

GENDER PAY GAP – 2020

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 needs to include:

- Mean and median gender pay gap (based on an hourly rate of pay at 5 April 2020)
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5 April 2020)
- 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 is expressed as a percentage of male earnings (e.g. “women earn x% less than men”).

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 2020

OUR NUMBERS

The gender pay gap is calculated by using two forms of averages, the mean and median, as explained below.

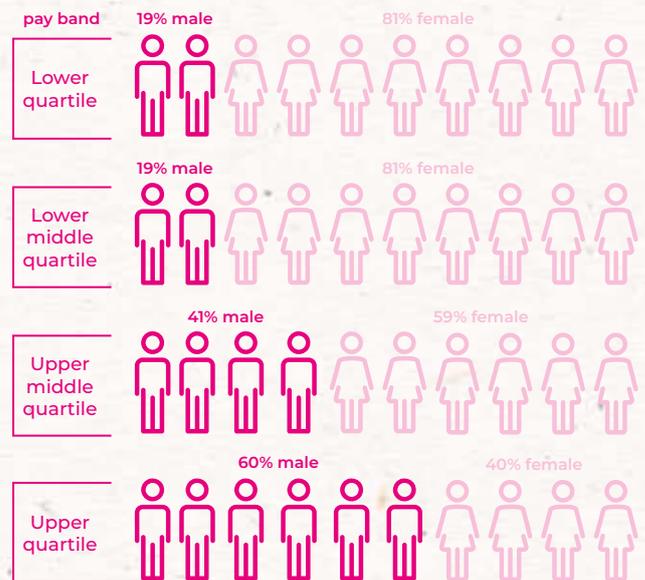
The mean average (generally the more commonly used average) is calculated when you add up the wages of all employees and divide the figure by the number of employees. The mean gender pay gap is the difference between mean male pay and mean female pay (Average).

The median average 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).

In April 2020 we employed 2871 employees, an increase of 4% in headcount compared to April 2019.

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	26.3%	25.81%
Gender Bonus Gap	-39.55%	35.96%

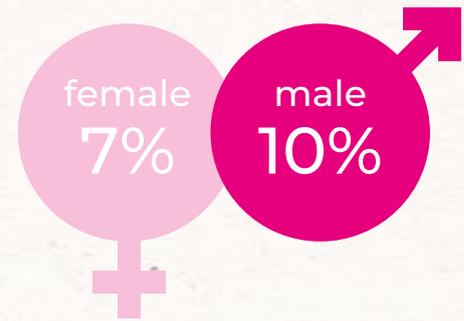
As with many companies, the primary reasons for our gap is that we have more women than men in junior roles while more men than women are in senior roles. This is a common pattern in catering organisations within the education sector due to the high ratio of part time, term time workers, most of whom are women.

The bonus gap is largely a result of greater variable pay at more senior levels (where we have more men than women in roles). 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-rated. As further context currently only 17% of the team are awarded bonuses and in general we do not have a bonus culture in the organisation and we prefer to incentivise through other means.

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OUR AMBITION

Our ambition is to continue to reduce our pay gap and to continue to focus on creating a truly inclusive culture. The underlying causes of our gender pay gap are long-standing. The majority of jobs within our sector and our organisation are part time, term time-only roles so tend to attract a predominantly female audience. We have made significant progress in attracting more women into management positions and we now have 131 out of our 332 Management roles held by women. We are committed to creating more development opportunities for women to enable their career development. During 2019 and 2020 47% of the 191 delegates on our Management Development Programmes were women. We will continue to develop and deliver initiatives to attract, develop and retain female talent within Holroyd Howe.



**Bonus Recipients
(% receiving a bonus)**

DEVELOPMENT

- In our Senior Management Teams out of the 24 individuals we have a gender split of 46% men and 54% women.
- 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.
- Due to the pandemic the unconscious bias training that was due to be delivered was delayed. This will now be delivered in 2022 to further enhance our Manager's understanding in this area.
- In 2020 we trained further cohorts of our managers in our "21st Century Manager" programme which highlights the importance of diversity and equality when managing and developing teams.

We are confident that by delivering these initiatives and further focus across Holroyd Howe we will reduce our gender pay gap

EMPLOYEE ENGAGEMENT

- Our 2018 employee survey told us that 76% of employees strongly or very strongly agreed that they feel that treated fairly at Holroyd Howe. Due to the pandemic we felt it was not appropriate to complete a similar survey. However our Your Voice survey will run again in November 2021. We will review the results and will focus on these actions to ensure we have listened to our employees and put appropriate actions into place. As part of this survey there will be a focus on diversity and inclusion which will help steer our action plan.
- To support Employee Engagement further across our business a steering group has been set up to focus on what is important to our teams. This is being led by one of our Operations Directors and one of the outputs will be a Managers Guide to employee engagement.
- A Diversity & Inclusion Strategy is being developed to give real focus to our key objectives across Holroyd Howe.
- Holroyd Howe is part of the Women in Travel, Hospitality and Leisure Group to have a really good platform to share experiences and learn from best practice.
- Holroyd Howe is a key contributor to our shareholder's the ESG Committee and our leadership team are actively driving key diversity and inclusion activities.

DECLARATION

We confirm the information and data reported is accurate as of the snapshot date 5 April 2020.

Ronan Harte
Chief Executive Officer

James Ettridge
People & Development Director