



Haulfryn Group Limited Gender Pay Gap Report 2020

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Foreword from Lisa Cole, Group HR Director

The leisure and hospitality side of our business which employs the greatest proportion (85%) of our team members, was significantly impacted by the coronavirus outbreak. We have faced considerable challenges and continue to carefully navigate uncertain times, while continuing to prioritise looking after our teams, our owners, residents and guests.

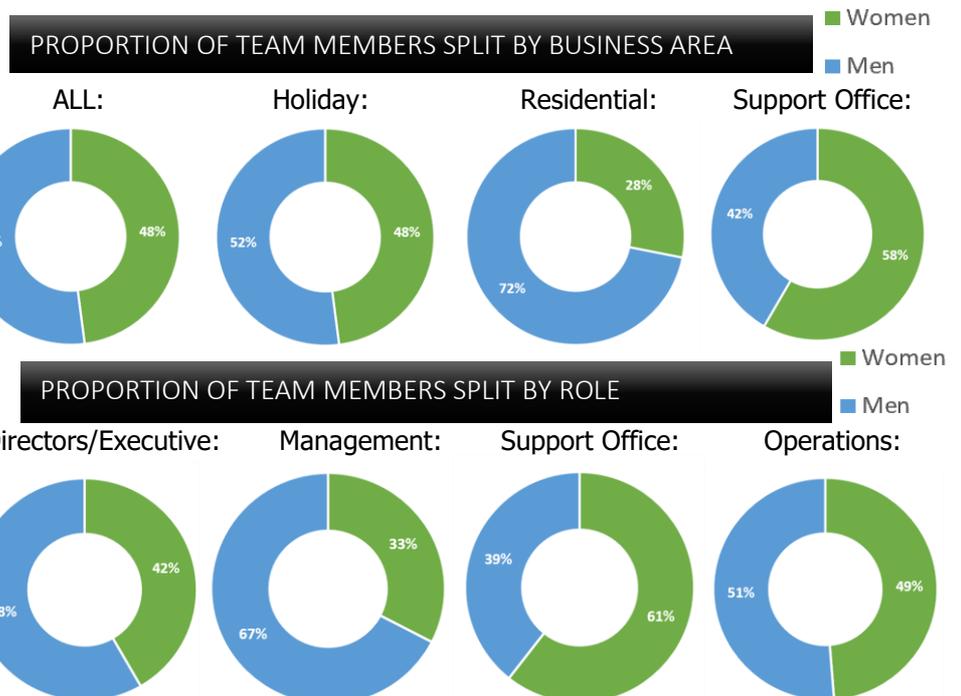
The hourly pay results of our Gender Pay Gap report for 2020, are incredibly positive but as they were taken on the snapshot date of 5th April 2020, are significantly affected by most of our teams being on furlough leave at that time. This has meant that the hourly pay data, analysed as per the government calculations, represents less than 25% of our team (as the employees furloughed and not on full pay are not 'full-pay relevant employees' for the hourly pay calculations). Our bonus pay data, which includes the 12-month period to the snapshot date and isn't affected furlough in the same way, does encouragingly show positive movement on 2019 in both the mean and median bonus gap. When men and women are doing the same roles or roles of equivalent value, there is no gender pay gap evident.

We recognise that there is still much more work to do, both for us as a company and for our sector and we remain committed to making changes that will make a difference.

Understanding Our Workforce

It is important to understand the gender split across our business areas and also the different role types. The majority of our team members work in our Holiday division and our Operations teams where we have an almost equal gender split (51% men and 49% women) which are pivotal to our business, creating joy for our many owners, residents and holiday makers/ guests.

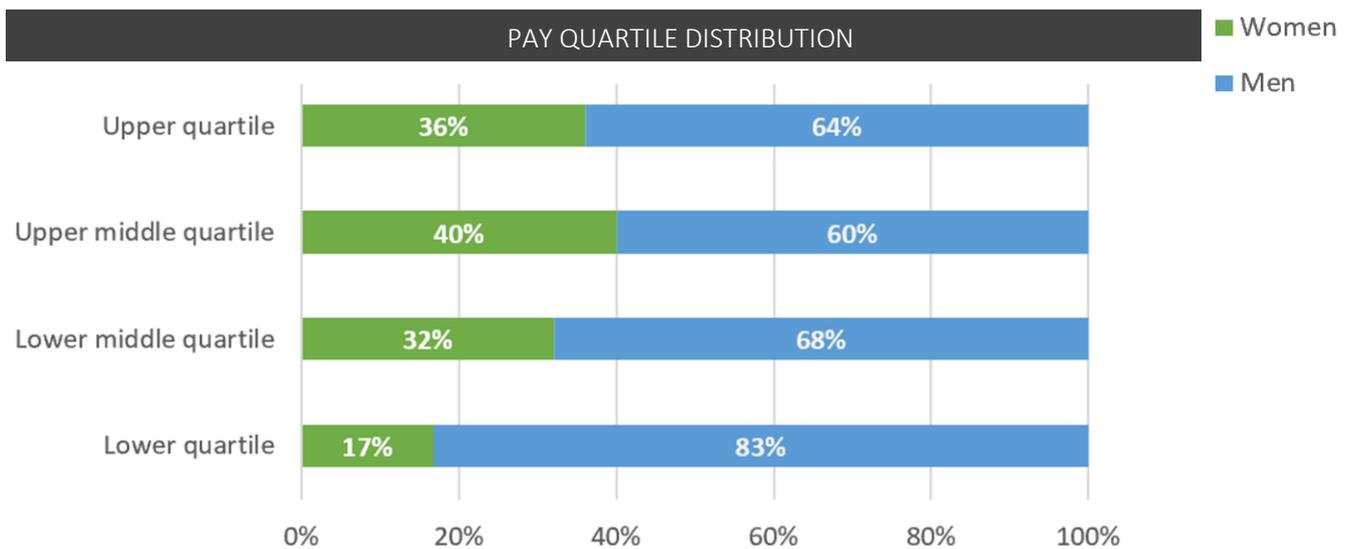
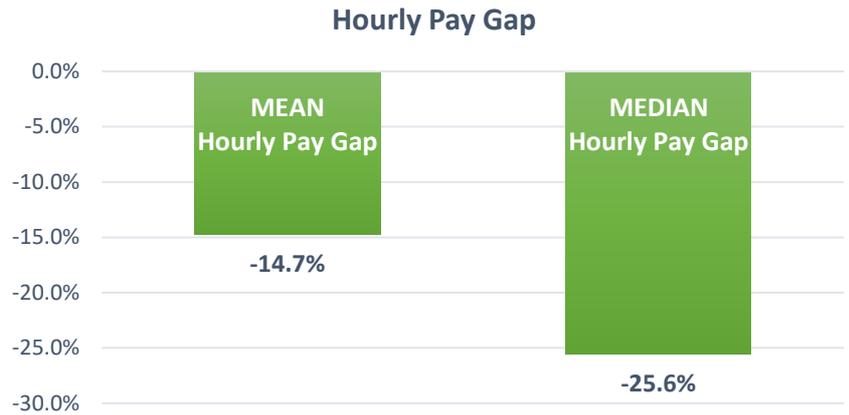
There are lower proportions of women in our residential division and also in our director and management populations.



Our Gender Pay Gap Results

As referenced the majority of our teams being furloughed has had an extraordinary impact on our hourly gender pay gap. For the first time we have seen negative pay gaps, meaning that women on average had a 14.7% higher hourly rate than men and the median hourly rate was 25.6% higher for women than men. Twice as many men as women were included in the calculation at the snapshot date and many were in our frontline grounds and maintenance teams earning a lower rate of pay than those in the Support Office and Directors and Executive teams that continued working to manage and support the covid pandemic and customer impacts.

Equally, the impact of the majority of our teams being on furlough at the snapshot date can be seen in the quartile data, which is skewed by the types of team members that remained working and twice the number of men as women being included in the snapshot data, which conflicts with our actual workforce split data above.



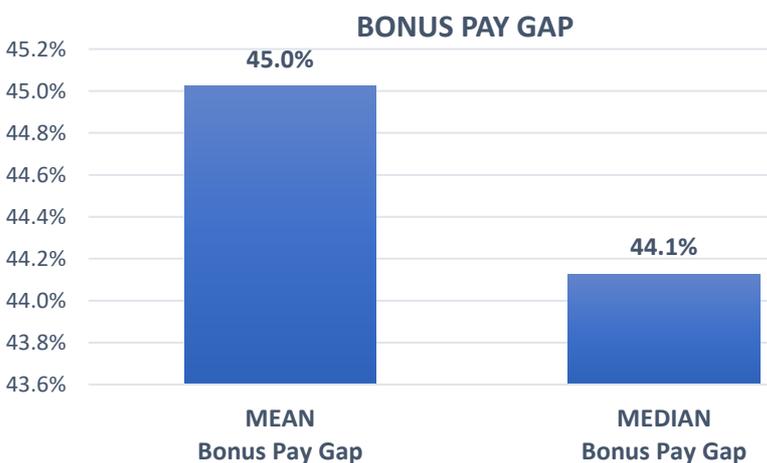
As furloughed employees are included in the bonus calculations which look at the 12-month period to the snapshot data the results are not skewed by furlough.

Proportion of team receiving a bonus:

 **Men: 28%**  **Women: 27%**

When looking at the proportion of men (28%) and women (27%) that received a bonus within the 12-month period it is almost equal.

However, whilst the mean (45%) and median (44%) bonus gaps have reduced against last year (when they were 47.4% and 87.2% respectively), they still reflect the higher proportion of men in management, leadership and director roles achieving bonus, where the bonus earning potential is significantly higher.



Our Plans For The Future

We implemented several changes since the last Gender Pay Report, including the appointment of a female CEO, some of the things that we have put in place also include:

- We have trained Mental Health First Aiders across the organisation and relaunched our Employee Assistance Programme and a new Wellbeing App, providing tailored support for our team members with any difficulties that they may face. Our aim is that all our team members will feel supported and that we can help to relieve any external pressures which may prevent them from fulfilling their potential.
- We have launched our new values: Authentic, Agile, Nurturing and Determined which support our team members being able to bring their real selves to work and diversity and inclusion.
- We have launched a new continuous Performance & Development process which focusses on regular progress conversations and includes an annual career conversation, so that we can better understand and support our team members career aspirations to fulfil their potential.

Looking further ahead, we have additional plans for the future to:

- Embed companywide talent and succession planning. We will continue to look to our fantastic pool of current female team members for future rising stars and seek to encourage progression within the business, and encourage more women to consider applying for management roles
- Introduce a Women's Development Programme to encourage women in the business to explore the opportunities available to them and develop their potential.
- We continue to review our recruitment processes. One of our, and the sectors main challenges, with gender pay is that comparatively more men apply for management roles within our business, such as Park Manager positions.
- A full reward review, focussed on improved reward for our team members, starting with our Operations front line team members. Our first step was to increase our minimum rate of pay above the National Living Wage in 2021.
- Continuing to support role flexibility and agile working and we believe the changing world of work because of the coronavirus pandemic may support a faster move to greater flexibility and agility at work.

We understand that some of the changes we are putting in place take time to impact the Gender Pay Gap reporting but our Board and Executive Team is committed to improving our gender pay gap over the medium to long term.

A message from Echo Lu, CEO Haulfryn Group Limited

I am passionate about equality, diversity & inclusion and I am proud to have joined WiHTL in 2020 as an Advisory Board Member. WiHTL is devoted to increasing women's and ethnic minorities' representation at all levels and in leadership positions across Hospitality, Travel and Leisure (HTL).



I am encouraged that we are making progress at Haulfryn on the gender pay gap but believe there is still more to do, not just for Haulfryn but across our industry. I am confident that our plans for 2021 and beyond will help us to continue to close the gap.

I confirm that the gender pay and bonus gap calculations and the data provided for Haulfryn Group Limited is accurate.



Echo Lu
Chief Executive Officer