



Gender Pay Gap Report 2022



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. To help us create a fully inclusive business we are focusing on the following priorities:

Gender

Working towards a more **gender balanced** workforce.

Ethnicity

Ensuring our workforce **reflects the communities** we serve.

Disability

Providing **better support** for our employees with disabilities.

Social Mobility

Continuing to **employ and develop people** from all backgrounds.

This report outlines in more detail the work we are doing to improve our gender balance and the impact it has on gender pay.

We recognise that we do have a small gender pay gap and are pleased to see that this is reducing year on year. By attracting and retaining more women at all levels and in particular in leadership and typically male dominated roles, we will help reduce that further.

I confirm that the information and data reported is accurate as of the 5th April 2022.



Kirsty Homer
Group HR Director



Understanding Howdens Gender Pay Statistics

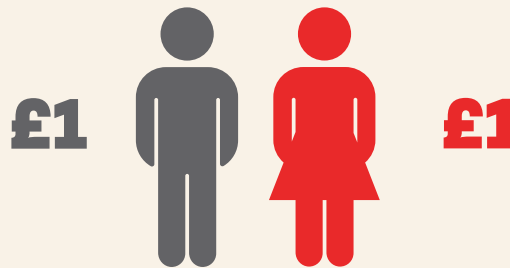
Our Employee Population



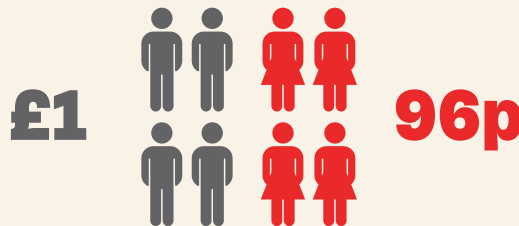
We have
11,000
employees

Our Pay Gap

Our pay frameworks
support equal pay



We have a 3.9% 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 2022 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
Gender pay gap		8.3%	4.0%	7.8%	3.9%
Gender bonus pay gap		18.4%	2.4%	17.7%	2.3%
		Male	Female	Male	Female
Percentage of employees receiving a bonus		81.3%	79.0%	81.3%	79.0%
Proportion of employees in each quartile band	Upper	78.8%	21.2%	78.8%	21.2%
	Upper middle	70.4%	29.6%	70.3%	29.7%
	Lower middle	66.3%	33.7%	66.2%	33.8%
	Lower	70.2%	29.8%	70.1%	29.9%



Our Progress

We have made good progress in our broader diversity and inclusion priorities, which has helped reduce our gender pay gap from 4.5% to 3.9% in 2022.

Leading

Julian Lee is our Executive Sponsor for gender. He is leading a working group of employees from across Howdens to **focus on gender as one of our EDI priorities** and is working with an external consultancy who help businesses build more inclusive cultures.

Always Learning

We have been running awareness sessions for people **managers across the business on inclusion**, why it matters and how each of us play a part in creating an environment where everyone can be themselves and do their best work.

Understanding

We have conducted the Best Companies Engagement Survey to better **understand what our employees think about working for us**. For the first time we have collected EDI data as part of the survey, including Gender Identity.



I'm pleased to be leading 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

2022 Focus Areas

We will continue to create a more inclusive culture that is worthwhile for all of our employees.



Always Listening, Always Learning

Continue to listen to our employees, **exploring barriers to equal gender representation** and seeking to remove these where possible. We will use data and insight to guide us.

Recruitment and Promotion

Focus on recruitment and promotion, removing any bias and **ensuring gender balanced short lists where possible**. We will use success stories of existing employees to inspire others.

Talent Pipeline

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**.

Health and Wellbeing

Focus on women's health, providing better **support for all life stages** including pregnancy and the menopause. This will form part of our overall health and wellbeing programme for everyone.