

# GENDER PAY GAP REPORT 2017

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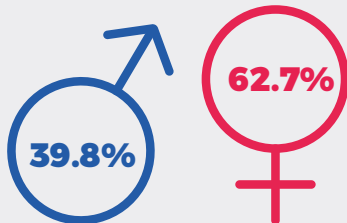
## PAY GAP



## BONUS GAP

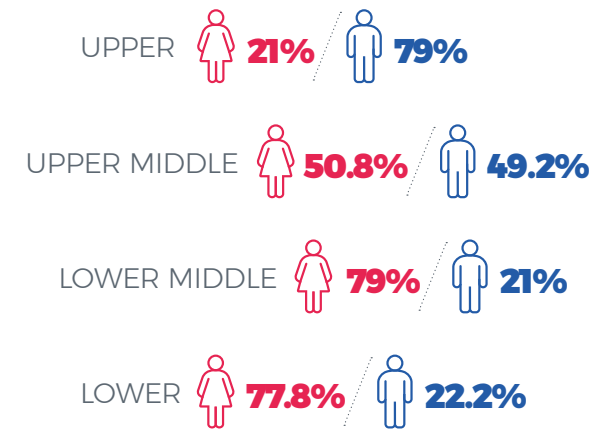


The proportion of males and females receiving a bonus payment



## THE PROPORTION OF MALES AND FEMALES IN EACH QUARTILE BAND

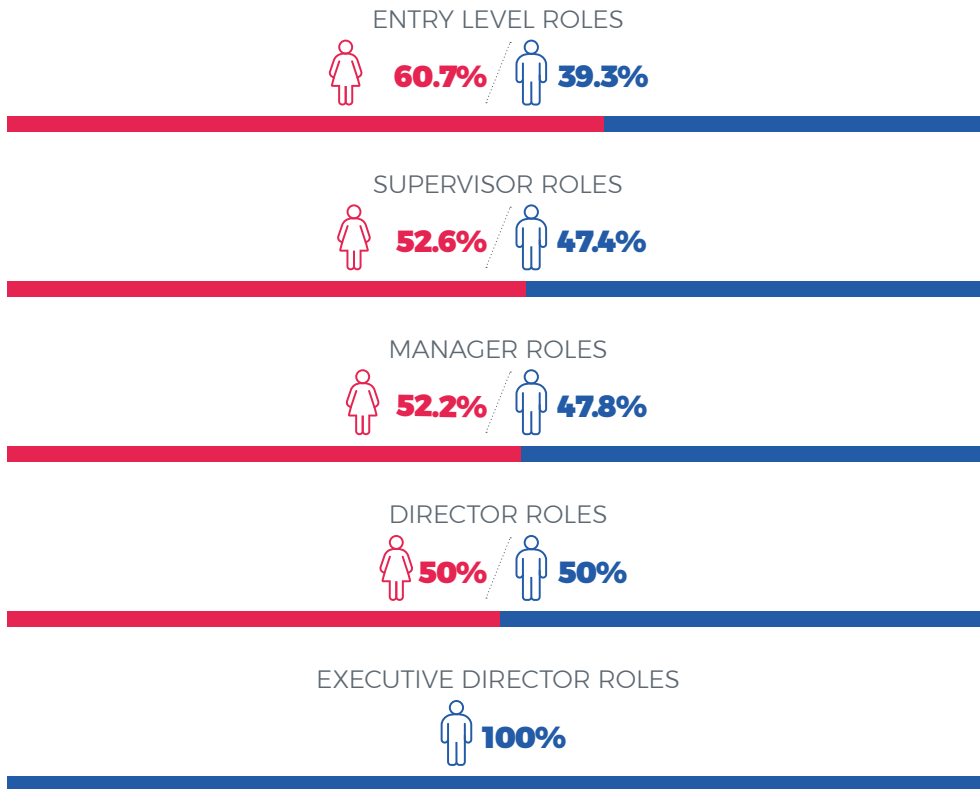
Sykes Holiday Cottages offers a fulfilling and respectful workplace where all employees can grow and learn and give their best in support of the Company's Vision, Values and strategic direction. We offer all colleagues the best experience possible and support their career with us. Diversity of gender, gender identity, race, religion or belief, age, marriage or civil partnerships, sexual orientations, disability, pregnancy or parenthood, makes Sykes Holiday Cottages a dynamic and inclusive place to work



At Sykes we are striving to improve every aspect of our employee experience, as a fast growing and dynamic business we are constantly reviewing our processes and approaches to attracting the right talent into our business, Our approach is intended to ensure that employees are paid fairly, regardless of personal characteristics. There are several factors that affect pay and result in remuneration differences including job grades, seniority within grades and performance levels. We are developing our grading structure and related competencies. Our salary and promotion proposals are independently reviewed with HR and senior management.

## GENDER SPLIT BY ROLE

In common with other companies with high investment in technology and web services, our gender pay gap is primarily due to a lower proportion of female employees in these roles and at a senior level.



## DEVELOPING OUR EMPLOYEES POTENTIAL

An introduction to some of the initiatives designed to support and empower our teams.

### ENHANCED MATERNITY

We offer enhanced maternity pay as we not only want to attract great female talent into our business, we want to encourage them to return to us following their maternity leave.

### WELLBEING

From exercise classes to reflexology, we support initiatives that promote well being and health.

### CAREER MENTORING

Our senior females are encouraged to be actively involved to mentor emerging female talent in the business. They provide coaching, support and the benefit of their insight.

### WORK-LIFE BALANCE WORKSHOPS

We run open access workshops to support our employees work life balance, these range from pension planning, mortgage planning to self awareness and MBTI profiling.

I confirm the Sykes Cottages Ltd gender gap calculations are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

*Michael S Graham*

**Michael Graham**

CFO, Sykes Cottages Ltd

All our data has been independently ratified by RSM HR Limited.