

Welcome Break

Gender Pay

Report

2025

Welcome Break

A message from our CEO

At Welcome Break, our ambition is to be the number one service area operator in the UK – not just for our customers, but for our people too. Our world class team is what makes this business special, and they're at the heart of everything we do.

With over 6,000 team members across the UK, we're proud of the true diversity of backgrounds, experiences, and perspectives that shape who we are. Creating an environment where everyone feels valued, supported, and able to grow is incredibly important to me – and that includes continuing to close our gender pay gap.

This year marks nine years of reporting on our gender pay gap. I'm pleased that we've continued to make progress, building on the positive movement we saw in recent years. While we know there's still work to do, it's encouraging to see the actions we're taking making a difference.

This progress reflects the commitment of our leaders and managers across Welcome Break, who are focused on creating opportunities for development and progression at every level. Through the support of our Senior Leadership Team, EDI sponsors, and Inclusion Networks, we're keeping equity, diversity and inclusion on the agenda and embedding it into how we operate every day.

This report shares more than just the numbers. It tells the story of a thriving environment where everyone can build a career they're proud of. I'm committed to driving this impactful work forward, as we continue delivering an exceptional customer experience for people on the move.

John Diviney
CEO



Fostering inclusion across our business

We launched *Women@WB*, our women's inclusion network to connect, support, and empower all women across our business. By creating forums to share experiences, insights, and advice, our aim is to foster a sense of belonging and provide practical support.

Our *Women@WB* network is co-chaired by Janine Gray – Site Operations Manager, Leicester Forest East and Amy Holmes – Design Manager, Head Office. Together, they're crafting what inclusion truly looks like for women at Welcome Break, supported by our SLT Sponsor for Women, Nicola Marshall – People Director.



As People Director, I'm proud to lead the work that makes a difference to more than 3,000 women across our business. This year, one of our most exciting steps forward has been the launch of our *Women@WB* inclusion network. As Senior Leadership Team Sponsor, I've loved seeing the energy behind it and the connection, development, and dialogue it's creating.

We're committed to supporting women at every stage of life. That includes enhanced maternity leave, championing flexible working for our head office and hourly-paid teams, and providing menopause support – like covering the cost of the HRT Prescription Prepayment Certificate. We're also encouraging conversations that help break down the stigma through our inclusion campaigns, building a greater understanding and acceptance across our business.

I'm proud of the progress we've made in reducing our gender pay gap, particularly within our complex operating model and sector. Whilst there's still more to do, we're moving in the right direction towards a more inclusive Welcome Break – one where everyone has the opportunity to succeed.

Nicola Marshall
People Director

Our Gender Pay & Bonus Gap

Our Gender Pay Gap

5.86%	0%
Mean	Median

Our Gender Bonus Gap

65.69%	0%
Mean	Median

We're seeing positive movement with our lowest-ever pay gap at Welcome Break and below the Hospitality, Travel, and Leisure sector average.

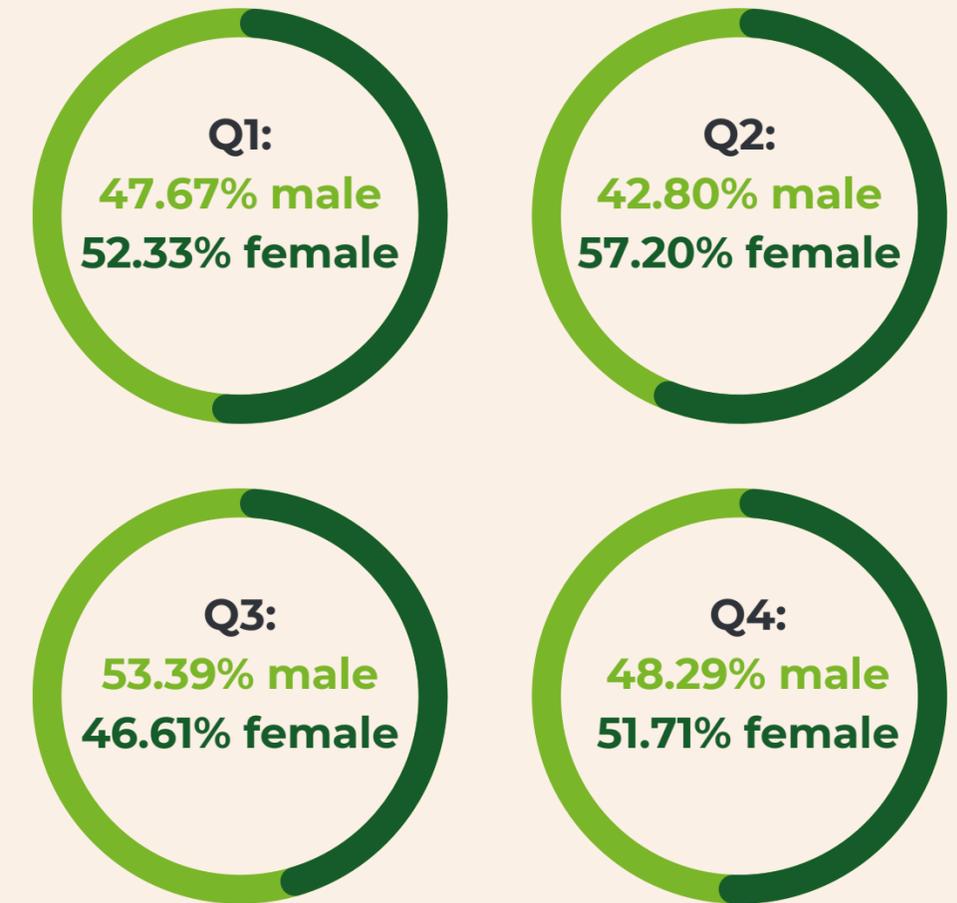
Our mean gender pay gap has reduced to 5.86% this year (compared to 5.90% in 2024), with a median pay gap of 0%, meaning at the midpoint of our organisation, men and women are paid equally. This reflects the continued impact of our structured and consistent approach to pay and performance.

Women are well represented across the business, and our overall headcount has grown to 3,160 women and 2,923 men, which means women make up 51.9% of our total headcount.

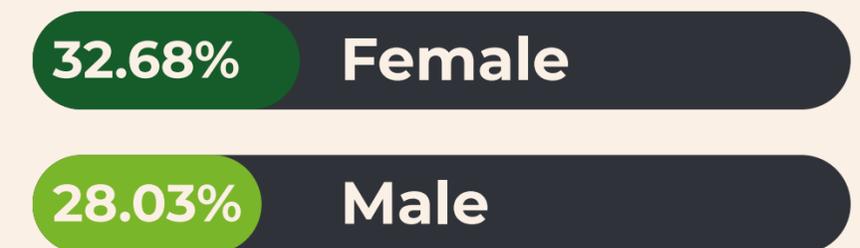
32.68% of women and 28.03% of men received a bonus this year. While the median bonus gap is 0%, our mean bonus gap has increased to 65.69%. This is influenced by a reduction in our overall bonus structure and more men in skill-based roles, rather than a reduction in women in senior roles. Bonus figures are based on actual payments and do not account for pro-rated part-time adjustments.

Our pay and bonus frameworks remain gender-neutral by design, and we continue to focus on progression and representation at senior levels to sustainably reduce our gaps over time.

Proportion of females and males in each pay quartile



Bonus proportions





Understanding our results

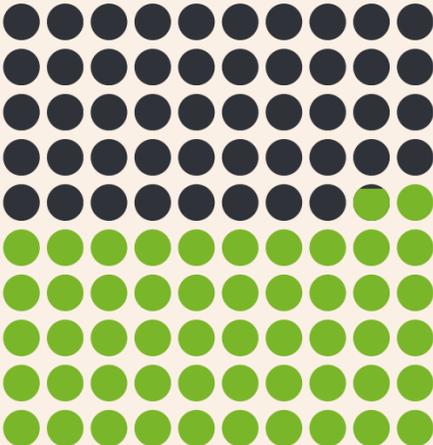
Our Gender Pay and Bonus Gap results are influenced by the sector and structure of our business. As part of our journey to be the number one service area operator in the UK, we're working to challenge industry norms around gender parity and equity.

Headcount

In the data captured for our 2025 report, our headcount increased by 165, from 5,918 to 6,083 team members across our business.

Our headcount of women increased by 52, from 3,108 to 3,160. This increase means, our gender split is still over half, with our world class team made up of 51.9% women and 48.1% men.

51.9% of our team members identify as female



We're an operational business, driven by the front-line

To deliver an exceptional customer experience for people on the move, across 61 sites and 31 hotels, our business structure means most of our team members are hourly-paid.

Respecting gender identity

We support and respect all our non-binary and gender fluid team members. Gender pay gap regulations mean we must identify our team members as men and women. However, we know gender identity goes beyond binary definitions.

Our commitments to closing the gap

We remain committed to taking meaningful action to close the gender pay gap and promote gender parity across our business. Here are some of the actions we're taking – and have taken – to make a difference.

<p>Provide spaces for women to connect and network</p>	<p>We launched our Women@WB inclusion network this year to foster genuine connection, networking, and collaboration for women across Welcome Break. This network is supported by our wider EDI inclusion networks across race and ethnicity, LGBTQIA+ and our upcoming neurodiversity network.</p>
<p>Champion the growth and development of women</p>	<p>Over the last five years, women have made up 55% of all promotions, and they now represent 45% of management roles across both operations and head office.</p> <p>40 women have taken part in leadership development programmes in 2025, that's 44% of the total.</p> <p>For the last five years, 13 women leaders at Welcome Break have graduated from the WiHTL Global Women's Leadership Programme.</p>
<p>Refocus our wider EDI strategy with clear outcomes</p>	<p>We're partnering with an EDI consultant in 2026 to strengthen our inclusion strategy and bring <i>You're Welcome</i>, our overarching EDI agenda to life. We'll be running inclusion sessions with our network Co-Chairs to embed our networks into daily practices.</p>
<p>Communicate our tools and benefits for women</p>	<p>Last year, we launched our global internal communication platform and have since celebrated meaningful campaigns including our International Women's Day campaign with leading engagement of 52.4k impressions and a 9.2% engagement rate. We've also built accessible information, resources, and guidance into the platform, so our team members have access to our inclusion guides, networking, and support 24/7.</p>

