

Our policy on equal pay and the gender pay gap

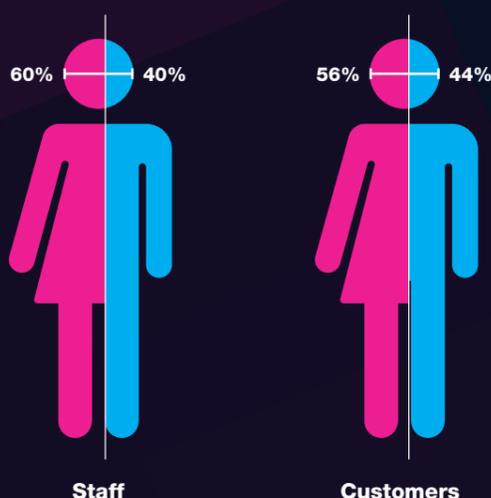
Here at **Halo** we're passionate about fairness, equality and inclusion and we welcome the new law asking employers to publish their gender pay gap results. The first thing you need to know is.....

In Halo, men and women are **ALWAYS** paid the same rate of pay when in the same job.

What is the gender pay gap?

It shows the difference in the average pay between all men and women.

Gender make-up at Halo



Our workforce is made up of broadly the same proportion of females as our customer base.

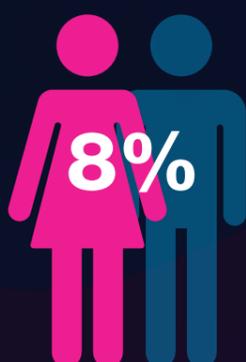
How do we compare?

Halo compares more favourably than the sport and leisure sector average, where women are on average paid 8.9% per hour less than men* and better than the overall gender pay gap in Britain of 18%**

(* Office for national statistics
** Equality and Human Rights Commission)

What does our gender pay gap look like?

Total Halo workforce including casual staff



The average female hourly pay rate is 8% higher than men.

Why the gender pay gap?

Many casual jobs are instructor based and attract a higher hourly rate. These flexible working arrangements attract more women than men.

Contracted workforce (excluding casual staff)



The average male hourly pay rate is 6% higher than the female rate.

Why the gender pay gap?

Fewer women than men currently progress into management and leadership roles.

Gender balance matters...

We will work to reduce the gender pay gap:

1. Active support for women returning to work following maternity or adoption leave.
2. Ensure women have the opportunity and ability to progress their careers within Halo through training and management schemes such as the Aspiring Managers Programme.
3. Continue to create opportunities for males to become coaches and instructors.

Where does that leave us now?

Although a small gap does exist in terms of workforce numbers and pay (which we are delighted is well below the sector and British average), we're not where we want to be and are working towards a **50:50 gender balance** and absolute pay parity by **2020**. **We are totally committed to fair treatment and reward of all staff irrespective of gender.**

Scott Rolfe, Halo CEO / January 2018