



Gender Pay. Made at Welcome Break

Thank you for taking the time to read our Gender Pay Gap Report for 2023

Since 2017 we have analysed our gender pay gap and report our results in line with UK Government legislative guidelines.

I am delighted to see that our pay gap has closed since 2022 which is testament to the commitment we share, as leaders, within our business in improving our position on gender diversity and equal pay.

Everyone is welcome

We are proud to be an inclusive company where all team members feel they belong at Welcome Break.

We have made consistent strides in supporting diversity and inclusion across all areas of our business; from introducing key policies to engaging team members on topics such as Sexuality and Gender Identity.

Gender pay gap regulations mean we must identify our team members in the binary sense of men and women. However, we know that gender identity goes beyond the binary definitions, and we fully support our team members who don't necessarily identify with either category.

Everyone can succeed

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. 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.

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 & Bonus gap

Pay gap In line with the sector

As of April 2023, the mean gender pay gap at Welcome Break is 6.38% which is in-line with the Hospitality, Travel & Leisure (HTL) sector average and significantly lower than our 2022 figure of 8.60%. 2023 is in fact our lowest reported gap since 2018.

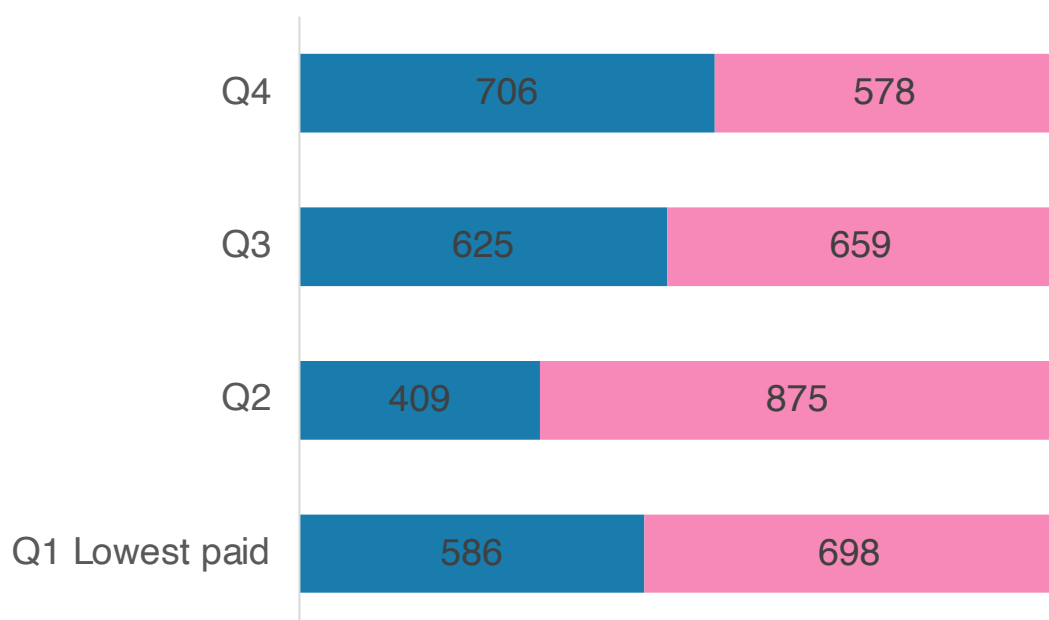
Pay Gap	Mean	6.38%
	Median	1.00%

Focusing our efforts on managing pay increases and using a 'compliance by complexity' model means that we have seen a positive downward movement of 2.2% year on year.

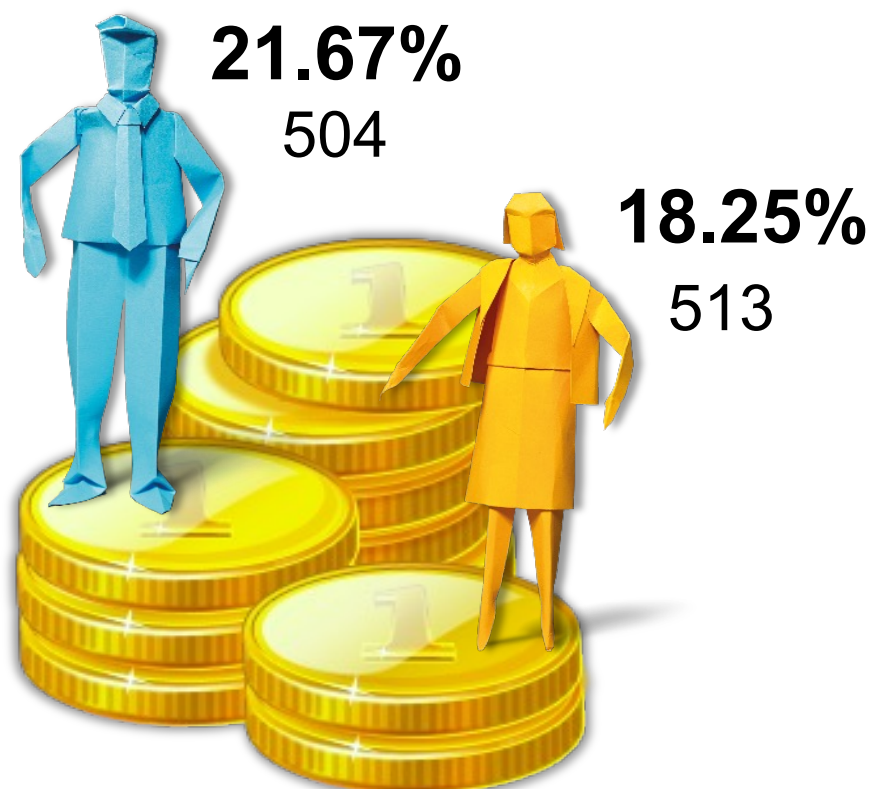
Our performance and pay review process allows us to look at gender parity where we have males and females in comparative roles, enabling us to address any pay disparity.

Gender Pay Gap Quartiles 2022

■ Male ■ Female



The proportion of males and females in each quartile



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

Bonus gap In line with the sector

We see a similar story with our bonus gap which has reduced by 28.7%.

Bonus Gap	Mean	43.31%
	Median	3.38%

Although higher than the HTL mean gap, it is evident that our focus on ensuring equity is high on the list of our business priorities is working.

More of our team members received a bonus in 2023 due to meeting the eligibility criteria and utilising the development opportunities that we offer. Bonuses are based on role and on measurable criteria.

Our performance-based bonus scheme, like our pay structure, is deliberately designed to be gender neutral. As a result, both our bonus and gender pay gaps are driven by organisational structure.

About our business

Headcount

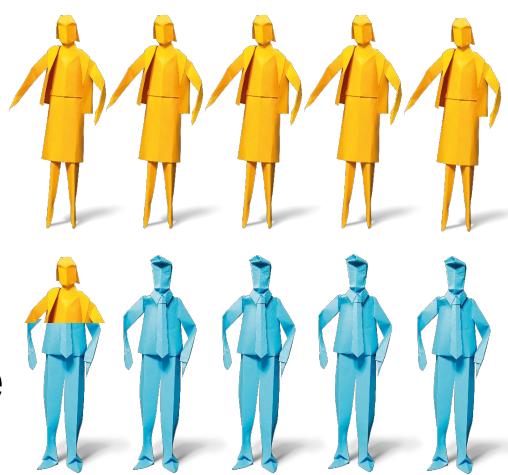
For the snapshot year for April 2023, we saw our headcount increase by 885 people from 5,136 to 6,021 Team Members across our whole business.

In the same period, our female headcount increased by 398 and our male headcount increased by 487 making a gender split of just over half our team members identifying as female.

Gender Split

53.27%

of our team identify 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.

Gender neutral pay 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 both pay and bonus pay gap data.

At Welcome Break, we are proud of our work to continually reduce this gap and promote the inclusion of women in our business, advocating for gender parity.

What's next?

Until we have zero pay and bonus gap, we will continue our drive to **ensure that gender equity remains a focus** across our policies and organisational development. Ways in which we will do this are by:

- Continuing to roll out network/resource groups
- Supporting women in Welcome Break to develop themselves
- Advocating career progression for everybody
- Building compensation reviews into our HR platform for clearer and easier data analysis