

# GENDER PAY GAP REPORT 2021

# HOWDEN GROUP HOLDINGS GENDER PAY GAP REPORT 2021

This report details Gender Pay Gap data taken as at 5 April 2021 from across our UK businesses under our Howden Group Services employing entity (i.e. excluding A-Plan).

The data reported shows a slight increase in our gender pay gap as at April 2021 compared to April 2020. There continues to be a significant difference in both the mean and median pay of men and women across our UK business units. 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. This is something we are focussed on improving over the long-term, which should in turn improve our gender pay gap over the long-term.

Across the Group, some of the activity we have undertaken to support the narrowing of the gender pay gap is as follows:

- We've produced and launched an inclusive hiring toolkit designed to drive greater gender balance in shortlists put forward for roles across all seniority levels, aiming to support more gender balanced hiring, particularly in our upper pay quartiles. We have also acquired a tool to produce more inclusive and gender-neutral job descriptions to attract the most diverse range of applicants.
- Inclusive Interview Training is being implemented for all managers in order to better equip them to make objective hiring decisions and manage unconscious bias in the recruitment process. By making fairer hiring decisions we aspire to increase female representation across the group.
- We've implemented a new process for identifying potential female talent ready for promotion as part of the year-end compensation review process.

- We continue our partnership with everywoman to develop senior female leaders, raise the profile of senior female role models and deliver the everywoman in insurance forum. The forum brings together insurance leaders globally, providing female and male champions the opportunity to network as well as providing practical tools and support to increase the number of women in senior level positions within the industry.
- We are in the process of introducing parental coaching and putting together a Maternity Toolkit which is aimed at supporting women return to work after maternity leave.
- We are also continually evolving our approach to performance assessment, promotion decisions and annual compensation review outcomes to help our businesses make appropriate decisions based on objective criteria and data.
- We have established a Group D&I committee, co-chaired by one of our Non-Executive Directors and the Group HR Director along with Board level leaders to bring about sustainable, long term impact to our practices. This committee will hold us to account on our actions and whether they are achieving the outcomes intended.

We are confident our commitment and approach will deliver change - through improving our practices and applying transparent measures we continue to be committed to reducing our gender pay gap over the longer-term.

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



David Howden  
CEO, Howden Group Holdings

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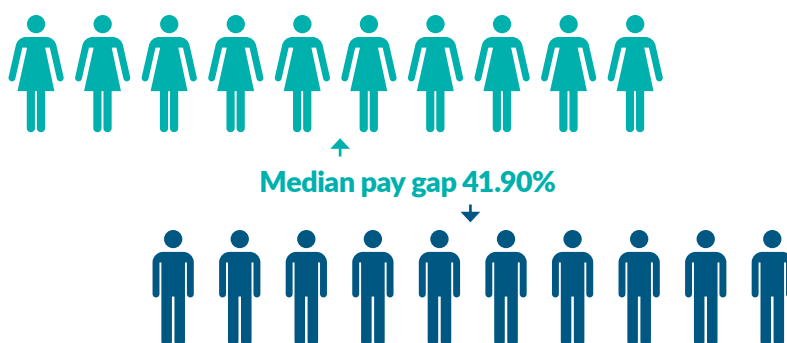
The tables below show our overall median and mean gender pay gap based on hourly rates of pay at the snapshot date (5 April 2021), as well as the bonus pay gap for the prior 12 months to the snapshot date.

## Gender pay gap

% difference between men and women

	Median	Mean
<b>2021</b>	41.90%	43.07%
<b>2020</b>	39.57%	42.52%

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



Lower pay quartile

Upper pay quartile

## Bonus pay gap

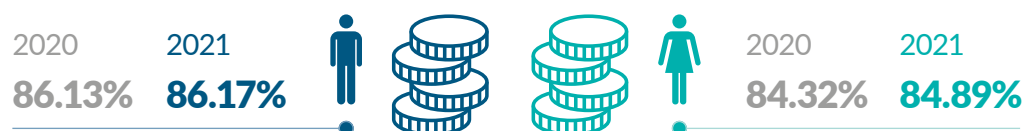
% difference between men and women

	Median	Mean
<b>2021</b>	58.82%	70.80%
<b>2020</b>	62.50%	71.58%

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

## Gender split of pay quartiles

● Men ● Women

### April 2021 Results

Upper quartile



### Compared to April 2020 Results

Proportion of women in this quartile **increased** by 0.66%

Upper middle quartile



Proportion of women in this quartile **decreased** by 0.68%

Lower middle quartile



Proportion of women in this quartile **increased** by 0.19%

Lower quartile



Proportion of women in this quartile **increased** by 2.10%

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

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September 2021