

## Foreword

- In 2015, the Government decided to legislate to require larger employers to publish their gender pay gaps.
- From April 2018, companies with 250 employees or more in the private and voluntary sector have to report their Gender Pay Gap taken from an annual snapshot date of 5th April 2017.

- 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.
- At Holroyd Howe, we predominantly pay a 'rate for the job' which ensures our catering roles are always paid equally and sex does not determine a difference in pay rates for our catering teams.

## Our Gender Pay & Bonus Gap

Difference between men and women	Mean (average)	Median (middle)
Gender Pay Gap	24.58%	20.07%
Gender Bonus Gap	2.17%	39.96%

In April 2017, Holroyd Howe employed 1,872 employees, of which 64% were female and 36% male. We calculate the gender pay gap by using the mean and median figures.

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).

At Holroyd Howe, we believe in creating a diverse and gender balanced workforce which reflects our Schools, Colleges and communities we serve. We believe in job opportunities for everybody regardless of gender. We recognise our gender pay gap numbers are above the UK average and are committed to delivering a programme of activity to close our gender pay gap.

A key reason for our gender pay gap is 79% of employees work part-time (either term time only or less than 37.5 hours a week.). Of 1,449 employees who worked part time, 72% were female.

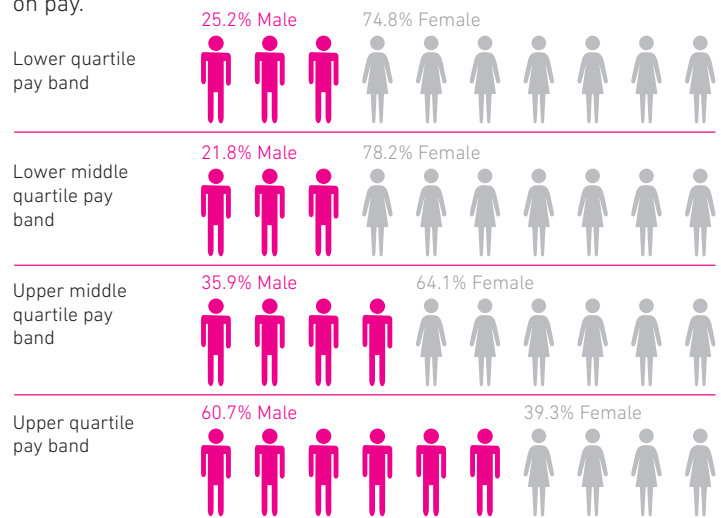
When we calculate our gender pay gap for full time employees only, we have a mean gender pay gap of 3.1% (average) and median gender pay gap of 9% (middle).

# 3.1%

mean gender pay gap for full 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 Ambition

Our ambition is to close the gap for all employees. To achieve this, we are committed to delivering current and new initiatives to improve how we attract, engage and develop women across all roles within Holroyd Howe.

### Leadership & Management Development

- Over the last 12 months we have increased the number of women in senior leadership roles by 22%.
- We will continue to provide training for women at all stages of their careers to support their development.

### Employee Engagement

- We will 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.

### Diversity Training

- In January 2018 we rolled out our "21st Century Manager" programme to all senior managers and we will continue to run this programme for all people managers. This programme highlights the importance of diversity and equality when managing and developing teams.
- During 2018, we will be rolling out our Unconscious Bias training as we continue to promote the requirement for a diverse workforce.

## % of Employees Receiving a Bonus

The table below shows the proportion of men and women who receive a bonus.

Difference between men and women	Male	Female
Bonus	12.8%	8.2%

## Declaration

We confirm the information and data reported is accurate as of the snapshot date 5 April 2017.

Ronan Harte  
Chief Executive

Anna Fullwood  
People & Development Director