

A photograph of three call center employees in a bright office setting. They are all wearing headsets and smiling. The woman in the center is wearing a black top with white polka dots. The man on the right is wearing a yellow sweater. The woman on the left is wearing a black top and glasses. The background shows office desks and equipment.

GENDER PAY GAP REPORT

2025/2026

Hays Travel

INTRODUCTION

Hays Travel Limited is the largest independent travel agent in the UK, employing almost 4,500 colleagues across more than 490 retail stores in the UK and within Head Office in Sunderland.

During the last year we have awarded our staff an annual increase in pay. We awarded over 2,900 colleagues a one off loyalty bonus this year to celebrate the company reaching £3 billion in sales. We also undertake an annual review of our bonus structure to ensure that they remain stretching whilst rewarding our top sellers.

Hays Travel Limited offers diverse opportunities, giving access to employment and rewarding work to suit people looking for different careers, including our apprenticeship programme, retail stores, home-working, directly employed and franchise arrangements.

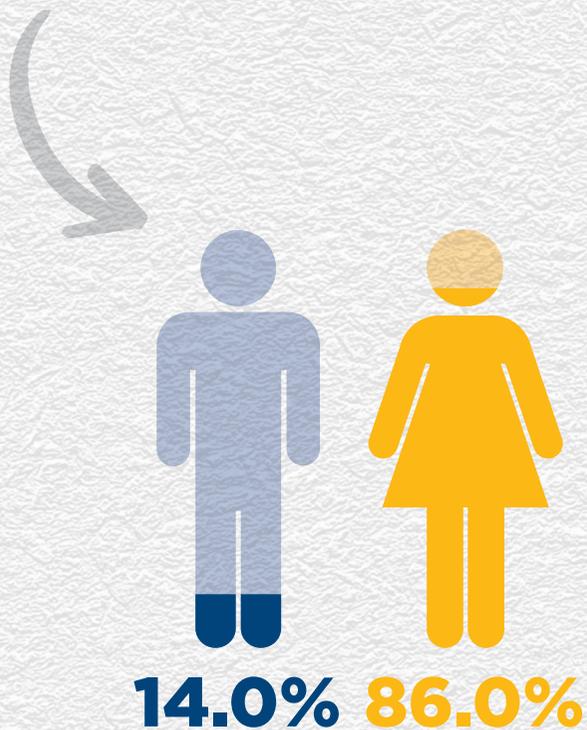
Our pay rates and recruitment drives have helped attract many new colleagues returning to travel or beginning a new career with us.

At senior level, we are led by a female Chair and 29 out of 38 members of our Senior Leadership Team are women. We have also have 2 non-executive board members both of whom are women.

Across the business, men get paid on average 9.1% more than women in hourly pay. This is most prevalent in Head Office within professional roles such as IT, HR and Finance, where pay rates are typically higher.

OVERVIEW OF OUR GENDER PAY GAP RESULTS FOR THE YEAR ENDED 5 APRIL 2025 VERSUS 2024

Overview of our Gender Pay Gap Results for 5 April 2025 versus 2024



Historically, we have attracted a higher proportion of women than men, which is typical of the travel sector. This trend has continued for 2025 where the proportion of male colleagues employed has remained at a similar level - 13.9% compared to 14.8% in 2023.

The table below shows the mean and median gender pay gap, based on hourly rates of pay on 5th April 2025 as well as the mean and median gender pay gap for bonuses paid to men and women for the performance year 2024.

In 2025, female bonuses were actually 20.9% higher than male bonus payments, though lower than the 28.9% difference reported in 2024. Which demonstrates the work we have done in this area to improve our position, as well as the outstanding performance of our female colleagues in this period.

Differences between male and female	2025		2024	
	Mean	Median	Mean	Median
Female hourly rate of pay	9.1%	1.1%	9.2%	0.6%
Female bonuses	11.25%	-20.9%	5.4%	-28.9%

UNDERSTANDING OUR PAY GAP

We have identified the pay gap across the pay quartiles.

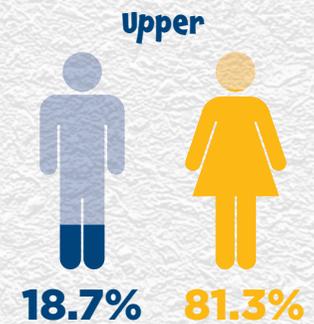
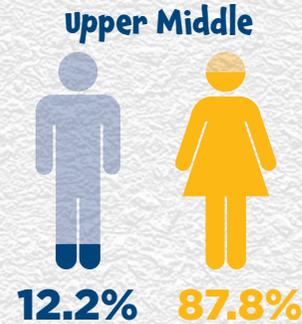
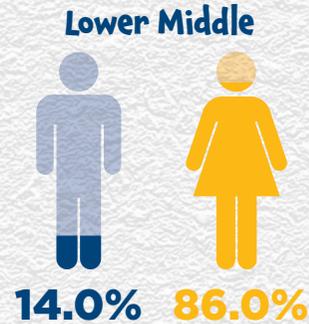
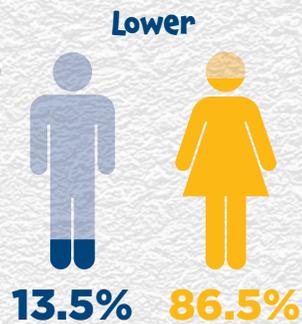
In the lower quartile, women are paid 0.6% lower than men, which is where the majority of our females are employed. In the lower middle, women are paid 0.1% more than men and in the upper middle, women are paid 0.9% more than men.

As mentioned earlier, we continue to have a greater proportion of men working in Head Office in professional roles such as IT, HR and Finance which typically attract higher salaries that fall into the upper quartile. As a result, women are paid 13.9% lower than men within the upper quartile.

2025 Quartile Gender Pay Gaps

Differences between male and female	Lower	Lower Middle	Upper Middle	Upper
Mean Gap	0.6%	-0.1%	-0.9%	13.9%
Median Gap	0.0%	0.1%	1.0%	5.0%

Pay Quartiles



SUMMARY & ACTIONS

The travel industry mostly attracts female colleagues into travel sales roles, which are lower paid roles, whereas male colleagues are more drawn to the Head Office functions such as IT, Finance, HR and Marketing with higher paying salaries and this is reflected in the report.

The regular review of pay grades, ensuring that all colleagues are paid equally has improved pay in the lower middle and upper quartiles for female colleagues, with women paid more than men in these quartiles. Continuing to recruit women into professional Head Office roles will help to reduce the gap in the upper quartile.

The reintroduction, and enhanced, bonus scheme helped to reduce the gap in bonuses paid. More women than men are employed in Retail Sales roles, as sales continue to grow stronger, we will continue to reduce the bonus gap further. We will comprehensively provide additional training and coaching to our travel sales colleagues to enable

them to improve their skills and selling ability to improve bonus opportunity. The Company is committed to reducing the gender pay gap further through regular reporting to the Board.

Our recruitment approach is helping us to attract new colleagues to Hays Travel. We continue to invest in recruiting higher numbers of apprentices, graduates, and retail travel sales roles as well as create internal opportunities for job and pay progression through our leadership and coaching programmes.

We will continue our efforts to promote diversity, ensuring our recruitment processes enable us to recruit across all protected characteristics, including gender, race, sexuality and disability and across a range of employment opportunities to provide career opportunities for all.

I confirm the information published in this report is accurate.

Andy Bell

Andy Bell
People Director