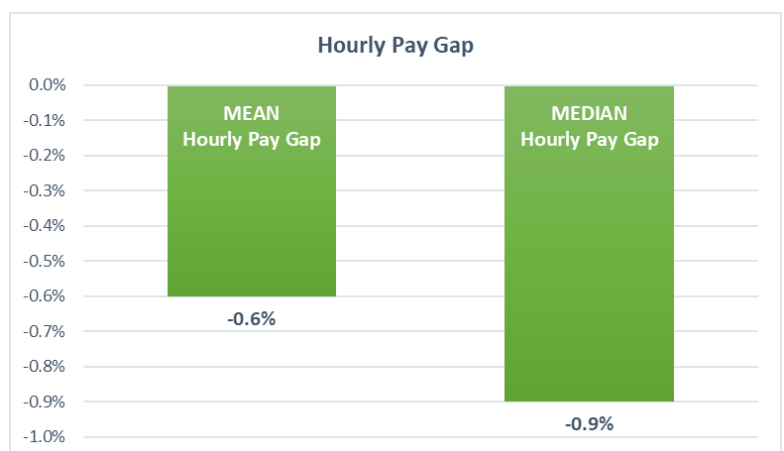
The majority of our team members work in our Holiday division where we have an almost equal gender split (51% women and 49% men).

Our Support Office team whilst still a small sample has seen the greatest change in achieving a more balanced split, increasing the percentage of women (from 28% to 57% women this year).

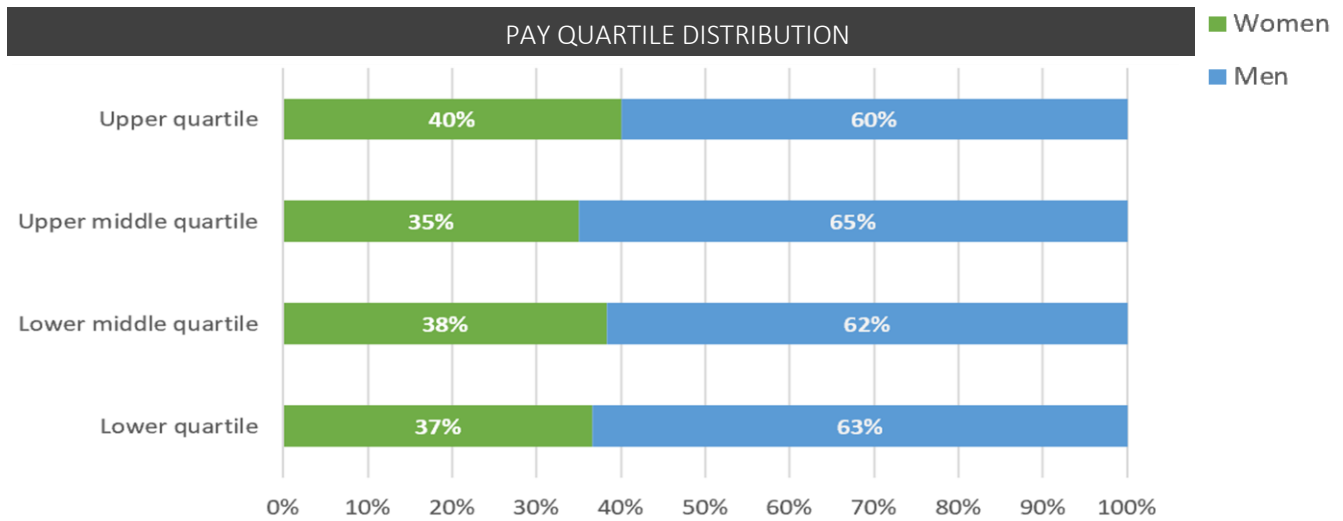


Our Gender Pay Gap Results

So many of our team on furlough has continued to impact our hourly gender pay gap. We saw negative pay gaps last year for the first time because of this. This year continues to show negative gaps but the gaps are significantly smaller. Women on average had a 0.6% higher hourly rate than men (14.7% last year) and the median hourly rate was 0.9% higher for women than men (25.6% last year). This year's result is more balanced as only a third more men than women are included in the calculation at the snapshot date, against last year in which twice as many men as women were included in the calculation which caused a greater skew. We still had just over 200 employees excluded from the calculations due to being on furlough but this was much more balanced across all of the different frontline teams than it was last year.



While the impact of furlough at the snapshot date can still be seen in the quartile data, all quartiles with the exception of the Upper Middle Quartile, have improved compared to last year.



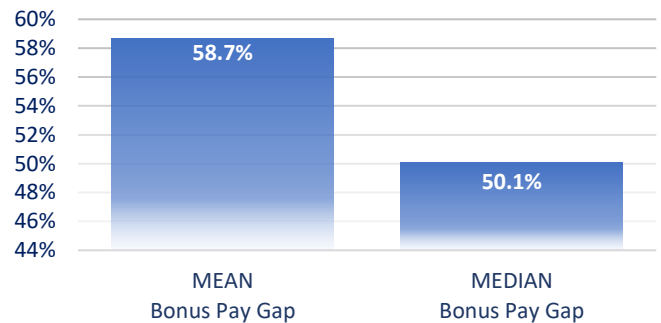
When looking at the proportion of men (19%) and women (15%) that received a bonus within the 12-month period it has reduced and become less equal than last year (28% men and 27% women).

Proportion of team receiving a bonus:

Men: 19% **Women: 15%**

The mean (59%) and median (50%) bonus gaps have increased against last year (when they were 45% and 44% respectively), impacted by a 40% lower number of bonuses awarded overall against the previous year. Also, this reflects the higher proportion of men in management, leadership and director roles, where the bonus earning potential is significantly higher.

BONUS PAY GAP



Our Plans For The Future

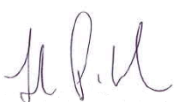
We implemented several changes since the last Gender Pay Report, including a full reward review, focussed on improved reward for our employees, starting with our Operations front line team members. Our first step was to increase our minimum rate of pay above the National Living Wage in 2021.

Looking ahead, we have additional plans to:

- Review our recruitment and retention practices further, including a greater focus on apprenticeships and entry level programmes
- Expand our Women’s Development Programme to support more women to achieve their full potential
- Run diversity and inclusion workshops for all managers and team members this year to continue to create a culture of inclusion

We understand that some of the changes we are putting in place will take time to impact the Gender Pay Gap reporting, but our Board and Executive Team is committed to improving our gender pay gap.

I confirm that the gender pay and bonus gap calculations and the data provided for Haulfryn Group Limited is accurate.



Adrian Patten
Executive Chairman