

# GENDER PAY GAP – 2018

Gender pay gap legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish gender pay gap data every year.

The information we publish includes:

- Mean and median gender pay gap (based on an hourly rate of pay at 5 April 2018)
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5 April 2018)
- Proportion of men and women receiving a bonus payment
- Proportion of men and women in each quartile pay band (looking at the proportion in four pay bands when we divide our workforce into four equal parts)

The gender pay gap shows the difference in average pay between women and men. It does not measure equal pay, which relates to what women and men are paid for the same or similar jobs or work of equal value. Our gender pay gap is not a result of equal pay issues. We have a gender-neutral approach to pay across all levels of Holroyd Howe.

## Gender split of Holroyd Howe employees on 5 April 2018



## Our Numbers

We calculate the gender pay gap by using the mean and median figures as explained below.

The mean, commonly known as the average, is calculated when you add up the wages of all employees and divide the figure by the number of employees. The mean gender pay gap is the difference between mean male pay and mean female pay (average).

The median is the figure that falls in the middle of a range when everyone's wages are lined up from smallest to largest. The median gap is the difference between the employee in the middle of the range of male wages and the middle employee in the range of female wages (middle).

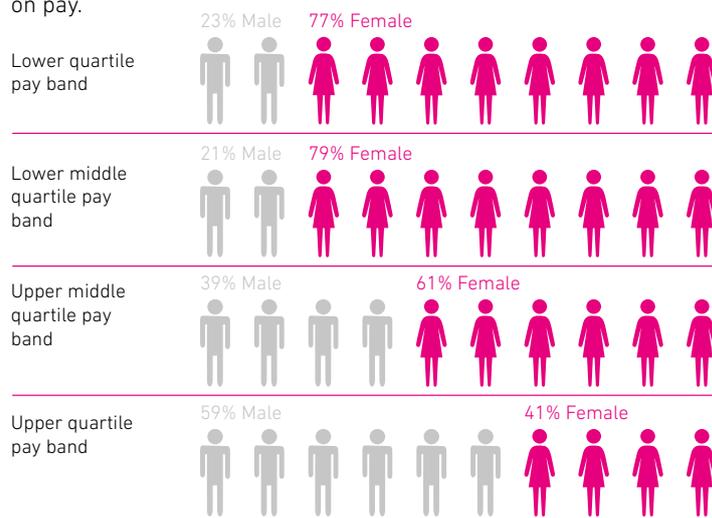
Reporting on a total of 2,090 employees, the active headcount in April 2018 increased by 12% compared to April 2017.

**8.1%**

median pay gap for term time employees

## Pay Quartiles

The image below shows the gender distribution at Holroyd Howe when employees are placed into four equally sized quartiles based on pay.



## Our Gender Pay & Bonus Gap

Difference between men and women	Mean (Average)	Median (Middle)
Gender Pay Gap	24.9%	27.9%
Gender Bonus Gap	-27.4%	30.0%

Employees who work term-time make up 74% of our total workforce. When we calculate our gender pay gap for term-time workers, we have a median gender pay gap of 8.1%. For the 26% of employees who work 52-weeks, we have a median pay gap of 15.8%.

As with many companies, the primary reasons for our gap is that we have more women than men in junior roles while more men than women are in senior roles. This is seen across those who work in the Education sector due to the high ratio of term-time or part-time employees.

The bonus gap is largely a result of greater variable pay at more senior levels (primarily occupied by men). It is also affected by the bonus calculation (set out in the requirements) not taking into account that bonuses for part-time workers (who are mainly women) are pro rata'd.

## Bonus Recipients (% receiving a bonus)



### Our Ambition

Our ambition is to stop further growth in our pay gap to create a truly inclusive working environment. We need to continue to remove barriers to career progression and give women the chance to develop at all stages of their careers, specifically in Chef and Location Manager level roles. To achieve this, we are committed to delivering current and new initiatives to improve how we attract, engage and develop women across Holroyd Howe.

### Development

- Over the last 12 months, 33% of senior management and leadership appointments (through external hires or internal promotions) have been women. Although this shows an improvement over the last year (vs 22% in 2017), we will look to improve this ratio further to support narrowing the gender pay gap
- We will continue to provide training for women at all stages of their careers to support their development. We will identify programmes and opportunities where we can promote women into management and senior chef positions across our Schools and Colleges.
- During 2019, we will introduce unconscious bias training as part of an interviewing excellence programme to ensure we continue to promote the requirement for a diverse workforce when recruiting new team members and managers into Holroyd Howe.
- In 2018, we trained more than 70 managers in our "21st Century Manager" programme which highlights the importance of diversity and equality when managing and developing teams.

### Employee Engagement

- Our 2018 employee survey told us that 76% of employees strongly or very strongly agreed that they feel they are treated fairly at Holroyd Howe. We will continue to listen to our employees through engagement surveys and polls to hear what they want to see more or less of and how important diversity and inclusion is to them.
- In 2018, we learnt that 81% of our employees felt they received all of the training and guidance needed to do their job well – in 2018, females made up 41% of all classroom delegates. We will continue to review how we engage our female population to ensure we offer training which is flexible to their needs.

*We are confident that together with these initiatives and further discussion across Holroyd Howe will help us to reduce our gender pay gap.*



### Declaration

We confirm the information and data reported is accurate as of the snapshot date 5 April 2018.

*Ronan Harte*

Ronan Harte  
Chief Executive

*Anna Fullwood*

Anna Fullwood  
People & Development Director