



# Gender Pay Gap Report 2023



# Worthwhile For All



Howdens was founded on the principle that the business should be worthwhile for all concerned – customers, prospective customers, homeowners, tenants, local communities, our suppliers, our investors, our staff and their families. This is part of our culture and reflects how we embrace difference. We know that a diverse workforce is more innovative, more creative, more collaborative and ultimately will continue to help keep our unique culture strong.

We want to be famous for being Worthwhile for ALL concerned, a place where everyone is welcome and has the opportunity to thrive. A place where everyone can give the best of themselves: where employees and the business succeed together.

As part of our inclusion strategy, we continue to drive action around our diversity priorities - Gender, Ethnicity and Disability - to progress our inclusion ambitions.

We recognise we do have a small gender pay gap.

The main contributing factors remain as:

- the percentage of men in the highest paid roles: the number of females in senior roles below Executive level has however increased since 2022 by **3%**, **12% of the females in these senior roles have been promoted since 2022.**
- business areas such as manufacturing and logistics have higher representation of men - the acquisition of the Sheridan's solid surface business has had a further impact: 78% of the new starters within Howdens Work Surfaces are male.
- we have more women in part time roles, although this is starting to shift with more men changing to part time hours since our 2022 report: **69% of the 329 staff who reduced their hours were men**

This report outlines in more detail the work we are doing to progress our inclusion agenda and how we are keeping gender as a priority area of our Inclusion strategy.

I can confirm that the information and data reported is accurate as of 5th April 2023.

Guy Eccles

Interim HR Director

# Understanding Howdens Gender Pay Statistics

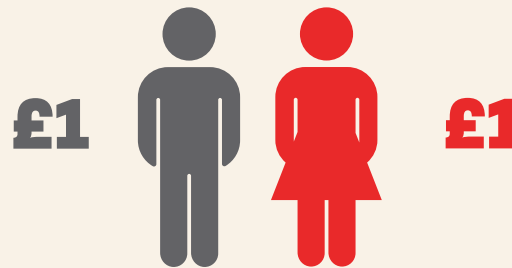
## Our Employee Population



We have  
**11,600**  
employees

## Our Pay Gap

Our pay frameworks  
support equal pay



We have a 5.1% gap in  
pay when you average  
all of the salaries



## Contributing Factors

We have more men in  
the highest paid roles



Some business areas have  
a higher representation  
of men



We have **more women**  
in part time roles



# Statutory Disclosure Howdens 2023 Gender Pay Gap

Here we provide a more detailed breakdown of our figures and report these for both Howden Group, which includes all our employees, and for statutory reporting purposes, Howden Joinery Ltd, which is the main legal entity that makes up Howden Group.

		Howden Joinery Ltd		Howden Group	
		Mean	Median	Mean	Median
<b>Gender pay gap</b>		8.1%	5.1%	7.7%	5.0%
<b>Gender bonus pay gap</b>		18.9%	2.9%	17.4%	2.8%
		Male	Female	Male	Female
<b>Percentage of employees receiving a bonus</b>		83.7%	84%	83.7%	83.9%
<b>Proportion of employees in each quartile band</b>	<b>Upper</b>	79.3%	20.7%	79.4%	20.6%
	<b>Upper middle</b>	71.6%	28.4%	71.5%	28.5%
	<b>Lower middle</b>	65.7%	34.3%	65.7%	34.3%
	<b>Lower</b>	68.3%	31.7%	68.2%	31.8%



# Our Progress

We have made good progress in our broader diversity and inclusion priorities, although our gender pay gap has increased slightly since 2022. Our gender working group, sponsored by Julian Lee, our Executive Director Operations, and which is made up of employees from across Howdens, remains active. They have progressed in a number of areas which, in the long term, support our aim to reduce our gender pay gap.

## 2023 Focus Areas

We continue to create a more inclusive culture that is worthwhile for ALL our employees by:

1. clarifying and celebrating what it means to be Worthwhile for ALL
2. ensuring support and learning for ALL
3. making Howdens more accessible to ALL by broadening our reach

In relation to removing barriers for women:

We have maintained our focus on Women's health as part of our wellbeing strategy. We are well on our way to gaining accreditation as a Menopause Friendly Workplace. We've run training for managers and employees, launched toolkits and provided practical support to women through menopause friendly uniforms, wellbeing baskets in restrooms and signposting to further information. Through conversations between managers and colleagues we're breaking the taboo of talking about menopause and women's health issues at work, with the aim of reducing any impact on their career.

We held our first International Women's Day event where we shared inspiring career stories from women across our business and held a session on confidence, something we know often holds women back. We have another event planned in 2024.

We have continued to build our long-term pipeline of talent with a particular focus on outreach activities in roles such as engineering and manufacturing, to ensure our career opportunities are attractive, open to and worthwhile for ALL. Our early careers talent pipeline is strong 68% of female apprentices in 2022 have now been employed full time



**I'm pleased to continue to lead our work on gender equality and have been encouraged by the passion, insight and contribution from the working group so far.**

Through working and learning together we will better understand the barriers to a more equal representation and take action in the areas where we can make the greatest difference.

**Julian Lee**  
Operations Director