

holiday**extras**

Gender Pay Gap Report

2023

Snapshot date
5th April 2023



The Government requires UK companies with 250 or more employees to publish their gender pay gap - this is the difference between the average hourly earnings for men and women. The data in this report relates to salaries as of April 2023.

This is calculated by adding up the pay for all the men and dividing it by the number of hours they worked, doing the same for the women and comparing the numbers (mean). We also report the median which, if you order all the salaries of men and all the salaries of women, takes the middle of each and compares the difference.

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 more than 50 years.



A Better Future
Arrivals  



Company overview

Holiday Extras Group*

Established: 1983

Employees: 690

Male/Female ratio: 46:54

*Data as at 5th April 2023 for UK entities within the HX Group. Based on the legislation only Holiday Extras Limited is required to publish Gender Pay Gap data as there are over 250 employees, so we have laid out data for Holiday Extras Limited separately.



About us

At Holiday Extras we want our customers to make the most of their good times. That's our purpose – to offer our customers less hassle so they can enjoy more holiday.

We want our people to maximise their good times too. We support our team members at every career stage, from the early days to significant milestones such as starting a family, taking breaks, or coming back to work.

Understanding the uniqueness and significance of these moments for each individual, we're deliberate in making sure everyone's journey with us is fully maximised.



We are ambitious, and these ambitions extend to people and the planet too. For our communities of today and of tomorrow, we will deliver responsible, sustainable growth that helps create a world better for having Holiday Extras, and what we do for our partners and customers, in it. We will reduce our impact on the planet, we will inspire talent and unleash potential.

To unleash the potential of our team we must create an inclusive environment where everyone can be their true self. To serve our customers and achieve our goals we must ensure our team is diverse and representative across all levels of the organisation and that everyone regardless of who they are, their background and life experiences, feels valued and respected.

To hold us to account and to ensure we're working on the right stuff we have a diversity, equity and inclusion (DEI) action plan. We update this regularly and share it transparently.

Our gender pay gap data

Employees by pay quartile

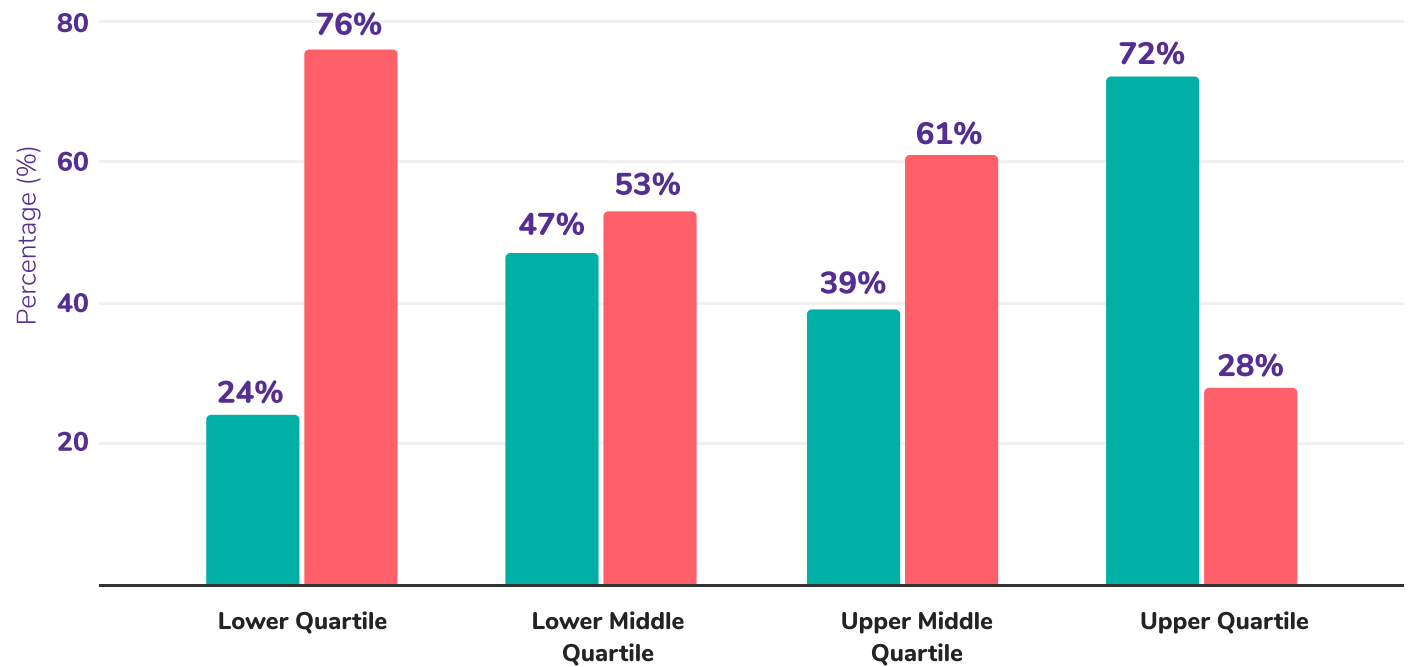


UK Group

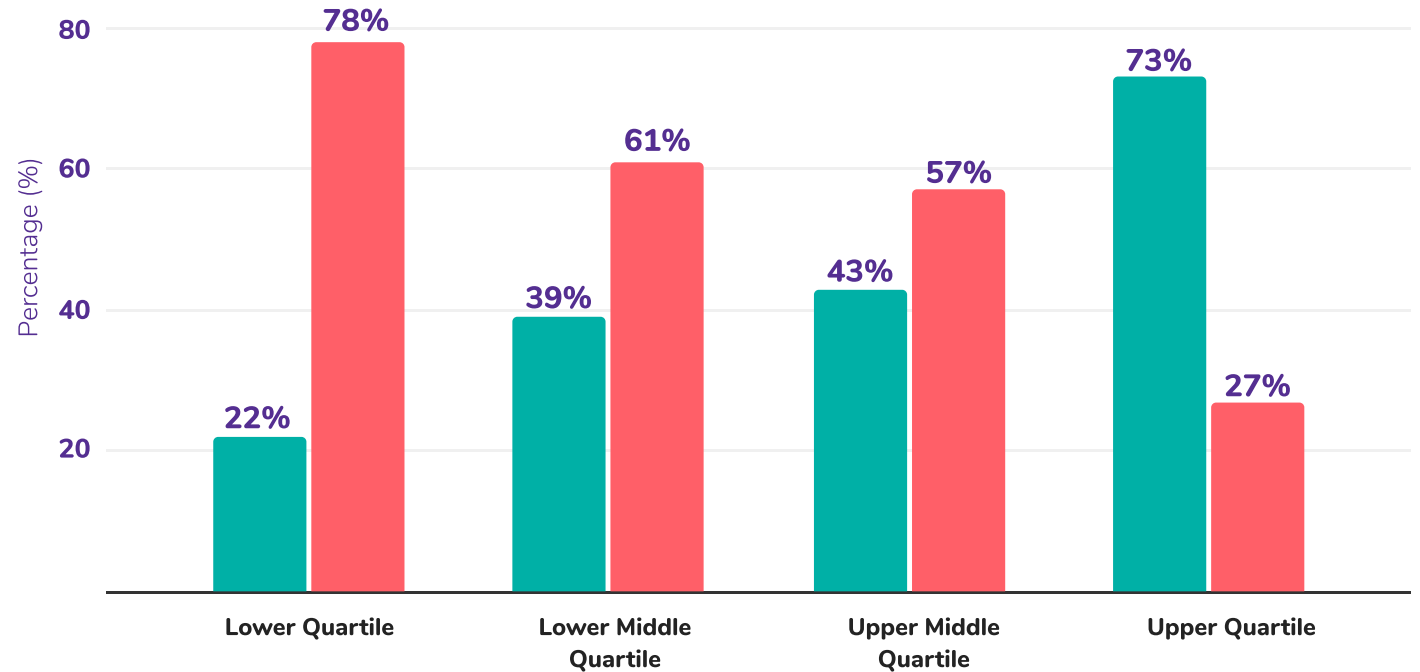
The UK Group comprises six businesses. Our main Holiday Extras Limited business focuses on airport/trip ancillary products (see below). Chantry and ParkIT provide parking technology. Cover is our travel insurance business. We have our own creative web-design agency called Oak Creative Design. Plus Shortbreaks which offers UK breaks, and our airport parking operator Airparks.

Holiday Extras Limited

This is the largest business in the group, It's based in Kent and focused on transforming our customers' trips and travel with the best holiday extras.



UK Group



Holiday Extras Limited

Pay gap data

UK Group

Mean

33.5%

-11% YOY

Median

28.8%

-30% YOY

Holiday Extras Limited

Mean

39.3%

+2% YOY

Median

41%

-5% YOY

Bonus gap data

UK Group

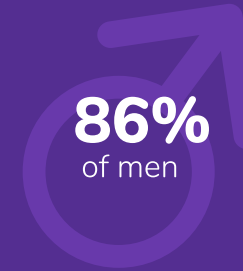
Mean

54%

Median

-7%

Who received bonus pay?



Holiday Extras Limited

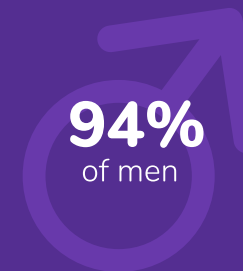
Mean

65%

Median

34%

Who received bonus pay?



What's the data telling us?

Analysing the data for Holiday Extras Limited reveals a modest change since April 22 with a slight 0.7 percentage point increase to the mean and 2 percentage decrease at the median level.

Examining the UK group data, we can see a 4 percentage point reduction at the mean level and a significant 12 percentage point decrease at the median, attributed to an increased proportion of women in the upper middle quartile.

Three key factors contribute to our gap. First, our customer contact centre, where 79% of the team are female, and salaries fall within the lower quartile. Second, our Technology and Product team, which sees higher average salaries but only 37% female representation. Lastly, at the leadership level, where women made up 22% of the team.





While the gender pay gap for Holiday Extras Limited remains relatively unchanged from last year, we're encouraged by the positive shift in the representation of women in more senior positions, within our externally benchmarked levels. We've seen the balance tip in favour of men at a more senior benchmarking level this year compared to last year.

This progression indicates an improvement in the development of our female talent pipeline. As a result, we anticipate seeing more women advancing to senior roles – a sign of our ongoing commitment to gender diversity and advancement within our organisation. We're already seeing positive results, when we look ahead at our most recent 2024 talent and pay review process we're seeing the share of women at leadership level increased from 22% to 26%.

The gender bonus gap is largely driven by the composition of our team, as outlined previously. In the UK group, the median bonus scenario favours women, mainly because a significant portion of men in our Airparks business were ineligible for bonuses. This highlights the influence of team structure and bonus qualification criteria.



New initiatives since the last report

**An update from Michelle Clarke Cowell Associate Director
Sustainability & Employee Experience**

Our Diversity, Equity, and Inclusion (DEI) strategy remains a top priority, driving significant strides in addressing our gender pay gap as a crucial component of our comprehensive DEI action plan. This plan integrates recommendations from the Government Equalities Office, industry best practices, and insights from our internal surveys and feedback. Our targeted actions are designed to enhance both the attraction and recruitment processes and support the career advancement of women within our organisation.

Things we've done

Attraction and recruitment

To ensure we're accessing diverse talent pools and that there are no unconscious barriers in place that stop us from recruiting women at the same rate as men into more senior roles:

- We have launched an anonymous demographic survey for all candidates. We're seeing a 21% response rate and can now track how different groups are progressing through the funnel.
- Our new interview scoring matrix is now fully rolled out across all recruitment ensuring opportunity for bias is significantly reduced.
- We have developed an inclusive recruitment training session which forms part of our overall inclusive people leader training. This session will ensure everyone understands best practice and how to conduct an inclusive recruitment process.





Promotion and progression

To ensure everyone has the same opportunity to progress:

- We continue to improve our talent and pay-review process which sees everyone's performance reviewed against a set of criteria for each benchmarking level and range. Everyone has the opportunity to discuss this as part of the pay-review process. This year we linked gender pay gap data, so we could check and challenge decisions during rather than after the process.
- We have enhanced our progression data so we can now track overall progression as well as by different groups, including gender. This has identified that people working part time progress at a slower rate than those working full time, and that more women work part time than men.
- Following the introduction of our awareness training, we have launched our [menopause guide](#) aimed at both managers and individuals, providing transparency, insights and support. This is already making a positive difference to managers and the individuals they feel better able to support.
- We continue to run inclusive awareness sessions on subjects such as mental health, neurodiversity, unconscious bias and menopause which is compulsory for all managers, this forms part of a quarterly cycle.

- Our Inclusion and Belonging survey serves as a key tool to measure our progress and inform our action plan. The most recent annual survey shows an encouraging trend, with women reporting a 78% inclusion score, which is a 2 percentage point increase on the overall average. Additionally, women's scores exceed the average across the majority of evaluated factors, highlighting positive progress.
- Our Women@HX network has been revitalised, with a dedicated task force coordinating bi-monthly sessions. In celebration of International Women's Day this year, the group organised a week-long series of events focused on celebration, storytelling, empowerment, and raising awareness to foster inclusion. We have an exciting lineup of events planned for the rest of the year.
- We launched an internal mentoring training programme, seeing our first 20 mentors graduate. They are soon to be matched with mentees.
- We continue to run internal and external #IamRemarkable sessions, earlier this year we hosted a session for an employee resource group for a local NHS trust. This is an empowering session which continues to receive positive feedback.
- We continue to enhance our quarterly people dashboard, building on the diversity data, providing transparency and identifying actions.
- Launched a partnership with 5Mins.ai, a learning platform delivering bitesize content, both technical and human skills. This has enabled personalised learning and growth.
- We have renewed our group-wide strategy with five overarching goals, one of which is 'Be good to people and planet'. This ensures our work on DEI continues to be high on the agenda.

What's coming up this year – April 2024 to March 2025

We have a list of actions which are focussed on the following areas:

- **Recruitment data:** After running our candidate demographic survey for over 6 months, we're now focussing on data analysis and strategies to boost the current 21% response rate to 50%.
- **Focus on part-time working:** Enhance recruitment and career advancement for part-time workers as this sits below that of full-time employees. To support this, a new community group for part-time employees has been established.
- **Voice and Decision Making:** In response to insights from our 'Maximise the Good Days' session with the women@HX group, we are crafting targeted actions to enhance Voice and Decision Making, recognising these as pivotal areas for development and advancement. We're targeting a +2ppt increase to this factor in our annual survey.
- **Mentor programme:** See our first cohort of mentors unleashed, and launch our next cohort of mentorship training. In addition we will identify how we're tracking the effectiveness of the programme.

- **Inclusive people leader training:** Launch all modules of our inclusive people leader training programme, all new managers will attend by March 25.
- **Parental leave:** Following engagement with a group of new parents, we've developed an action plan. This includes launching three new surveys to capture feedback from individuals before their parental leave, immediately upon their return, and one month afterwards, to better understand their experiences and needs and to ensure consistency of experience. Additionally, we're refining our phased return process and exploring mentoring and benefits to support parents effectively.
- **Transparency of gender pay gap data:** Starting April 2024, to boost transparency and accountability, all senior leaders will receive live gender pay gap data quarterly, offering insights into both overall and team-specific metrics.

All our actions form part of our overall DEI action plan which goes beyond just gender, looking at how we can ensure everyone can thrive. We will keep our [impact pages](#) updated so you can see what progress we're making towards these actions.

Finally a note from our Group CEO Matthew Pack

Reflecting on the past year, I am increasingly inspired by the inclusive culture we've nurtured, witnessing first-hand the development and growth of our team. Our journey of continuous improvement shapes our dynamic work environment. Thanks to our transparent communication, our people are not just engaged but are pivotal in realising our ambitious growth objectives, which they wholeheartedly support.

Our steadfast commitment to diversity and inclusion has set us on a path less travelled by larger organisations, marking a year of remarkable strides in our initiatives. This success stems from our culture of open debate and collaborative decision-making, cemented by an actionable, accountable, and measurable strategy. As we forge ahead, we remain dedicated to this approach, ensuring our continued progress in fulfilling our vision.

