



Gender Pay. Made at Welcome Break

Thank you for taking the time to read our Gender Pay Gap Report for 2022

Since 2017, alongside all UK companies with more than 250 employees, we analyse our gender pay gap and report our results in line with UK Government legislative guidelines.

As an inclusive business

Welcome Break is proud of its diverse workforce, and we are committed to promoting diversity and inclusion across our teams, including the issue of gender.

Welcome Break strives to continue its work to improve our position on gender diversity and equal pay, especially within the upper quartile. The Gender Pay Gap Report is a vital step in addressing equality, equity and pay transparency in the workplace.

Our business is made up of a range of disciplines in the hospitality sector including hotels, forecourts, retail, catering units and restaurants, and its support centre.

Equity for everyone

Our aim is to embrace equity and create a workplace where all team members feel they belong and can progress their careers at Welcome Break.

We believe that everyone should be able to reach their full potential in our business, where men and women can succeed equally, with the right support and based on individual merit.

As a leader in the hospitality sector, we are committed to paying every person competitively so that we attract and retain the very best talent available.

Our vision is to be the No.1 Service Area Operator not only for our customers, but for our Team Members too.

John Diviney
CEO

Understanding our pay gap

In line with the UK average

As of April 2022, the mean gender pay gap at Welcome Break is 8.60%.

Although a slight increase on 2021, it is in line with the UK average of 8.3% (according to ONS data - April 2022).

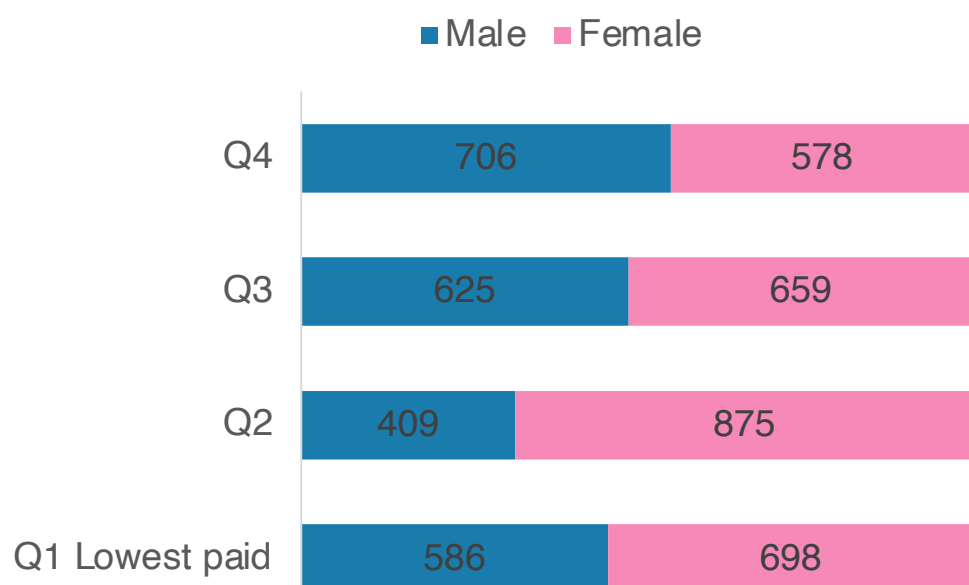
Pay Gap	Mean	8.60%
	Median	5.05%

Increasing understanding

We continue working to further understand the diversity of our people across all areas of the business and to be able to specifically identify, target and address different groups of job roles.

ONS data (2022) reports that, compared with lower-paid employees, higher earners experience a much larger difference in hourly pay between the sexes; Welcome Break data reflects this where a gap remains in the number of women in senior roles. This is important as pay and bonus gaps are also driven by the significant differences in pay and bonus opportunities between the most senior employees and the wider workforce.

Gender Pay Gap Quartiles 2022

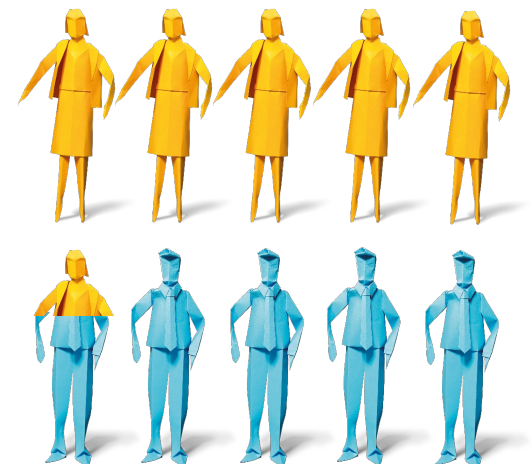


The proportion of males and females in each quartile

Gender Split

54.71%

of our team are Female



Difference between Males and Females

Headcount

For the snapshot year for April 2022, we saw our headcount increase by 971 people from 4,165 to 5,136 Team Members across our whole business.

In the same period, our female headcount increased by 533 and our male headcount increased by 438 making a gender split of just over half our team members identifying as female.

Changes driven by structure

Our business is structured in a way that means most of our Team Members are paid hourly (3,342 individuals, 80.24%).

By continuing to analyse all data related to pay and gender disparities in pay, we can remain confident that these are influenced more by business structure, common to the hospitality industry overall, than any attitudinal concern.

Understanding our bonus gap

The nature of our business and the make-up of our Teams means that our structure not only affects our pay gap, but it also influences our mean bonus gap, which is 72% - a change of 33.5% from 2021. The median bonus for 2022 was 0% so balanced across male and female team members.

Bonus Gap	Median	0%
	Mean	72%

Whilst bonus pay gaps in hospitality companies are generally lower than other UK companies, we have seen the mean bonus pay gap increase at Welcome Break, despite more people receiving a bonus payment in 2022 than the prior year.

With the effects of the pandemic still evident in our business, there were significantly more lower value payments made across the board.

Gender neutral pay structure

Qualification for our annual bonus scheme is made according to job role and is based on measurable criteria. The scheme, like our pay structure, is deliberately designed to be gender neutral and, as a result, both our bonus and gender pay gaps are driven by organisational structure.

The sector faces well documented challenges in recruiting women into more senior roles meaning that their male counterparts make up a disproportionate number of senior leaders in these businesses. This is then reflected in our bonus pay gap data.

The Welcome Break Head Office team has a proportionately higher female skew, whilst the vast majority of more senior positions are held by male colleagues.

This explains the neutral median but lower average bonus payments for women during the review period.



The proportion of males and females receiving a bonus payment within Welcome Break.

What's next?

Addressing the pay gap

We continue to build a more representative and inclusive Welcome Break.

Progress can take time and we know that work still needs to be done to address these inequalities. Welcome Break remains committed to creating equity in pay across all our workforce and we will continue to work to close this gap.

We believe in listening to the voices of our team members and by completing more informal listening, we will continue to drive change and make the desired progress.

Our complexity model

Our complexity model is the way that we benchmark our business, to make comparisons from one part of the business to another. This has been extended to hotel teams.

The refinements that we have made is delivering important information for the company to ensure we continue to be consistent and equitable across our estate.

It enables us to better ensure that the assessments we are making of roles in one area of the business against roles of a similar level in another area of the business are appropriate comparisons.

We will continue to refine this model to support our ambitions to deliver our planned diversification of the business offering.

Developing our own

External influences continue to play their part in levelling the playing field.

With recruitment remaining a challenge, our drive to nurture talent internally, developing future leaders, based on merit and ability, will continue as a priority for Welcome Break.

We also embrace new ways of working e.g. Hybrid, following the pandemic to make our business as attractive to women as possible.

Gender-based career progression

We continue to spotlight our female leaders through our International Women's Day activities, providing visible role models and inspiration for our future female leaders.

Our connection with WiHTL provides great opportunities for us to engage in high level leadership development programmes for senior female leaders.

Equality, Diversity, Inclusion and Belonging

We will continue to develop how we do things, and policies we implement to ensure that men and women can succeed equally based on individual merit. Examples include introducing co-parenting and menopause policies, advertising all roles internally to attract from a wide candidate pool and a greater focus on attracting female candidates at all levels into our business.

Payroll platform

We continue to develop our reporting capability, ensuring we are delivering against our commitments to equity across all team members in the company.

