



On the Beach Group plc Gender Pay Gap Report

APRIL 2024–APRIL 2025

Statement from Shaun Morton

Our people are the driving force behind our business, and we understand the value and strength a diverse workforce brings.



Shaun Morton
Chief Executive Officer

Since 2021, we've reduced our mean gender pay gap from 33.6% to 28.7% – meaningful progress reflecting sustained, long-term focus on creating equal opportunities. This isn't a quick fix – it requires patience, persistence, and strategic investment.

This year's figure of 28.7% represents a small 1.1% increase from last year, primarily driven by operational changes as we consolidated our employing entities and payroll structures. What gives me confidence is the tangible progress in areas where we're taking targeted action. Within Product & Technology, we've achieved a 5.9% improvement – clear evidence our systematic approach is working. We've increased female representation in our upper pay quartiles, and I'm proud to lead an organisation where women represent half of our Executive Team and 56% of our Board.

Beyond gender pay equity, this report outlines our commitment to social mobility and understanding our ethnicity pay gap – areas where we're determined to play our part in creating genuine opportunity for people from all backgrounds. We're confident in the direction we're heading, and we'll continue to share our progress transparently.

I can confirm the Gender Pay Gap data contained in this report is accurate and in line with regulatory requirements.

Shaun Morton
Chief Executive Officer

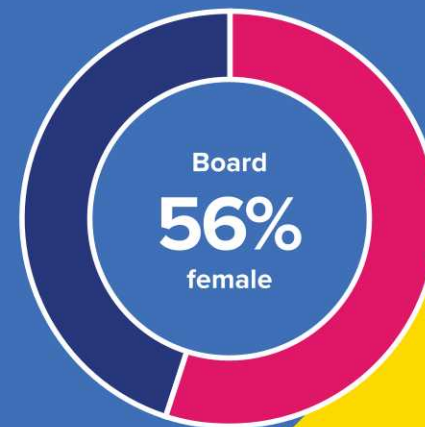
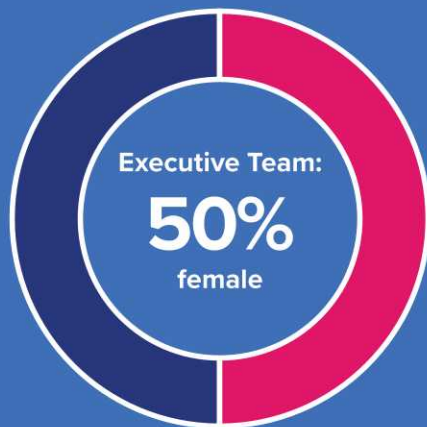
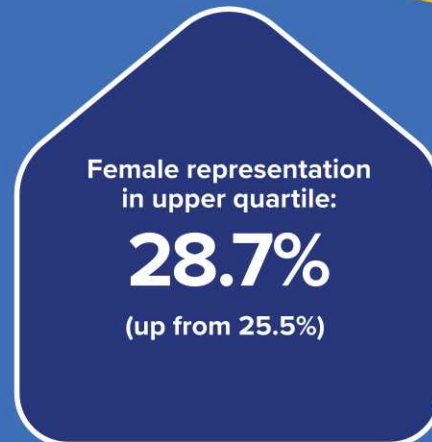
4.9%↓

Reduction in mean gender pay gap (since 2021)





(2024: 27.6% | +1.1pp)



Key drivers

Operational restructuring (consolidation of employing entities from On the Beach Beds to On the Beach Ltd) contributed to the 1.1% increase. However, targeted action in Product & Technology delivered a 5.9% improvement, demonstrating our systematic approach is working.



Statement from Jennie Cronin

It's important to me that our people, regardless of gender, ethnicity, and background, see On the Beach as an inclusive place to work, where they feel empowered to be themselves, feel seen and supported, and have the opportunity to thrive.



Jennie Cronin
Chief People Officer

This year's mean gender pay gap of 28.7% reflects a 1.1% increase from last year. I want to be clear about what's driving this. The increase is primarily attributable to operational restructuring – consolidating our employing entities and reducing the number of payrolls in operation, with colleagues moving from On the Beach Beds to On the Beach Limited.

Nevertheless, crucially we're seeing progress in the areas we've been deliberately focusing on. Within Product & Technology, we've achieved a 5.9% improvement. This isn't by chance. It's the result of systematic changes to how we attract, hire, and develop talent. We've secured four exceptional senior female hires this year – a Principal Product Manager, Senior Product Manager, Principal Product Designer and a VP Product Engineering. Three appointments fell within our reporting period, the other just outside, and they demonstrate that our approach is translating into real change in an area that's traditionally been challenging.

I'm particularly proud of the increased female representation in our upper pay quartiles – up from 25.5% to 28.7% in the upper quartile and from 43.9% to 47% in the upper middle quartile. This shows women are progressing and thriving at senior levels. We're also seeing internal progression at every level – from our female Senior Product Manager promoted to Head of Product, to our in-house barista progressing into a Finance Assistant role.

Beyond pay gap metrics, we're building an environment where people can thrive at every stage of their career. Our enhanced maternity policy provides full support from day one with no waiting period. We've introduced Neonatal Care Leave with two weeks' enhanced pay, and we're developing meaningful support for colleagues experiencing perimenopause and menopause, guided by our employee-led Menopause group.

There's lots still to do, and this isn't a quick fix, but I'm encouraged by our underlying progress. The building blocks we've put in place are delivering results. We'll continue to take targeted action where needed most, remove barriers to progression, and create an environment where everyone has equal opportunity to succeed.

Jennie Cronin
Chief People Officer



Understanding the Gender Pay Gap

What are we reporting?

UK Gender Pay Gap legislation was introduced in April 2017 to promote gender equality and accelerate action. Companies with 250 employees or more are required to report on the average pay for men and women in their workforce and highlight any differences that exist.

This report includes data up to and including 5 April 2025.

The data in this report shows:

- a. percentage of men and women in each hourly pay quartile
- b. mean gender pay gap using hourly pay
- c. median gender pay gap using hourly pay
- d. percentage of men and women receiving bonus pay
- e. mean gender pay gap using bonus pay
- f. median gender pay gap using bonus pay

Bonus pay includes commission and long-term incentive plans exercised.

The gender pay gap shows the difference in average pay between all men and all women across the entire organisation, regardless of role or seniority.

CEO, CFO and CMO roles are excluded from the pay gap reporting as they are employees of On the Beach Group plc.



How we calculate it

The gender pay gap is different to equal pay. Equal pay looks at the pay differences between men and women carrying out the same or equivalent roles, or work of equal value. **On the Beach pays men and women equally for work carried out in equivalent roles.**

Mean

The mean, or average, is the difference between the average hourly rate of pay between men and women. We add all of the hourly rates of pay for women across On the Beach together and divide by the total number of women. The same method is used for male hourly pay. From this, we can calculate the average, 'mean', hourly rate of pay for women and men. The mean gap is the percentage difference between the two values.

For the Gender Pay Gap report this is applied to both hourly rates of pay and bonus payments.

Median

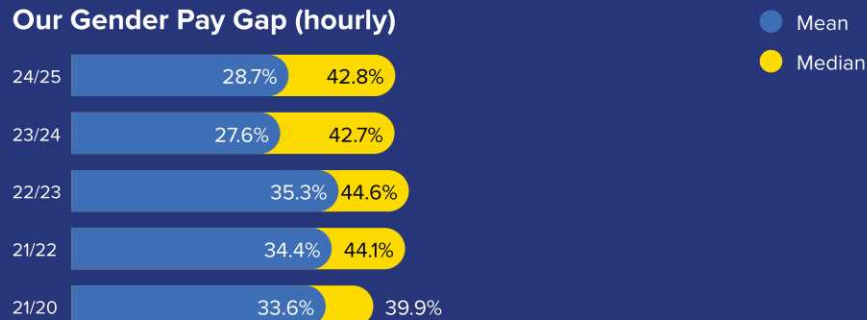
If all of the women working at On the Beach stood in a line, ordered from the lowest hourly rate of pay to the highest and all of the men did the same in a second line, the person standing in the middle of each line has the median hourly rate of pay. The median gender pay gap is the difference in pay between the woman standing in the middle of her line, and the man standing in the middle of his line.

Salary quartiles

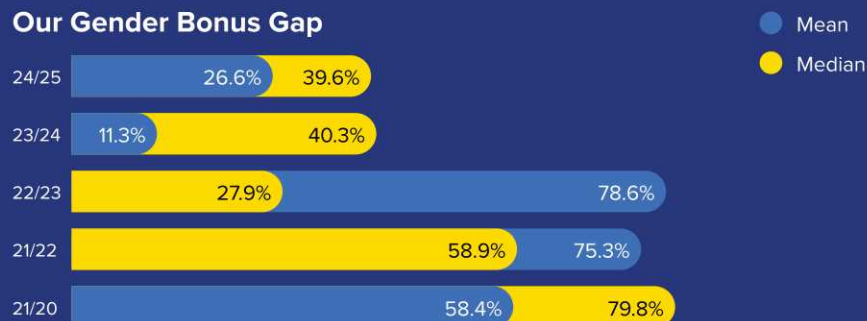
All On the Beach employees are ranked in order from the employee with the highest hourly rate to the employee with the lowest hourly rate. This list is then divided into four equal groups (quartiles) that rank from the lowest hourly rate (Quartile 1) to the highest hourly rate (Quartile 4).

Our 2025 results

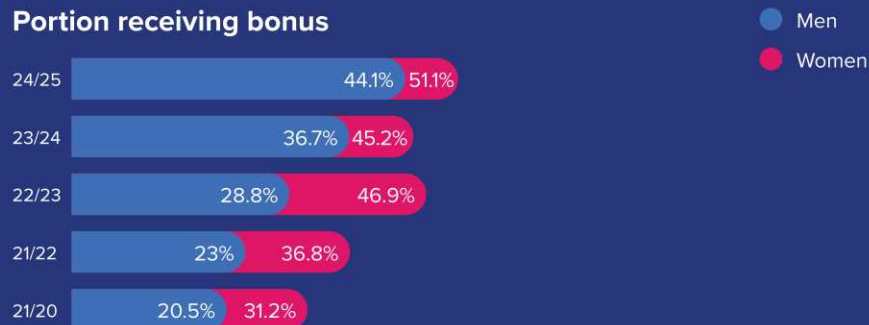
Our Gender Pay Gap (hourly)



Our Gender Bonus Gap

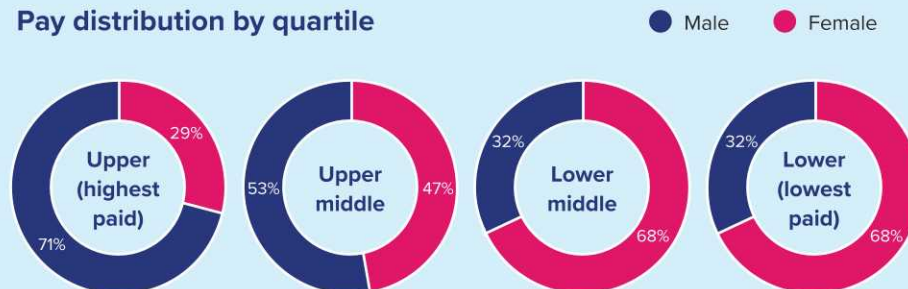


Portion receiving bonus



The percentage of women receiving a bonus has increased and remains high. The bonus gap is consistent with our overall pay gap as more women are employed in contact centre roles, where bonus payments are comparatively lower.

Pay distribution by quartile

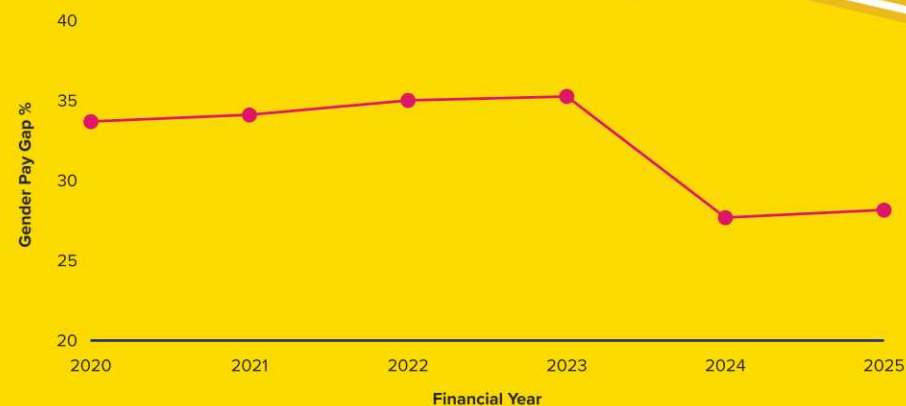


Female change vs 2024

3.2pp↑ **3.1pp↑** **1.6pp↓** **3.5pp↑**

The proportion of females in the top two quartiles has increased, representing career progress and our continued focus on creating a supportive environment where women can thrive and develop at all stages of their career.

Our Gender Pay Gap trend



Our mean gender pay gap shows overall meaningful progress, with our 2024 data establishing a new benchmark that remains our target for sustained improvement.

Leadership diversity

Executive Team: 50% female – we're pleased with the progress made on gender diversity at Executive level and remain committed to maintaining this. We do not currently have representation from a minority ethnic background on the Executive Team and this will remain an area of focus.

Board: 56% female representation following recent appointments.

Objective	Objective met	Comment
55% female representation at Board level	✓	With the appointment of Victoria Self replacing David Kelly, we now have 56% female representation on the Board
At least one of the senior Board positions (Chair, CEO, CFO, or Senior Independent Director) being held by a female director	✓	Elaine O'Donnell became SID on 27 January 2023
At least one member of the Board shall be from a minority ethnic background	✓	Veronica Sharma is from a minority ethnic background and joined the Board on 1 September 2023

This will continue to be an area of focus for the Board and the Executive Team.



Drivers of change

Operational changes

1.1%↑

Increase

The 1.1% increase from 27.6% to 28.7% is primarily driven by operational restructuring: consolidating employing entities and reducing the number of payrolls in operation, with colleagues moving from On the Beach Beds to On the Beach Limited.

Product & technology

5.9%↓

Reduction

This significant improvement demonstrates our systematic approach is working:

- **Four senior female hires:** Principal Product Manager, Senior Product Manager, Principal Product Designer, and VP Product Engineering (three within reporting period).
- **Systematic changes** to talent attraction processes yielding measurable results.

Industry-wide challenges

Technology and Contact Centre remain our two most challenging areas, representing industry-wide challenges:

- **Contact Centre:** Higher female representation, comparatively lower compensation levels.
- **Technology:** Higher male representation, higher compensation levels.

We continue to focus on encouraging more women into technology roles and understanding barriers to progression for women currently in tech.

Our action plan

Talent attraction

Initiatives embedded in 2025

- Partnering with a specialist tech recruitment agency who are focused on closing the gender gap in tech.
- Gender diverse interview panels (mandatory for female candidates).
- Inclusive language and fair expectations in job ads (supported by employee ED&I forum).
- Transparency of interview process on all job ads.
- Requesting salary expectations rather than history, with guidance on pay ranges for candidates unsure of market rates.
- New Applicant Tracking System (ATS) implemented October 2025 to support CV anonymisation to reduce unconscious bias.

We're already seeing positive progress on the back of this work – helping us to attract a much more balanced talent pool and securing key female hires.

These appointments demonstrate how systematic improvements in our talent attraction approach translate into meaningful change in traditionally challenging areas.

Career development

We know that women often carry a disproportionate share of caring responsibilities, and we believe no one should have to choose between family and career. That's why we're proud of our 'always on' approach to supporting women at every stage of their career, both in and outside of work.

Internal progression

Targeted development opportunities are driving real results at every level. In 2025 alone, we've supported progression from our female Senior Product Manager to Head of Product, and our in-house barista to Finance Assistant – demonstrating our commitment spans the entire organisation.

2025/26 priorities

1. **Product & Technology:** Build on 5.9% improvement with continued focus on diverse talent attraction and retention.
2. **Contact Centre:** Explore development pathways and progression opportunities.
3. **Senior Leadership:** Maintain and build upon female representation in upper quartiles.
4. **Measurement:** Track progress through representation, retention, hiring, and promotion rates alongside pay gap data.



Family-friendly policies

Our enhanced family-friendly policies provide support for both new and established employees and we continue to look for meaningful ways to evolve this support. Our enhanced maternity policy provides full support from day one with no waiting period – support that has made a real difference to colleagues like Ellen in our People Operations team (read her story on page 10). This year we've evolved our support with the introduction of:

- **Neonatal care leave:** enhanced two weeks full pay, recognising our role in supporting employees when they need it most.
- **Menopause support:** our Employee-led Menopause group are bringing invaluable insights to shape meaningful support for all colleagues – whether experiencing symptoms themselves or supporting team members or family.



We're already seeing positive progress on the back of this work – helping us to attract a much more balanced talent pool and securing key female hires.

Culture in action



Ellen
People Operations Manager

“

What's struck me most is that the policy isn't just written down, you genuinely feel the support from everyone.”

Ellen
People Operations Manager

Ellen's Story:

Enhanced maternity support

I joined On the Beach in December 2024 as part of the People Operations team. I'd been through IVF treatment and had previously put my life on hold, but I knew I needed to move forward in my career.

When I was looking at OtB, I'd heard about the culture and progressive attitude. Seeing the policies around fertility treatment and maternity support meant I felt comfortable being open and honest about my situation, whatever happened.

A couple of months into my new role, I discovered I was pregnant. Under OtB's enhanced maternity policy, I was eligible for full support from day one – no waiting period required. It was life-changing. The financial worry disappeared, and I could actually plan properly. It reaffirmed I'd made the right decision to join.

What's struck me most is that the policy isn't just written down, you genuinely feel the support from everyone. People have been more interested and lovely than I expected, especially being so new to the team.

I'm prouder than ever to be part of this team and business, and more committed than ever. I want to give back what they've given me.



International Women's Day 2025

Supporting women throughout their careers is an always-on commitment at On the Beach, but International Women's Day gives us a moment to pause, celebrate progress, and reinforce what we're working towards together.

This year, we brought everyone together for a full-day event that sparked real conversation and connection across the business. We kicked off with a keynote speaker, followed by an honest and engaging panel discussion featuring three members of our female Executive team alongside colleagues from Finance and Technology, speaking openly about the challenges they've faced, the barriers they've overcome, and why support networks matter so much.

The day wrapped up with lunch, giving colleagues the chance to connect, share their own experiences, and build stronger relationships across teams and functions.



Social mobility & broader inclusion

Supporting social mobility is an important part of our commitment to creating a more inclusive workplace and society. We believe that talent exists everywhere, but opportunity doesn't – and we're determined to play our part in changing that.

Hopwood Hall College Partnership

This year, we've continued our partnership with Hopwood Hall College – a local college recognised at the esteemed Educate North Awards with the Social Mobility Award for their relentless work delivering strategic support for disadvantaged students.

We've hosted exploratory sessions that give students real insights into what it's like to work at On the Beach, along with practical guidance on career progression and interview skills.

Over the next year, we're also aiming to put in place internal data insights that can help us develop stronger links with the local schools and colleges that feed our talent pipeline and beyond.



Work placements trial

We were delighted to trial work placements within the Legal team this year, and it's been a success on every level.

Our Legal Counsel took the initiative to design and deliver a structured work experience programme that went far beyond simply hosting a placement. She invested real time in explaining how we operate, setting meaningful work, providing constructive feedback, and crucially, helping the students build outputs they could use for future law firm applications.

She also gave them practical career guidance to help them navigate what can be a very competitive sector. The feedback from the students has been exceptional.

This programme was built with our wider ED&I strategy in mind. It's created a model we can roll out with colleges we partner with, like Hopwood Hall, supporting our social mobility and outreach goals for the long term.

It's been brilliant to see how work placements can create genuine opportunity and we're committed to expanding this across the business.

2025/26 focus

Going forward, we're looking to evolve this partnership into something more tangible and impactful. Our goal is to create meaningful, longer-term opportunities that offer real workplace experience – expanding work placements across the business, giving more students a proper foot in the door and helping us build a sustainable talent pipeline that supports social mobility in a genuine and lasting way.

We are also aiming to put in place internal data insights that can help us develop stronger links with the local schools that feed our talent pipeline and beyond.

Kirsteen Vickerstaff

General Counsel and Company Secretary

“

Going forward, we're looking to evolve this partnership into something more tangible and impactful. Our goal is to create meaningful, longer-term opportunities that offer real workplace experience.”

Kirsteen Vickerstaff,
General Counsel and Company Secretary



Ethnicity Pay Gap

Understanding and addressing our ethnicity pay gap is important to us, and we're committed to taking the steps needed to get there.

Attracting and securing diverse talent is fundamental to our success, and we're constantly reviewing and improving how we do this. This year, we've introduced:

- Cross-functional interviews and diverse interview panels
- Structured interviews creating consistency and standardisation
- Continuous evaluation of candidate pipelines to ensure we're bringing in talent from the widest pool

Our employee-led Equality, Diversity and Inclusion forum continues to champion awareness, education, and meaningful change throughout the business, helping us identify where we can do more.

What our people tell us

The lived experience of our people tells us we're making progress. In our recent employee engagement survey (November 2025), our colleagues scored the statement 'I believe the business supports and advocates equality, diversity and inclusion. 8.5/10 for the second year running – a result we're proud of and one that reflects how our people genuinely feel about working here.

2025/26 focus

While we're not yet reporting on our ethnicity pay gap, the introduction of our new HR Information System (HRIS) in FY26 will give us the tools to collect and analyse data effectively. This will enable us to properly understand where we are, identify where disparities exist, understand what's driving them, and build meaningful, targeted action plans that deliver real progress – just as we've done with our gender pay gap work.

We'll continue pushing forward with our talent attraction strategies, actively removing barriers to progression, and creating an environment where everyone, regardless of background, has genuine opportunity to succeed and thrive.

Closing pay gaps isn't just the right thing to do. It makes us stronger as a business, ensuring we attract, develop, and retain the best talent from the widest possible pool. That's good for our people, and it's good for our business.

Declaration

I can confirm the Gender Pay Gap data contained in this report is accurate and in line with regulatory requirements under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Shaun Morton
Chief Executive Officer

On the Beach Ltd

Employee Engagement Survey

“

I believe the business supports and advocates equality, diversity and inclusion.”

2025	8.5
2024	8.5
2023	8.4

On The Beach Group plc

Aeroworks, 5 Adair St, Manchester M1 2NQ

www.onthebeachgroupplc.com (Group)

www.onthebeach.co.uk / www.sunshine.co.uk /

www.classic-collection.co.uk / www.classic-package.co.uk (UK)



sunshine.co.uk



CLASSIC
COLLECTION

Designed and produced by **emperor** 
Visit us at emperor.works