

HFL EDUCATION

# FULL YEAR PAY GAP REPORT

APRIL 2025



# INTRODUCTION

At HFL, our People Plan for 2025–2027 places a clear and consistent emphasis on strengthening diversity and inclusion, specifically committing to our ambition to create a workplace with ‘A strong sense of belonging where every colleague feels valued and included’. We know that when people experience a strong sense of belonging, they are more engaged, more innovative, and better able to support the communities we serve.

Our annual pay gap reporting plays an important role in achieving this ambition. Monitoring our data, understanding the insights it provides, and taking meaningful action are essential to maintaining a culture where fairness and transparency guide our decisions. As well as continuing to report on our gender pay

gap, we remain firmly committed to analysing our ethnicity and disability pay gaps. This enables us to build a more complete understanding of colleague experience and take targeted steps where improvement is needed.

Once again, we are pleased that our pay gaps remain minimal, and the trends reinforce that the actions we are taking, both within our People Plan and across our wider organisational practices, are making a positive and measurable difference. We recognise, however, that sustaining this progress requires ongoing focus and accountability.

We will continue to learn, adapt and evolve our approach to ensure HFL remains a place where everyone feels they belong, and where inclusion is embedded not only in our commitments, but in our everyday culture and behaviours.



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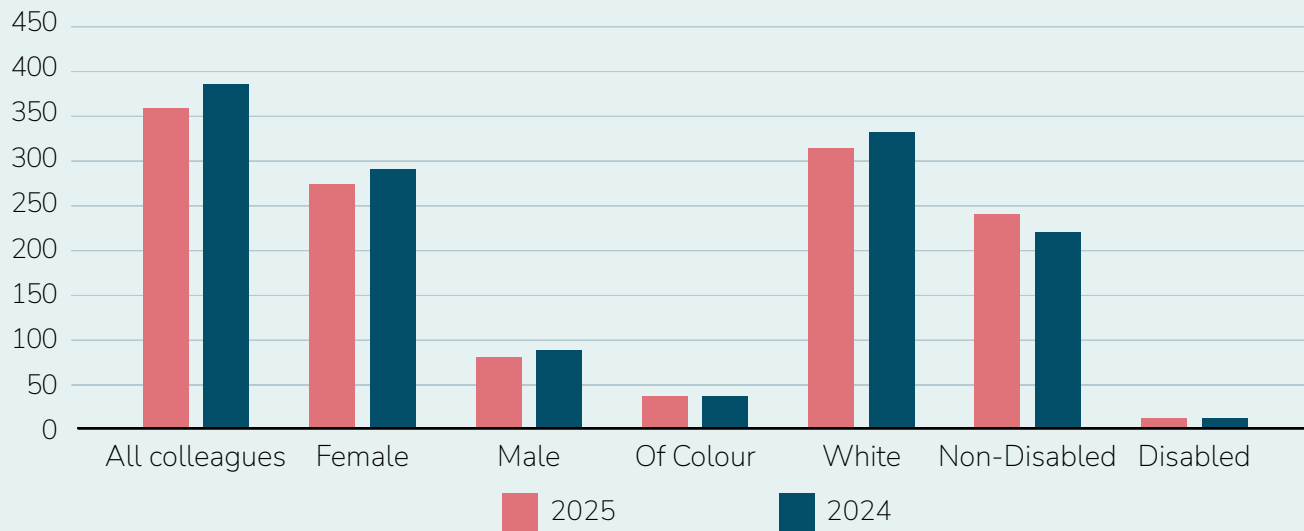
# PAY GAP COMMENTARY

## 5th April 2025 snapshot date

Using a snapshot date of 5th April 2025, 361 “relevant” colleagues were recorded, which is a decrease in 20 relevant colleagues from our snapshot date in 2024. Of the 361 colleagues, 277 were female and 84 were male. 315 were white colleagues and 36 were colleagues of colour. The number of known disabled colleagues is 10, with 242 known non-disabled colleagues. The median data figure is used in all our comparisons, as this is a more representative measure.

As part of this reporting, we would usually include bonus pay gap metrics and comparison across all three groups, however, HFL Education made the decision to not pay a bonus in 2025 so this data isn’t available to be measured in this way.

### Workforce make-up comparison



“361 “relevant” colleagues were recorded, which is a decrease in 20 relevant colleagues from our snapshot date in 2024.”

# GENDER PAY GAP

The Gender Pay Gap is calculated as the difference between average hourly earnings (excluding overtime) of men and women as a proportion of men's average hourly earnings (excluding overtime). It is a measure across all jobs in the organisation, not of the difference in pay between men and women for doing the same job – not to be confused therefore, with equal pay. The six different measures each tell us something different:

- **median gender pay gap** – the difference between the median hourly rate of pay of male and female colleagues
- **mean gender pay gap** – the difference between the mean hourly rate of pay of male and female colleagues
- **median bonus gap** – the difference between the median bonus pay paid to male and female colleagues
- **mean bonus gap** – the difference between the mean bonus pay paid to male and female relevant colleagues
- **bonus proportions** – the proportions of male and female colleagues who were paid bonus pay during the relevant period

- **quartile pay bands** – the proportions of male and female colleagues in four equal pay bands.

For comparative results, HFL Education focus on the median figure, which ignores extremes and is therefore considered the most representative measure. However, analysing all of these measures provide additional insight on underlying causes of pay gaps and different foci can highlight issues that another may mask.

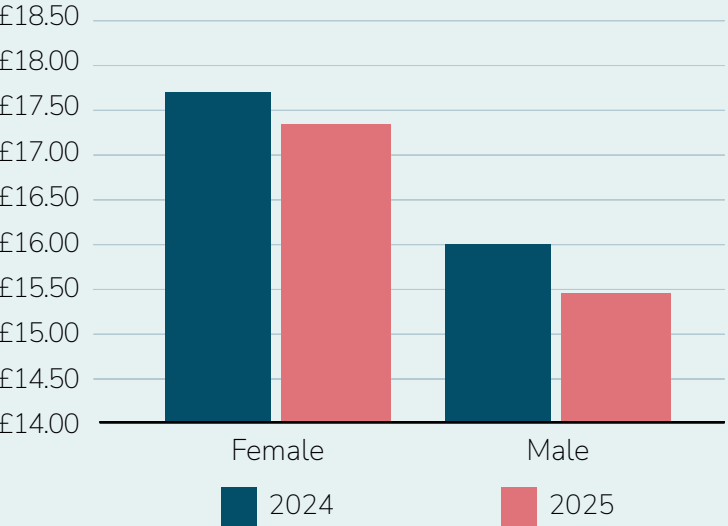
*For comparative results, HFL Education focus on the median figure, which ignores extremes and is therefore considered the most representative measure.*

## Hourly Earnings Gender Pay Gap

Our median pay gap in 2025 remains in favour of women at -12.29%, a gap that has increased from -10.72% in 2024. This could be down to an increase in female colleagues in the upper pay quartile, from 83% in 2024 to 87% in this snapshot.

There has also been an increase in male colleagues in the lower pay quartile, from 26% in 2024 to 28% in this snapshot.

Hourly Earnings Gender Pay Gap - 2024/25



*There has also been an increase in male colleagues in the lower pay quartile, from 26% in 2024 to 28% in this snapshot.*

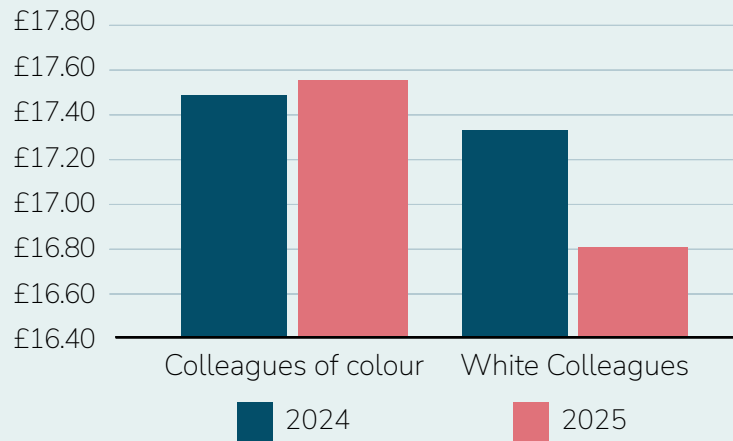
# ETHNICITY PAY GAP

## Hourly Earnings Ethnicity Pay Gap

Our 2025 data shows a -4.31% in favour of colleagues of colour, a narrowing of the gap since 2024, which had a median ethnicity pay gap of -0.92% in favour of colleagues of colour.

A potential cause for this move is a decrease of white colleagues in the upper middle and upper pay quartiles in this snapshot, from 91% & 88% respectively in 2024 to 88% & 90% in this snapshot.

### Hourly Earnings Ethnicity Pay Gap - 2024/25



“Our 2025 data shows a -4.31% in favour of colleagues of colour, a narrowing of the gap since 2024, which had a median ethnicity pay gap of -0.92% in favour of colleagues of colour.”

# DISABILITY PAY GAP

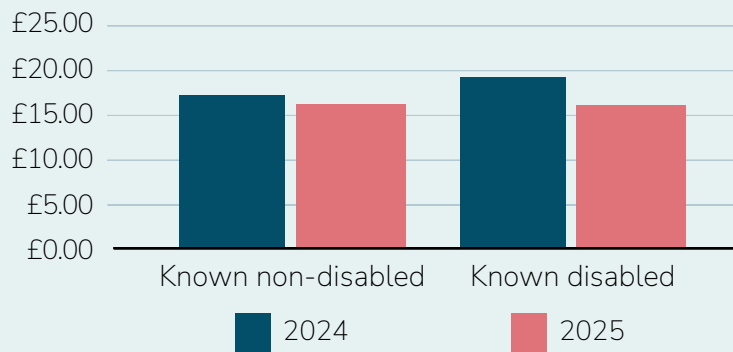
## Hourly Earnings Ethnicity Pay Gap

As at 5th April 2025, HFL Education had 10 known disabled colleagues and 242 known non-disabled colleagues. This is an increase in both categories since 2024, from 9 known disabled colleagues and 221 non-disabled colleagues in 2024.

The results in this snapshot show a gap in favour of non-disabled colleagues by 2.27%, which is a significant move from the data recorded in 2024, which showed a gap in favour of disabled colleagues by -12.86%.

This could be attributed to moves in the upper middle pay quartile, from 92% of known non-disabled colleagues in 2024 to 96% of known non-disabled colleagues in this snapshot.

### Hourly Earnings Disability Pay Gap - 2024/25



*HFL Education had 10 known disabled colleagues and 242 known non-disabled colleagues. This is an increase in both categories since 2024, from 9 known disabled colleagues and 221 non-disabled colleagues in 2024.*

# EVOLVING OUR KNOWLEDGE AND PRACTICES

Measuring the pay gap is one way for us to be aware of and monitor potential disparity in different demographic groups.

The data at April 2025 shows a widening of the gender pay gap continuing to favour women and a widening of the ethnicity pay gap in favour of colleagues of colour. The disability pay gap has narrowed and changed to now favour non-disabled colleagues.

Of the three areas reviewed, gender remains our largest pay gap. Our gender pay gap stands at -12.29%, in favour of women. This contrasts sharply with the national picture, where the average gender pay gap is 6.9% in favour of men.

## What are we doing already?

We recognise that continued commitment to Equality, Diversity and Inclusion, as set out in our People Plan, will support leadership and organisational capability in acting consistently and equitably. This includes the embedding of HFL Behaviours and a focus on Inclusivity.

We continue to make progress on the development of our Job Families framework, and we use robust salary review processes and external benchmarking data to ensure our pay decisions are fair, evidence based and aligned with the market.

We continue to pay the minimum of the Real Living Wage which directly supports efforts to reduce low pay.

Flexible working is widely supported across HFL with colleagues across all levels undertaking different flexible working options. Providing this flexibility helps to reduce workplace barriers and enables greater representation and participation from all demographic groups.

## What are we committing to in the future?

- We will continue to collect, analyse, report on and internally publish all three pay gap measures. We will explore the introduction of pay gap action plans within our People Plan.
- We will complete the Job Family and Reward Framework to support greater transparency and provide a clear, future fit structure for career development and reward.
- We will continue to use a range of approaches to listen to colleagues and use feedback to shape our approach and support a culture of Inclusivity and Belonging.
- We will work identify, remove or minimise any known barriers to inclusivity across the organisation.
- We will enrich our management information reporting to provide greater insight into trends at HFL including recruitment patterns for both internal and external appointments and allowing us to make informed decisions on actions to support equality.

## CONCLUSIONS FROM OUR CHIEF EXECUTIVE OFFICER

At HFL, we believe that people are able to be at their best when they feel respected, supported and that they belong. As a values led organisation, fairness and transparency are fundamental to how we operate. The strength of HFL lies in the breadth of perspectives, skills and experiences our colleagues bring, united by a shared commitment to supporting all children and young people to thrive.

Our pay gap reporting provides an important lens through which we reflect on how our culture is experienced across the organisation. It helps us understand patterns within our workforce and consider how opportunity, progression and reward are distributed. Additionally, our internal colleague survey regularly tracks and informs the experiences of those we work with, ensuring we have an embedded culture of continuous reflection and improvement. For us, the pay gap reporting is not just a statutory reporting requirement, we value the processes that enable us to monitor our culture, leadership behaviours and organisational practices in action. They provide critical insights into our organisation, and help us to reflect on whether colleagues feel a genuine sense of equity and belonging in their day to day working lives.

In line with this ethos, our Board and Executive team continue to take collective responsibility for understanding what this information is telling us, recognising progress where it has been made and maintaining focus on areas where further work is required. This approach reflects our belief that work to drive inclusion and equity cannot be static, and that practice must be constantly reviewed, actively nurtured and sustained over time.

Over the past year, we have continued to strengthen the systems and structures that support fairness and opportunity at HFL. Our People Plan guided work to ensure that we had a focus on consistent and evidence based reward decisions, a commitment to ensuring all colleagues have clear KEYS objectives, improved induction processes and increased provision of training and development to enable colleagues to access to the support they need to succeed. Together, these elements have ensured that colleagues have reflected



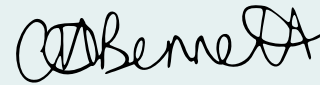
a stronger sense of belonging and value in our organisation in our internal surveys, and the data in this report echoes improvements in pay equity.

However, we recognise we have more to do.

Our refreshed People Plan, driving our work from 2026 onwards, brings an increasing coherence to this work. It aligns our anti racism commitments, our contribution to the UN sustainability goals and our investment in emerging and middle leadership. By focusing on inclusive leadership and creating space for talent to develop at all levels, we are building an organisation that is more agile, increasingly adaptable, more representative and better equipped for the future. We are now working to develop clear 'job families' and we are committed to ensuring that these provide clarity on our structure but also provide guidelines to encourage and support career progression across and between teams in our company. This work will continue to strengthen HFL as an employer and as a trusted partner to the education sector in the years ahead.

At HFL, our people are our greatest asset. Our commitment to being an ever-improving, equitable employer is at the heart of all we are and all we do.

I confirm the data reported above is accurate.



**Carole Bennett**  
*Chief Executive Officer,  
HFL Education*



