

GENDER PAY GAP REPORT

January 2026 (snapshot 5 April 2025)



What is the Gender Pay Gap?

- Organisations with 250 or more employees are required to publish information which shows the difference in pay between male and female employees on the snapshot date of 5 April 2025. These calculations are prescribed by the Government and use various measures to show the difference in the average pay between men and women.
- Gender Pay Gap reporting compares the average hourly pay of male and female employees across the organisation. It does not compare what men and women are paid to do the same, or a similar roles and does not measure equal pay.
- For example, where an organisation has a greater proportion of men in senior management positions, this will create a gap between the average rates of pay for male and female staff.



Mean Pay Gap

This is the difference between the average pay for male and female employees taking into account all roles within the organisation, on the snapshot date of 5 April 2025.

Current Year	Previous Year	Difference	National Average
-8.1%	-9.6%	+1.5%	*12.8%

This shows that females are paid more than men in this calculation, but the gap has narrowed from last year.

**Source: Annual survey of Hours and Earnings, Office for National Statistics, April 2025)*



Median Pay Gap

This is the difference between the mid-point of pay for male and female employees taking into account all roles across the organisation, on the snapshot date of 5 April 2025.

Current Year	Previous Year	Difference	National Average
-5.8%	-10.8%	5%	*6.9%

Our median hourly pay data shows that female employees earn £1.06 for every £1 earned by male employees. This does indicate that the pay gap has narrowed from last year with Male pay moving closer to Female pay.

**Source: Annual survey of Hours and Earnings, Office for National Statistics, April 2025*



Pay Quartiles

Pay Quartiles show the balance between male and female staff at different levels of pay. Colleagues are split into four equally sized groups based on their hourly rate of pay and the below table shows the percentage of men and women in each group. For an overall comparison, 51% of all staff are male and 49% are female.

Quartile Pay Bands	Male (April 2025)	Female (April 2025)	Male(April 2024)	Female (April 2024)
Upper Quartile	38.9%	61.1%	32.2%	67.8%
Upper Mid Quartile	47.4%	52.6%	40.0%	60.0%
Lower Mid Quartile	60%	40%	65.0%	35.0%
Lower Quartile	57.9%	42.1%	56.7%	43.3%

At the snapshot date, we have seen a decrease of females in our most high paying positions, and this is reflected in our Gender Pay Gap.



Bonus Pay Gap

Median Bonus Gap

is the difference between the average bonus pay for male and female employees, on the snapshot date of 5 April 2025.

Current Year	Previous Year	Difference
83.1%	31.5%	51.6%

Mean Bonus Gap

is the difference between the average bonus pay for male and female employees, on the snapshot date of 5 April 2025

Current Year	Previous Year	Difference
59.5%	21.79%	37.71%

This means men received a higher average bonus payments than women this year compared with last year.



Bonus Pay Gap explained

We recognise that the Bonus Gap data presented on the previous slide may raise questions, so we would like to explain the situation. Of the twenty- three colleagues receiving bonuses in 2024/25, nine of them (5 female and 4 males) were within the Hotel Operations team who manage our UK country Houses and received a bonus based on the achievement of non-financial objectives.

In addition, there were a number of lower value bonus payments made as part of a sales incentive scheme, within a team where there are significantly more women than men. Two males and twelve females benefitted under this scheme and as these payments were of lower value and paid primarily to women in the team, they have reduced the average value of bonuses paid to women in HF. This in turn has widened the Bonus Gap between women and men.

This is an unusual set of circumstances that has come about largely due to the relatively small number of people receiving bonuses in 2024/25 and we are satisfied that it does not reflect an underlying issue in our approach to bonus payments.



Understanding our Gender Pay Gap

This Gender Pay Gap report is based upon the pay of all employees as determined by law, as of 5 April 2025.

Whilst in an ideal world, there would be a perfect balance and no gender pay gap at all, we are encouraged by both the Mean and Median hourly rates, which reflect the percentage of females in our Upper Pay Quartiles. In this year Bonus payments were only made to a few colleagues in our Houses. Comparing them against the previous year does not take this into account.

HF Holidays is committed to paying our team members equally for the same or equivalent work regardless of sex, age, race, religion or belief, marriage or civil partnership, pregnancy or maternity, sexual orientation, gender reassignment or disability.



Declaration

I can confirm that data reported by HF Holidays is accurate and has been calculated according to the requirements and methodology set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Ali Bull

Head of People and Culture

16 January 2026

