



Gender Pay Statement 2025-2026

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, all businesses with over 250 employees are required to publish their gender pay gap calculations.

The gender pay gap measures the difference in the average hourly rate of pay and bonuses paid between all the men and women in a Company. This is expressed as both a mean (i.e., average) and median (i.e., the middle rate when listed in numerical order).

The gender pay gap is very different to equal pay. Equal pay refers to men and women receiving equal pay for equal work, which is a legal requirement in the UK. All men and women across Alfa Holiday Group are paid equally for equivalent roles in our business.

Gender pay reporting period

This report covers the gender pay gap report to the snapshot date of 5th April 2025.

Alfa Holiday Group and gender pay 2025-26

At Alfa Holiday Group our mission is to exceed our customers' expectations in providing a memorable, high quality holiday experience for our guests, characterised by professional standards of service and a warm and friendly welcome. To deliver our mission we look for employees who naturally share our core values, which not only ensures we continue to build on the high levels of customer service provided to our guests, but also make the Company a great place to work for all of our team.

Alfa Holiday Group is an employee-owned Group, comprising the businesses of Alfa Hotels Limited, Alfa Holidays Limited and Alfa Coaches Limited. As an employee-owned group, our employees are not only our workforce but our majority shareholders as well. We are committed to ensuring that our Group encourages employee innovation and involvement and provides an inclusive culture for our diverse workforce, regardless of gender, nationality, age or background.

We are pleased to report that the median gender pay gap for Alfa Hotels Limited (6.3%) and Alfa Holiday Group (8.0%) are significantly below the UK median reported by the Office of National statistics of 12.8%*.

For additional context of the 819 relevant employees at Alfa Holiday Group as at the snapshot date of 5th April 2025; 49.3% were reported as female employees vs 50.7% male employees, demonstrating a balanced representation of gender. At Alfa Hotels Limited the balance is 51.5% in favour of females. Our analysis shows that our current gap in pay is mainly driven by two factors:



1 A lower proportion of women than men in senior roles

We have always believed and continue to believe in recruiting the best person for every role regardless of gender. Our Board of Directors is currently comprised of an equal number of males and females, whilst the rest of our senior management team has a higher proportion of males. In particular there are a higher proportion of men in our hotel management and transport management roles.

There are also a higher proportion of men in chef and driver roles, which are higher than the group average hourly rate. The gender imbalances we face are in line with issues common to our industry and the UK in general, with regards to certain professions such as chef and driver roles being dominated by men.

2 Career and lifestyle choices

Our male employee owners are more likely to choose roles which pay premiums, reflecting work away from home, or unsociable hours when a shift premium is paid.

As a Group we offer a range of family friendly policies and there is a greater uptake of these arrangements by our female employee owners, which due to the treatment of such arrangements in the relevant calculations contributes to a wider gender pay gap and bonus gap.

What we are doing to address our gender pay gap

We operate family friendly policies and flexible working, supporting our employee owners in returning to work and continuing in their careers following periods of parental leave.

We ensure all of our training programs are inclusive and encourage balanced intake of applications from both female and male applicants alike.

We regularly review the roles within our organisations to ensure we offer a diverse and flexible range of working arrangements.

We have elected employee council member at all of our locations, who represent our employee base and have a channel of communication with our Trustee Board of Directors and Executive Board of Directors, ensuring an inclusive and consultative culture throughout our Group.

We train all our recruiting managers in Equality and Diversity across the Group and regularly monitor these statistics.

Alfa Hotels Limited is an employer required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



This involves carrying out six calculations that show the difference between the average earnings of males and females in our Company.

Alfa Hotels Limited is part of the Alfa Holiday Group and as the trading and operations of the individual Limited Companies are heavily integrated, we have chosen to voluntarily report our gender pay data for the Group as a whole up to the snapshot date of 5th April 2025.

	Alfa Hotels Limited (statutory disclosure)		Alfa Holiday Group consolidated (voluntary disclosure)	
Gender pay gap: mean	10.7%		10.4%	
Gender pay gap: median	6.3%		8.0%	
Bonus: mean	28.3%		34.3%	
Bonus: median	32.8%		37.1%	
Proportion of men who received a bonus	83.5%		86.0%	
Proportion of women who received a bonus	84.3%		85.1%	
Proportion of employees in the:	Men %	Women %	Men %	Women %
Lower quartile pay band	38.9	61.1	40.5	59.5
Lower middle quartile pay band	35.9	64.1	38.0	62.0
Upper middle quartile pay band	56.9	43.1	55.1	44.9
Upper quartile pay band	62.3	37.7	69.1	30.9

Accuracy of gender pay calculations

I confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Sean Keely

People Services Director

1st April 2026

*<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2025>