

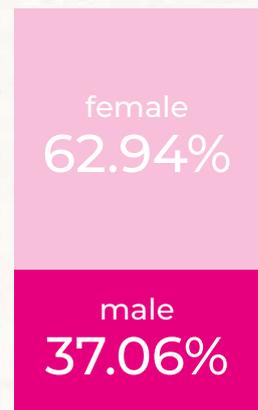
GENDER PAY GAP – 2021

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 2021)
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5 April 2021)
- 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 2021

OUR NUMBERS

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

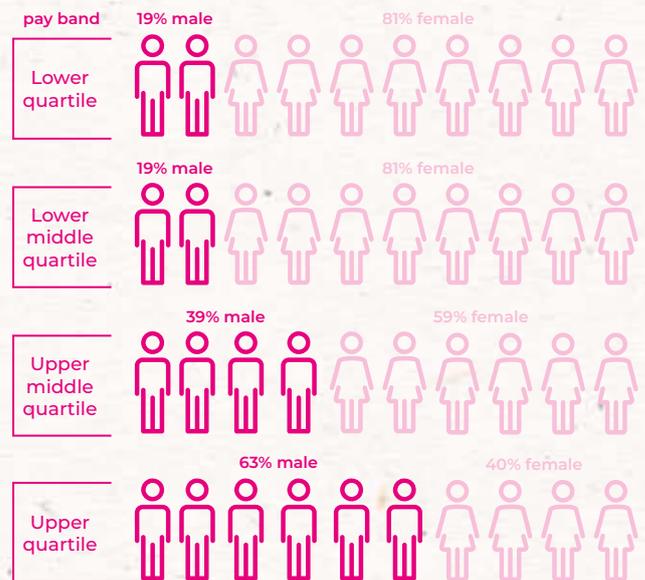
The mean average (generally the more commonly used average) is calculated when you add up the wages of all employees and divide the figure by the number of employees. The mean gender pay gap is the difference between mean male pay and mean female pay (Average).

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 2021 we employed 3067 employees, an increase of 6% in headcount compared to April 2020.

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	24.43%	22.59%
Gender Bonus Gap	20.90%	36.17%

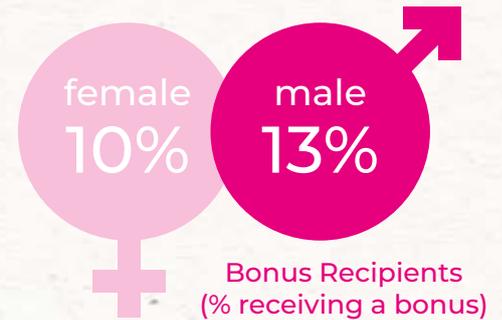
The primary reason for our pay gap is that we have significantly more women than men in our more junior roles. This is a common pattern in catering organisations within the education sector due to the high ratio of part time, term time workers, most of whom are women.

Bonus is not a wide-ranging incentive in Holroyd Howe with only 17% of our workforce being in a bonus scheme. Bonus is used mainly for people in the upper quartile where we have more men than women, so contributing to our gap. To address this, we need to increase the number of women in these roles.

GENDER PAY GAP – 2021

OUR COMMITMENT

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 and our pay quartile data shows this clearly. 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.



DEVELOPMENT

We have made significant progress in attracting more women into management positions. Of the 379 management roles in Holroyd Howe, 168 are now held by women. This is a 5% increase since 2020. We are committed to creating more development opportunities for women to enable their career development. During 2020 and 2021 40.25% of the 636 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.

- In our Senior Management Teams, 18 out of 28 individuals are female which means we have a gender split of 64% women and 36% men.
- We will continue to provide development opportunities 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 has now been arranged for October 2022. We have continued our e-learning for all employees to educate in this important area regarding Diversity and Inclusion.
- We continue to train further cohorts of our managers in our 21st Century Manager programme which highlights the importance of diversity and equality when managing and developing teams. In 2022 we have a further group of 14 Managers who are attending this programme.

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

EMPLOYEE ENGAGEMENT

- Our 2019 employee survey told us that 76% of employees strongly or very strongly agreed that they feel that they are treated fairly at Holroyd Howe. Our 2021 survey has now been completed with 78% of employees feel they are treated fairly at Holroyd Howe with more employees responding so a more significant survey size.
- These results were shared with our Management teams in March 2022 and action plans will be put into place. Key themes regarding Pay, Communications, Retention and Wellbeing and Mental Health will be key focuses.
- To support our Employee Engagement further across our business a steering group was set up to focus on what is important to our teams. This was led by one of our Operations Directors and an output a Managers Guide to Employee Engagement has been communicated to all our Managers to support them in managing their teams.
- Holroyd Howe is an active member of WiHTL, which offers support and advice on D&I in our sector. As active members we benefit from the many tools and activities they provide to enable our gender pay strategy.
- Holroyd Howe is a key contributor to 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 2021

Lucy Knowles
Managing Director

James Ettridge
People & Development Director