

A woman with blonde hair in a ponytail, wearing a black shirt and a bright pink apron, is smiling and serving a green salad from a wooden tiered tray. The background shows a kitchen or cafe setting with various items on the counter and shelves. The text 'Holroyd Howe' is written in a large, pink, cursive font in the upper right corner.

# Holroyd Howe

Gender Pay Gap  
2022



# Holroyd Howe

## Gender Pay Gap



What is Gender Pay Gap Reporting



Understanding the Report



Holroyd Howe Gender Pay Gap Results



Holroyd Howe Commitments





# Gender Pay Gaps

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 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 CALCULATIONS:

- Mean and median gender pay gap (based on an hourly rate of pay on 5 April 2022)
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5 April 2022)
- 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)

Female  
63%

Male  
37%

Gender Split of  
Holroyd Howe  
employees on  
5th April 2022

*Holroyd Howe*

What is Gender  
Pay Gap  
Reporting





# Our Numbers

## Holroyd Howe Understanding the Report



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).

Our Gender Pay Report details the active and recognised employees within legislation requirements of 2628.

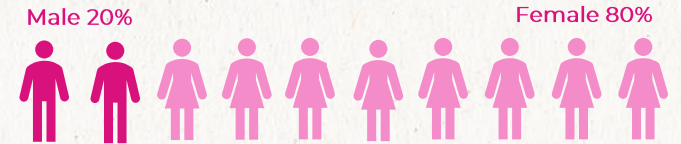
The active and recognised headcount in April 2022 increased by 10.24% compared to April 2021.

## PAY QUANTILES

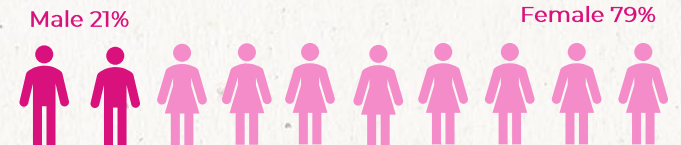
The image below shows the gender distribution at Holroyd Howe when employees are placed into four equally sized quartiles based on pay.

### Pay Bands

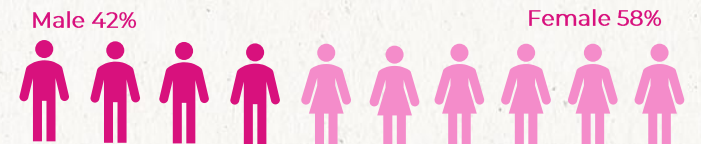
Lower  
Quartile



Lower  
Middle  
Quartile



Upper  
Middle  
Quartile



Upper  
Quartile







# Results

## Gender Pay Gap

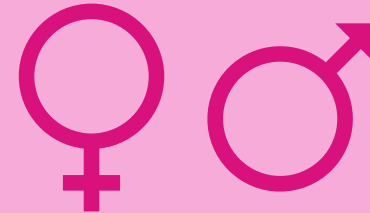
Difference between  
men and women

Mean  
Gender Pay Gap

25.5%

Median  
Gender Pay Gap

25.6%



Male employees  
entitled to a bonus – 206

Female employees  
entitled to a bonus – 223

Total number of active and  
recognised employees for  
Gender Pay Gap results - 2628.

Total number of employees  
employed in April 2022 - 3049

## Gender Bonus Gap

Difference between  
men and women

Mean Gender Bonus  
Gap

3.5%

Median Gender  
Bonus Gap

34.5%

*Holroyd Howe*  
Gender Pay Gap  
Results





## Our Focus

The primary reasons for our gap is that we have more women than men in junior roles and more men than women in senior roles. There are reflections of this within our gender pay gap of previous years, however we are committed to reducing further growth, by creating concentrated progression opportunities within our female population.

We are and will continue to drive change. This is demonstrated by our efforts over the last 12 months, both within our leadership teams and across the business. Our Senior Operations Team is now 80% female led and our Senior Leadership Team is 57% female led.

We recognise we need to work harder to reduce the gap within each reported quartile and we are committed to making positive steps to create a more balanced workforce across the business.

## Holroyd Howe Commitments

### DEVELOPMENT

We continue to roll out our '21<sup>st</sup> Century Manager' programme which highlights the importance for a diverse and inclusive workforce. We are set to make further improvements to significantly demonstrate and enhance the development of our workforce and ensure attraction of a balanced employee base is achieved.

We have also, over the last year, implemented 'Unconscious bias' training across the business to senior members of management, to continue to promote the requirement for a diverse and inclusive workforce. This programme will continue to be rolled out within our hiring manager population and full employee base to ensure we reach our goals to reduce the gap in becoming an employer of choice for both women and men.

### OUR COMMITMENT

Our focus will be on driving change through our hiring processes to reach a more diverse workforce, both by ensuring a cohesive approach to conscious inclusion to employ, and encouraging and developing more female leaders within our business.

In the coming months we have a real focus on encouraging female promotion and to this end we are redeveloping our 'Leaders Of The Future' and 'Stepping Into Management' programmes.

Another primary focus is on apprenticeships internally and externally; to attract, retain and develop our people in their chosen career path.







## Our Focus

Improving our inclusive workforce is our main priority and we are committed to the promotion, attraction and development of the best people, regardless of their characteristics (gender, race, age, sexual orientation, disability or social background).

Proud to be committed to:

- Being part of WiHTL (Women in Hospitality, Tourism and Leisure).
- Benchmarking everyone equally when applying for roles or promotional opportunities, so that no group of people are disadvantaged.
- Being completely invested in the WSH ESG commitment.
- Increasing the number of female leaders within our business.
- Ensuring learning opportunities are offered to all team members to encourage further development and succession for our future leaders.

### DECLARATION

We confirm the information and data provided is accurate as of 5<sup>th</sup> April 2022.

Ian Thomas – Managing Director

*Holroyd Howe*  
Commitments

