

An aerial photograph of a dense forest with several houses nestled within the trees. The trees show a mix of green and yellow, suggesting an autumn setting. The houses have dark roofs and are partially obscured by the foliage. The overall scene is peaceful and scenic.

# Gender Pay Gap Report for the 12 months up to March 2022

March 2023



Forest Holidays





# About Forest Holidays

## Our purpose:

**Forest Holidays offers short breaks in 12 forest locations across the UK, helping people experience and reconnect with nature, each other, and rural communities.**

By reconnecting people with the forest through authentic forest experiences, we start a mutually beneficial relationship. People feel healthier in body and mind and are more inclined to look after the forest and nature for future generations. Maintaining the environment and wildlife is fundamental to our purpose. Without this, we would have no business.

## Our roles:

**The people who bring our purpose to life are our teams.**

This responsibility to wildlife and the environment means that our people's roles are unlike any other in the tourism and hospitality industry. We value their skills, expertise and passion. They truly are our greatest asset.

Beyond our range of solid job opportunities (including full-time and part-time roles, apprenticeships, university placements and career development paths) we're united by a sense of genuine purpose.

We believe passionately that teamwork delivers the best results, and we act as one team regardless of job role or location. We also care about team wellbeing, take a real interest in each other's professional development and thrive in creating the best environment for all.

## Our people:

**As a business championing sustainable UK tourism, we're committed to recruiting from the immediate area at each of our locations.**

Deeply rooted in the local community, our teams act as ambassadors for the region. Our success is founded on their dedication to providing our guests with an exceptional holiday experience.

The unique nature of our workplaces and the purpose that underpins our business, naturally leads to high levels of job satisfaction.

### *We're also proud to say that...*

- ◆ **649** local people are employed by us in rural areas across the country
- ◆ **66.7%** of our team members are women
- ◆ **52.6%** of our leadership team are women
- ◆ **91%** of our team would like to be working for Forest Holidays in the next 12 months
- ◆ **94%** of our team said they are proud to work for the company



# About the gender pay gap

**The gender pay gap regulations, require all businesses with 250 or more employees to report their gender pay gap.**

The gender pay gap is not the same as equal pay. Equal pay requires that women and men doing the same or similar jobs should be paid the same. A gender pay gap may occur even if women and men are paid the same amount for similar roles, if most senior positions are occupied primarily by one gender.

The gender pay gap is the percentage difference between average hourly earnings for women and men, irrespective of their role or experience. This report shows the mean and median difference, the bonus pay gap and the proportion of men and women in each quartile.

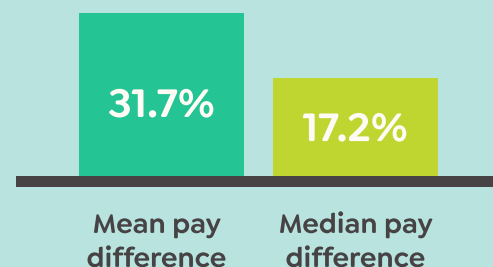
This is our fifth gender pay gap report based on the UK's gender pay reporting requirements – we'll continue to share our progress annually.

## Overview of our gender pay gap results

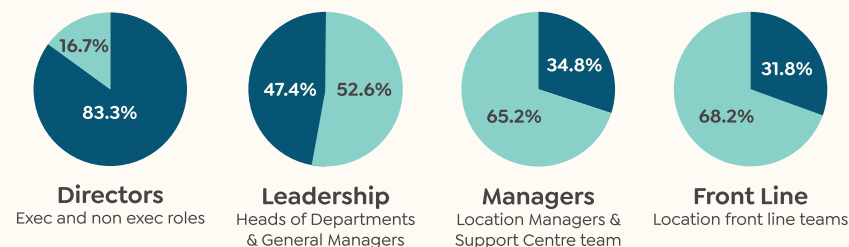
**This report shows the gender pay gap as of April 2022.**

The graph below demonstrates the mean and median pay difference between women and men within the business, irrespective of their role or experience.

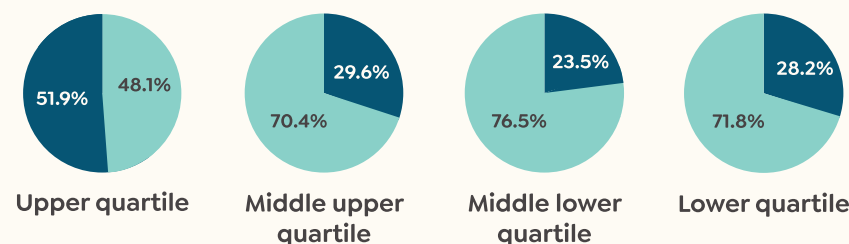
### Hourly pay gap



### Proportion of team members split by role



### Proportion of men and women per earnings quartile





# Our gender pay gap results in detail

The main reason for our mean gender pay gap is due to 78.4% of our team members working in support or non-managerial positions across our 12 locations in the UK and our Support Centre. Within that population, 80.1% are women.

## Leadership roles

The gap also arises due to women holding fewer senior positions than men. Currently 56.6% of our Directors and Senior Leadership team are men, which is also reflected in the results. However, over 52.6% of our leaders in the business (under Director level) and 65.2% of our managers are women so we're able to address this longer term through growing and retaining our female talent within the business.

## Roles on location

The nature of our business means that we employ a greater number of people at our locations than at our Support Centre. Employees looking for part-time hours are often attracted to the roles at our locations due to the flexible working hours on offer. Although all our roles are gender neutral, most of these roles are held by women and this also makes up a significant part of our gender pay gap. 77.4% of our total workforce work part time and 69.9% of this population are women.

## Real Living Wage

We've introduced the Real Living Wage to all team members over the age of 18 because we believe our teams deserve a wage that meets everyday needs. The Real Living Wage rates are higher than the National Living Wage because they are independently calculated based on the actual cost of living not just the Government minimum. Teams members are paid £9.90 per hour as a minimum instead of the Government National Living Wage which is £8.91 for over 23's.

## Bonus scheme

A discretionary bonus is in place for team members in managerial roles and those based at our Support Centre. 78.9% of team members received a bonus during the reporting period, 32.3% of these were male and 67.7% were female. Our mean bonus gap is 67.8% and our median bonus difference is 0.





# Our commitments

## Flexible working

For many, flexibility is the most important factor when looking for work.

As a business we're committed to offering team members flexibility so that our team can benefit from a work-life balance and a working pattern that fits around their home life.

Across the business, 77.4% of all team members work part-time (less than 30 hours per week) of which 69.9% are women.

We have a suite of flexible working practices for parents returning to work after maternity, paternity or adoption leave, including term-time contracts and part-time or reduced hours.

We've also introduced a hybrid flexible working policy for team members working at our support centre. This allows our team members the flexibility to work around home commitments.

## Career development

Whatever each team member's career path looks like, we value them for their individual skills, expertise and contribution. We believe in cultivating an encouraging environment where our teams can carve out meaningful careers.

From professional and vocational courses to management development training programmes and volunteering initiatives, we advocate for the development of individual skills and talents. Across the business, new career paths are being created alongside our PDR's to support team development and encourage all team members to achieve their career aspirations.

In addition to workshops, toolbox talks and Train the Trainer programmes, progress can be achieved through our Management Development Programme. This is designed to help team members progress from junior manager roles to senior management positions. Another pathway we've introduced is our new Forest Holidays Leadership Academy where 69% of the class of 2022 were women.

We're also committed to supporting the workforce of the future, especially young people growing up in rural communities. We're developing a new Graduate Programme and continue to offer apprenticeships to further develop skills within our teams. Currently, 80% of our apprentices are women.

# Closing the gap

As our business and the number of our employees grow, we will continue to review our recruitment and retention practices to ensure that we continue to strive to be a diverse and inclusive employer. We're actively introducing new ways to achieve gender balance and to grow female talent within our business.



*Here are some of our highlights...*

- ◆ **We've introduced a new policy to support women during the menopause.**  
We believe this is vital as up to 9 out of 10 women across the UK feel menopause can have a negative impact on their work. The lack of progression of women into senior roles (or indeed their retention in such roles) can inevitably influence the gender pay gap, with the gap being the greatest for those aged over 50.
- ◆ **We're proud of our inclusive culture and always strive to do more.**  
We've introduced a Equality, Diversity and Inclusion (ED&I) workstream. This includes development of a bespoke ED&I policy, regular training for everyone including directors, the creation of ED&I champions who'll support teams across the country and regular surveys to ensure every voice within the business is heard.
- ◆ **We celebrate and champion diversity throughout the business.**  
We're proud to be part of WiHTL's growing community of businesses, committed to creating more diverse and inclusive workplaces and their Global Female Leadership programme. We're delighted two of our female leaders are now WiHTL Women to Watch. WiHTL is devoted to increasing women's and ethnic minorities' representation at all levels and in leadership positions across Hospitality, Travel and Leisure (HTL).

## We're on our way to becoming a B-Corp

We're committed to making a positive impact on the environment and the world around us. As part of the process to become a B Corp certified business we've introduced new ways of working and implemented new policies and practices to meet the highest standards of verified performance. We're proud of the long-term commitments we've made which will positively impact all of our stakeholders – teams, communities, customers, and our planet.