

GENDER PAY GAP REPORT

April 2021 to April 2022

HOWDEN GROUP HOLDINGS GENDER PAY GAP REPORT 2022

This report details Gender Pay Gap data taken as at 5 April 2022 from across our UK businesses under our Howden Group Services employing entity (i.e. excluding A-Plan, and Aston Lark who are reporting separately).

The data reported shows a slight reduction in our gender pay gap compared to April 2021. Since our last report the significant difference in both the mean and median pay of men and women across our UK business units continues to be a challenge. This is predominantly driven by under-representation of women in senior roles, which in turn results in a lower proportion of women in our upper pay quartiles. We will continue to focus on making improvements to our ways of working that will help us reduce our gender pay gap over the long-term.

Since the last report we have implemented various actions across the Group, to help move the dial on our gender pay gap. These activities include:

- We will continue to have **diverse candidate slates and interview panels for senior roles** to increase the diversity of our candidates and reduce potential bias in the process.
- We have introduced **objective and independent leadership assessments** when recruiting for senior roles to reduce any bias in the process
- We are launching a **Menopause Policy** to support women through life events – this includes expanded BUPA benefits and training for managers to help them support their teams.
- We launched a partnership with **Better Up** in November 2022 initially offering 100 colleagues, including working parents and those returning from maternity leave, coaching for 6 months to support them in their development and boost performance, engagement and motivation.

- We are developing a **Returnship offering** to support colleagues on their return to work after a career break, increasing the diversity of our Senior Management population and talent pipeline.
- We launched our '**Make your Mark**' campaign to underpin performance management and to ensure the promotion process is transparent and consistent, by enabling more objective decision making.
- We appointed a **Group Diversity Equity and Inclusion Manager** to work alongside our D&I Committee to shape and deliver our Group D&I agenda.
- We continued our partnership with **Everywoman** and sponsored the Everywoman Global Summit in November 2022. The summit brought together influential industry professionals who are committed to advancing the gender diversity agenda.
- We have launched **Enboarder** to ensure a consistent onboarding experience to help improve engagement and retention of women in the first 24 months and build a balanced talent pipeline.
- We are building **Diversity and Inclusion Dashboards** that will give us the information we need to help identify barriers so that we can drive and quantify improvement.

We will continue to improve the environment for inclusive working and are confident that through these actions we will deliver change. We are committed to reducing our gender pay gap by having transparency in how we recruit talent, along with how we recognise and develop talent, so our colleagues understand how they can progress their career with us.

I confirm that the information contained in this report is accurate.



David Howden
CEO, Howden Group Holdings

HOWDEN GROUP HOLDINGS

GENDER PAY GAP REPORT 2021

The tables below show our overall median and mean gender pay gap based on hourly rates of pay at the snapshot date (5 April 2022), as well as the bonus pay gap for the prior 12 months to the snapshot date.

Gender pay gap

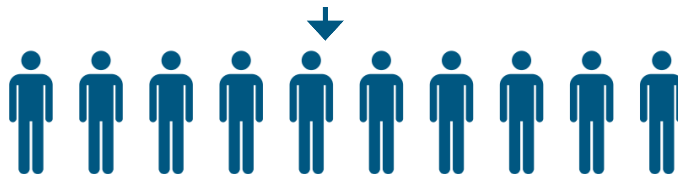
The gender pay gap is the % difference in average hourly earnings between men and women in a workforce.

	Median	Mean
2022	40.85%	42.48%
2021	41.90%	43.07%

This data shows that both our median and mean gender pay gaps have decreased since the last report.



Median pay gap 40.85%



Lower pay quartile

Upper pay quartile

Bonus pay gap

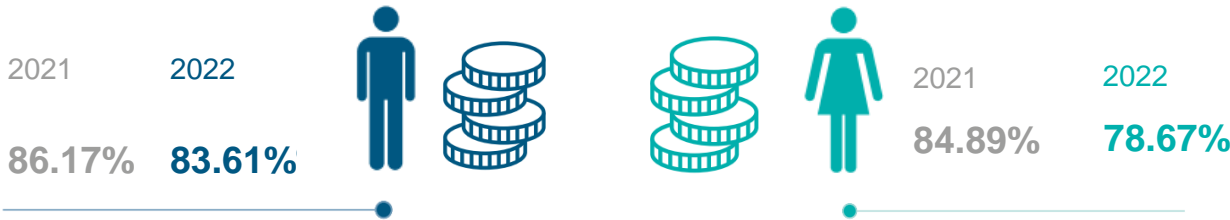
% difference between men and women

	Median	Mean
2022	61.38%	77.25%
2021	58.82%	70.80%

This data shows that both our median and mean bonus pay gap has increased since the last report.

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Proportion of employees receiving a bonus



The proportion of men and women who received a bonus has decreased since the last report.

Gender split of pay quartiles

● Men ● Women

April 2022 Results

Upper quartile



Proportion of women in this quartile **decreased** by 0.06%

Upper medium quartile



Proportion of women in this quartile **decreased** by 1.36%

Lower medium quartile



Proportion of women in this quartile **decreased** by 0.89%

Upper quartile



Proportion of women in this quartile **decreased** by 2.22%

This diagram shows Howden Group has an unbalanced proportion of men occupying higher paid roles, and women occupying lower paid roles.

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