



Gender Pay Gap Report 2025





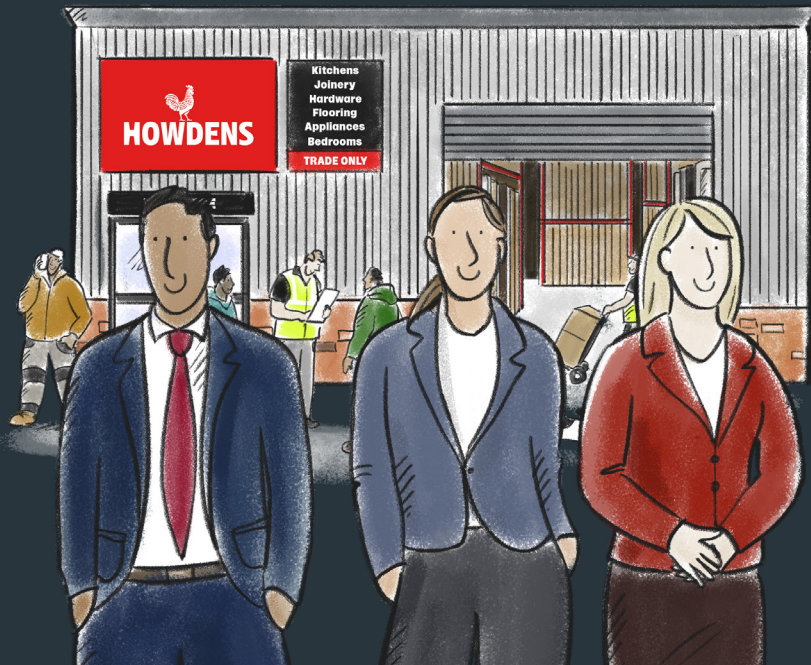
Worthwhile for ALL concerned

Howdens was founded on the belief that a business should create value for everyone it touches – our customers, prospective customers, homeowners, tenants, local communities, suppliers, investors, colleagues and their families. This principle continues to guide who we are today. It shapes a culture that welcomes difference, supports opportunity, and ensures everyone has the chance to grow and succeed.

Our ambition is to be recognised as a business that is truly Worthwhile for ALL concerned – a place where our people feel they belong, can do their best work, and thrive alongside the success of the business.

I'm delighted to have recently joined Howdens Executive Committee as Chief Financial Officer. Gender continues to be a focus within our broader diversity agenda, and this report outlines the actions and progress we have made.

I confirm that all information and data included is accurate as of 5 April 2025.



Jackie Callaway
Chief Financial Officer



Our Gender Pay Gap

Our gender pay gap has remained broadly consistent, with a slight narrowing since 2024.

The key drivers behind our gender pay gap remain:

- A higher proportion of women working in part time roles, although this has decreased -1% vs last year, we have again seen a slight increase in the number of men working part time this year.
- As is common in many organisations, men continue to be more represented in business areas such as manufacturing, logistics, and technology – some of which also attract unsocial hours premiums that influence overall pay.
- A greater percentage of men continue to occupy the most senior and therefore highest paid roles.

We have made good progress against our action plan to address our pay gap:

- Our pipeline of females joining the business, particularly into specialist roles that typically feed higher level roles is encouraging: 32% of new recruits are female vs 30% in the broader employee population.
- Our promotion pipeline is gaining real energy, with women now representing 40% of all promotions – ten points above their share of the workforce and a three-point jump from 2024.
- We have delivered high potential programmes, open to all in Depots to support those aspiring to manager positions. We saw our first female appointment at Regional Director level in December 2024.
- We hosted listening sessions with female employees in our Technology team to better understand how to support their progression and discussed ideas such as launching a Women in Tech Mentoring Programme.



Understanding Howdens Gender Pay Statistics

Our Employee Population



We have
11,764
employees

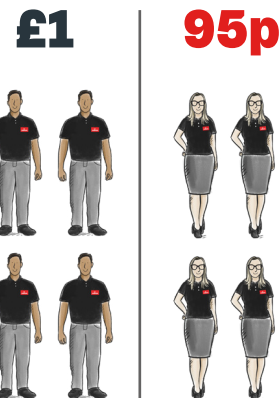


Our Pay Gap

Our pay frameworks
support equal pay
for same value roles



We have **5.2% pay gap**
at the median point of
our salaries*



*Contributing Factors

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



Some business areas have
a **higher representation**
of men



Logistics

Manufacturing



Information Systems

We have **more men**
in the highest paid roles





Looking ahead

We are proud to see a strong pipeline of women moving into management roles across our business. Our continued focus is on ensuring that our workplaces are worthwhile for everyone, with particular emphasis on supporting management development, succession planning and progression into specialist, management and leadership roles.

We will continue to share inspiring employee stories like this one from Hayley and to ensure everyone has the opportunity to have a successful career with us.



Hayley Burton-Pye

Depot Manager Stourbridge

Hayley started with Howdens in 1998 as an Apprentice Administrator, trained as a Kitchen Sales Designer and became Depot Manager in Willenhall in 2006. After transforming the site, she opened a new Depot in her hometown of Stourbridge.

An inspiring role model for other females, Hayley says:



Many apprentices I've worked with are now Depot Managers, Designers, Reps, and more. It's a fantastic way to start your career with the right training and support.

Hayley Burton-Pye
Depot Manager Stourbridge



Statutory Disclosure Howdens 2025 Gender Pay Gap



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

| | | Howden Joinery Ltd | | Howden Joinery Group* | |
|--|---------------------|--------------------|--------|-----------------------|--------|
| | | Mean | Median | Mean | Median |
| Gender pay gap | | 6.7% | 4.9% | 7.5% | 5.2% |
| Gender bonus pay gap | | 11.5% | 7.7% | 15% | 7% |
| | | Male | Female | Male | Female |
| Percentage of employees receiving a bonus | | 87.5% | 87.4% | 87.5% | 87.4% |
| Proportion of employees in each quartile band | Upper | 81.3% | 18.7% | 81.2% | 18.8% |
| | Upper middle | 74.1% | 25.9% | 74.3% | 25.7% |
| | Lower middle | 61.2% | 38.8% | 61.3% | 38.7% |
| | Lower | 67.2% | 32.8% | 67.2% | 32.8% |

*For reporting purposes this includes employees from Howden Joinery Ltd, Howden Joinery Corporate Services.