



Gender Pay

Report 2018

What is the Gender Pay Gap?

The Government requires UK companies with 250 or more employees to publish their “Gender Pay Gap” data by April 2019. The data relates to salaries as at April 2018. The Gender Pay Gap is the difference between the average hourly earnings for men and women. This is calculated by adding up all the pay for all the men and dividing it by the number of hours they worked, and doing the same for the women and comparing the numbers. The Gender Pay Gap is not the same as Equal Pay for men and women performing the same role, which has been a legal requirement for 50 years.

🪑 Holiday Extras Limited

🪑 Established: 1983

🪑 Employees: 702

🪑 Male/Female Ratio: 40:60

🪑 Average Age: 34

🪑 Voluntary Leavers: 4.5%





Introduction

Our aim is for everyone at Holiday Extras to build a successful career that complements life outside work, whether that be for family life, personal interests or other reasons. We foster a fully flexible environment where everyone, no matter what role, has the ability to work from home.

We support each individual's career progression and recognise that we have more work to do to achieve a gender balance at the more senior levels of our business. Our Gender Pay Gap is similar to last year and we recognise it will take time to see the changes we have made be reflected in the data.

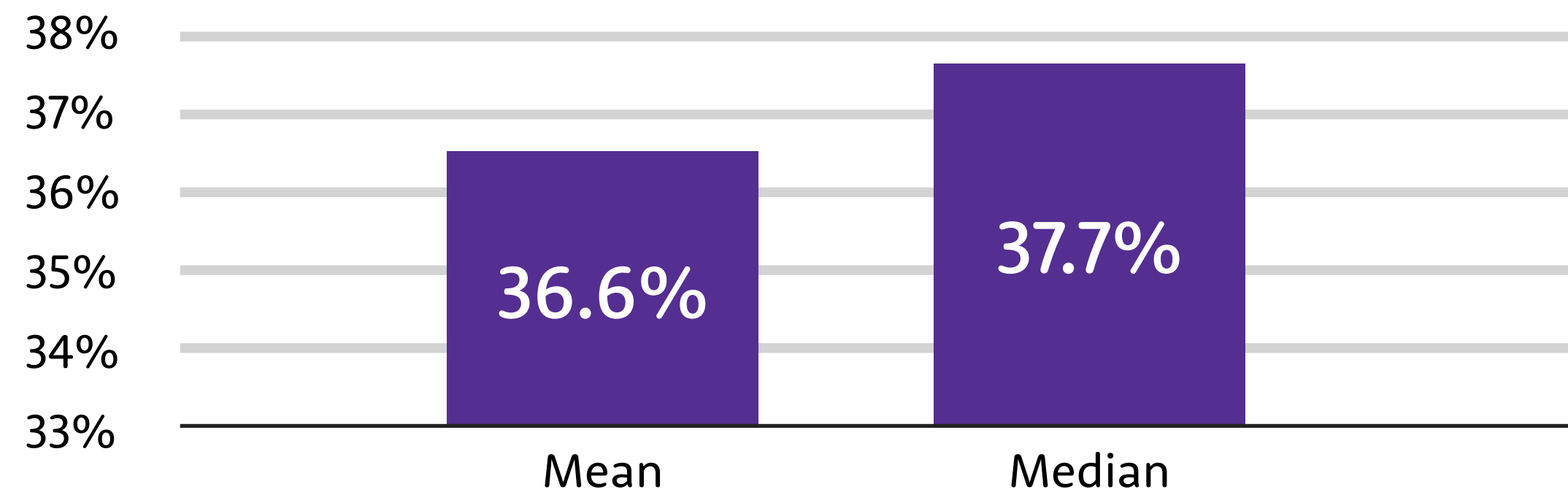
In addition to the commitments we made last year, we also created a women's network. This is giving us insight and understanding into how we can better support our people and as a result we have implemented a number of initiatives such as mentoring and additional maternity support.

We are pleased with the actions we have already taken and are committed to the issue. We will be developing additional plans to help us progress.

A handwritten signature in black ink that reads "Kelly Wakeman". The signature is written on a light grey background with a subtle pattern.

Kelly Wakeman
Group People Director

Holiday Extras Gender Pay Gap



Women are paid an average of 36.6% less per hour than men employed by Holiday Extras. The reasons for this are explained on the next page.



Anna Divers
Product Director

‘It’s great to see so many of our talented women carving out their careers at Holiday Extras now, especially having grown my own here from the ground up. Whilst we have work to do in building diversity at a senior level, not only on a gender basis, it has been inspiring to see promotions to the senior level this year, with three of our talented women taking on ‘Head Of’ roles in Marketing, Tech Delivery and Data Science.

Founding *Women @ HX* was a way of personally giving back and we’ve been overwhelmed by the response. I didn’t realise the power of simply connecting people together. Common feedback themes have been around feeling part of a community, creating networks, sharing challenges and ideas.’



What makes up our Gender Pay Gap?

Two thirds of our Gender Pay Gap is made up of two factors.



The first is a strong representation of women in the lower and lower mid quartiles. The roles in these quartiles - Contact Centre and Customer Services - tend to offer more flexible working opportunities that suit people who wish to work on a part time basis. Twice as many women choose to work part time in these quartiles.



We have a higher representation of men in the upper quartile roles which include our Leadership Team.



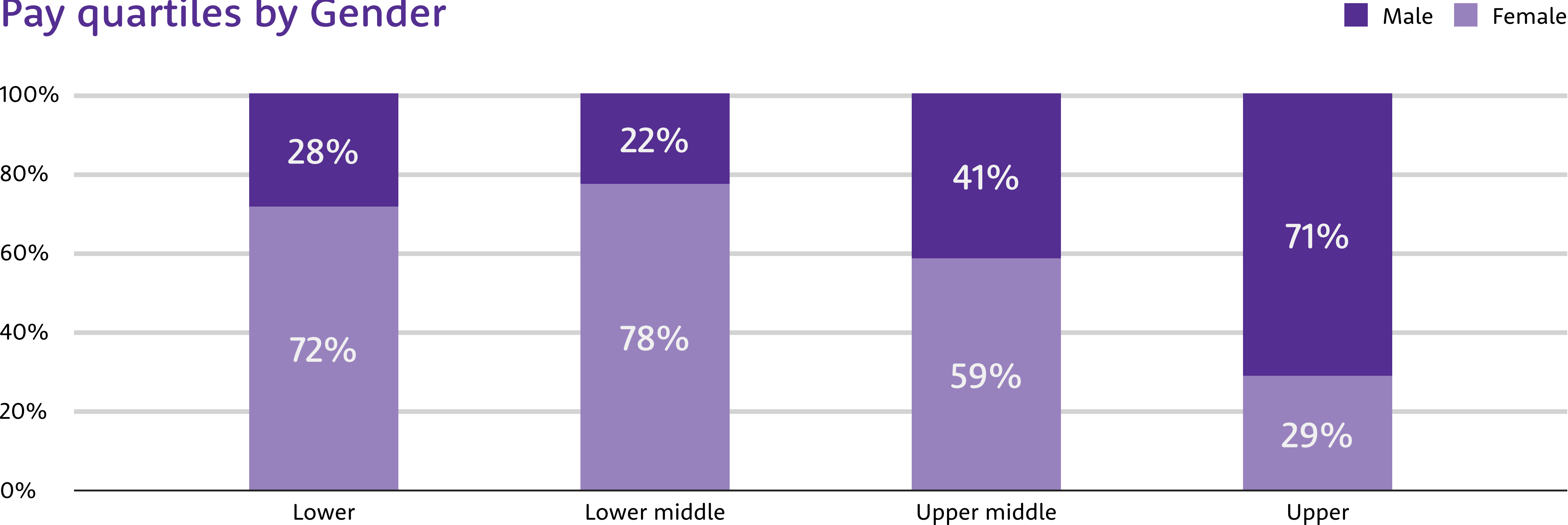
Michelle Clarke Cowell
Associate Director - Strategic & Sustainability Development

‘I’m proud to be part of the Leadership Team at Holiday Extras and really excited to be working on our sustainability strategy. Inclusivity is a key priority. Getting underneath this and really understanding what else we can do to ensure every single person can be the best version of themselves is such an exciting opportunity.’

Distribution of pay

Viewed as quartiles (the total Holiday Extras team, split into four equal sized groups from the lowest to the highest rate of pay across the business) the distribution of pay is as follows.

Pay quartiles by Gender

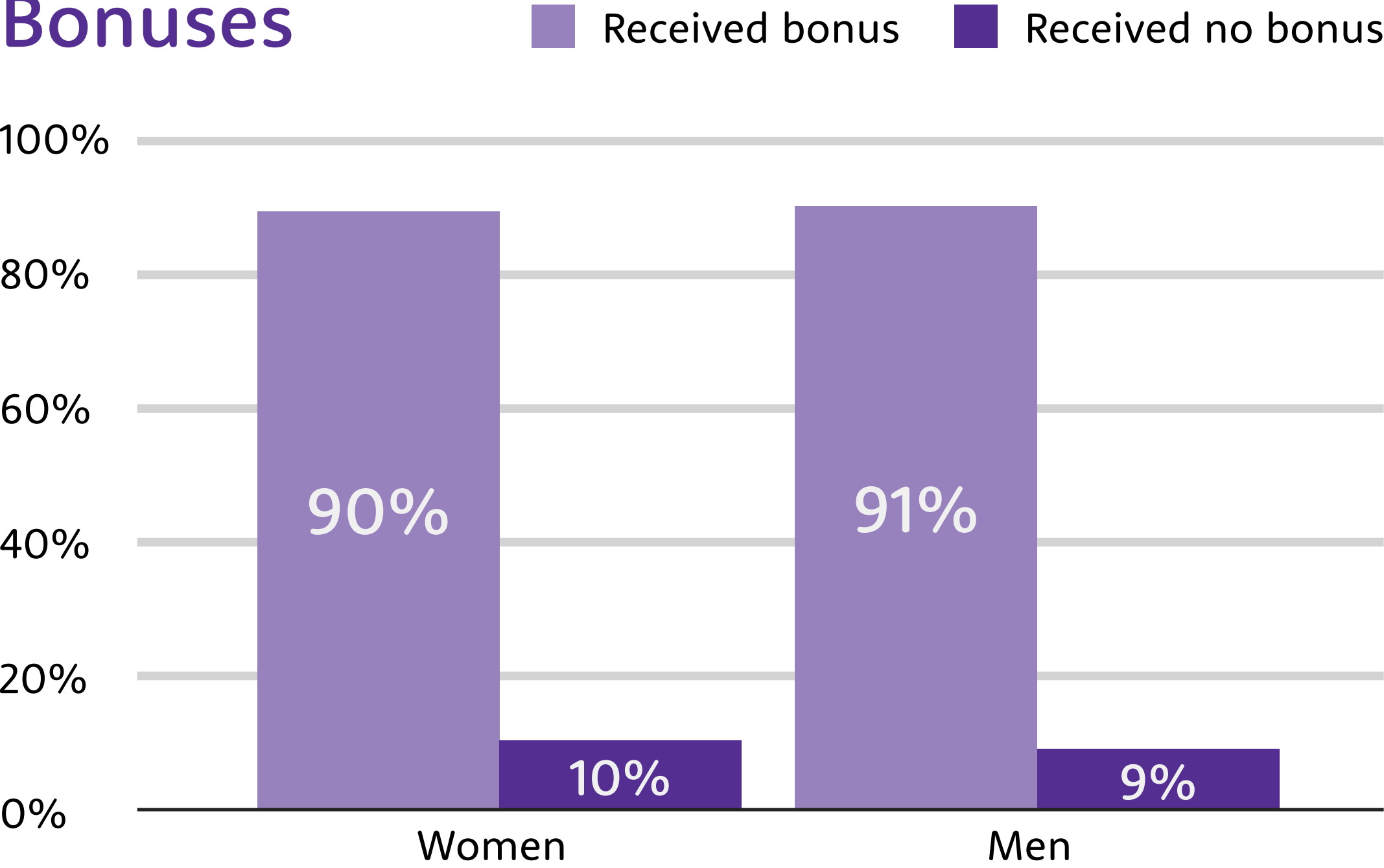


Bonus pay

What makes up the Gender Bonus Gap?

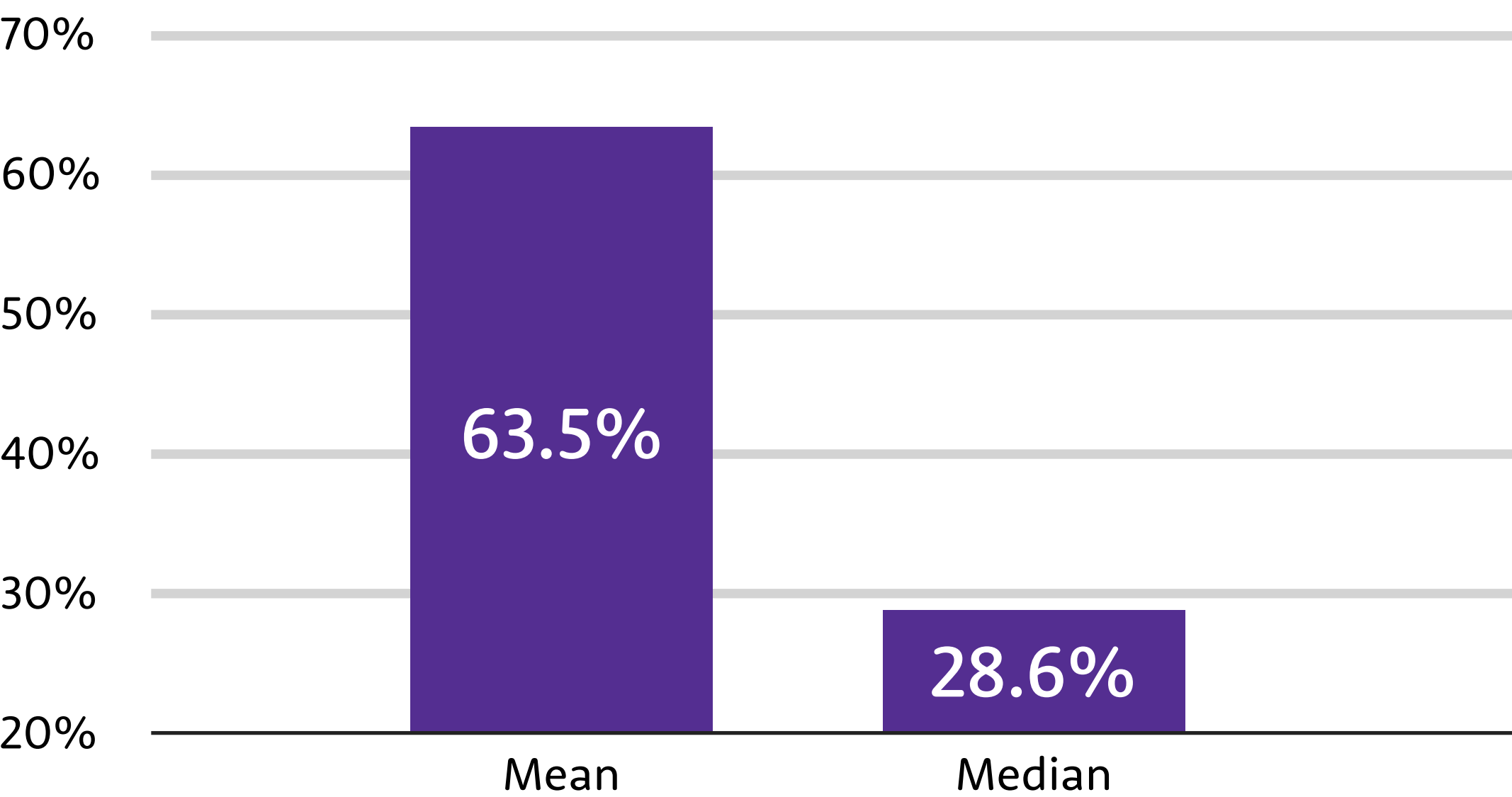
The percentage of men and women receiving bonuses is not significantly different.

Bonuses



However, currently we pay bonuses as a percentage of salary therefore the gap between men and women is driven by there being more men in the upper quartile. An equal distribution of men and women across all pay quartiles would close the gap.

Bonus Gap



Action plan

The actions that we committed to in April 2018 are under way and we have introduced the following in the last 12 months.



We continue to review all recruitment, succession planning, internal progression opportunities and promotions to ensure they are based solely on performance and potential without gender bias.



We have been advertising roles as flexible in terms of hours worked, remote working and open to job share. This remains a big part of our future hiring plans to ensure we have the best talent at Holiday Extras in all roles, at all levels.



We have increased governance for bonus schemes and payments with our Remuneration Committee. The existing bonus scheme for management ends in March 2020. Any revision of bonus schemes will consider the observations above in an attempt to address and improve the Bonus Pay Gap.



Ant Clarke Cowell
Associate Brand Director

‘I’m so pleased to be on the taskforce created to drive actions raised at the *Women @ HX* network. The positive, supportive environment has enabled discussion on a range of subjects relating to gender and has resulted in a number of positive changes helping us to create a more inclusive environment.

I have personally been able to make what I believe to be a number of positive changes to how I support members of my team approaching parental leave. I’m now much more aware of how expectant parents feel and I’ve been able to create a more open dialogue about how they want to be supported before, during and after this life-changing event. Feedback from my team has been really positive.’



Salome Legesse-Dunn
Associate Director
of Commercial Finance

‘Founding *Women @ HX* with Anna has probably been one of the best things I’ve ever done in my working life. We didn’t go into this with any answers – we just wanted to speak to women across the business and we were overwhelmed by the response. We’ve met some very smart, very driven women across the organisation and created an environment where they can share, network with peers, business leaders and external influencers. We’ve invited inspirational women leaders from other businesses to share their experiences and top tips on career progression, assertiveness and authentic leadership, all of which we’ve shared with the wider business.

I’m excited about what the next chapter brings, and am encouraged that the forum has driven a business-wide awareness around diversity and inclusion.’



Alanna Jenkins
Agile Lead

‘Communication was great and I was really connected to the business throughout. I did feel slightly apprehensive about coming back, I started to worry if I was able to manage home and work, and whether I could still add value in my role. I’ve been back 3 months now and have completely forgotten any fears. The support has been excellent and I’m loving my job.

The part time hours are working well with looking after my son and I’m super excited about continuing to develop my career. I’ve made myself available to be a maternity mentor as I can see the real value this role can provide especially when approaching a return to work, I believe this can help build confidence at a really important time.’

‘I’ve recently returned from maternity leave, I felt very supported before and during my leave.’

Statement

We acknowledge our Gender Pay Gap is due to more women in lower quartile roles and fewer women in upper quartile roles.

Holiday Extras has always offered equal pay for equal work, regardless of gender. All roles are independently benchmarked. We are an Accredited Living Wage Employer. We have clear and fair policies for employing the best people we can find.

Our *Women @ HX* Network with 200 members founded by two of our Senior Leadership Team and supported by others in key roles around the business has had an immediate positive impact. This network has allowed people to come together to discuss issues affecting women at work, to invite speakers to talk about their own career development and to set up mentoring pairs across the group to support progression.

As a result of this network we also introduced a parental leave intranet to ensure information is easily available for all and offer enhanced support for those approaching or on maternity leave. Managers now understand how they can help during what can be an anxious time. We also launched our first maternity mentor programme with volunteers across the business.



We understand the factors influencing our Gender Pay Gap require a longer-term view, and as a result of our actions expect to see our numbers improve over time. We are currently defining a set of inclusivity goals as part of our sustainability mission, which will aim to address gender balance further.

Signed to confirm that the information published above is accurate.

A handwritten signature in black ink, reading "Matthew Pack", on a light grey background with a subtle pattern.

Matthew Pack
Group CEO



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