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# Gender pay gap

# 2023

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Our 2023 gender pay gap report reflects our ongoing commitment to transparency, accountability, and progress in advancing gender equality within Howden.

While we celebrate the progress made, we recognise that our journey towards full gender equality is ongoing, and we remain dedicated to driving meaningful change for our employees.

**David Howden**  
Group CEO

This report details the gender pay gap data taken on 5 April 2023 from across our UK businesses under our Howden Group Services employing entity.

Since the snapshot data of the 2022 report, we have made several acquisitions, including Aston Lark, A-Plan and KGM. This means the population we are reporting on has grown from 2,485 employees to 5,779 employees and accordingly the data reflects a significantly different workforce.

### Headcount

Year	Women	Men	Total HC
2023	2,605	3,174	5,779
2022	1,033	1,452	2,485
<b>Proportion change</b>	<b>2.7%</b>	<b>-2.7%</b>	<b>133.0%</b>

### Percentage

Year	Women	Men
2023	45.1%	54.9%
2022	42.4%	57.6%
<b>Proportion change</b>	<b>2.7%</b>	<b>-2.7%</b>

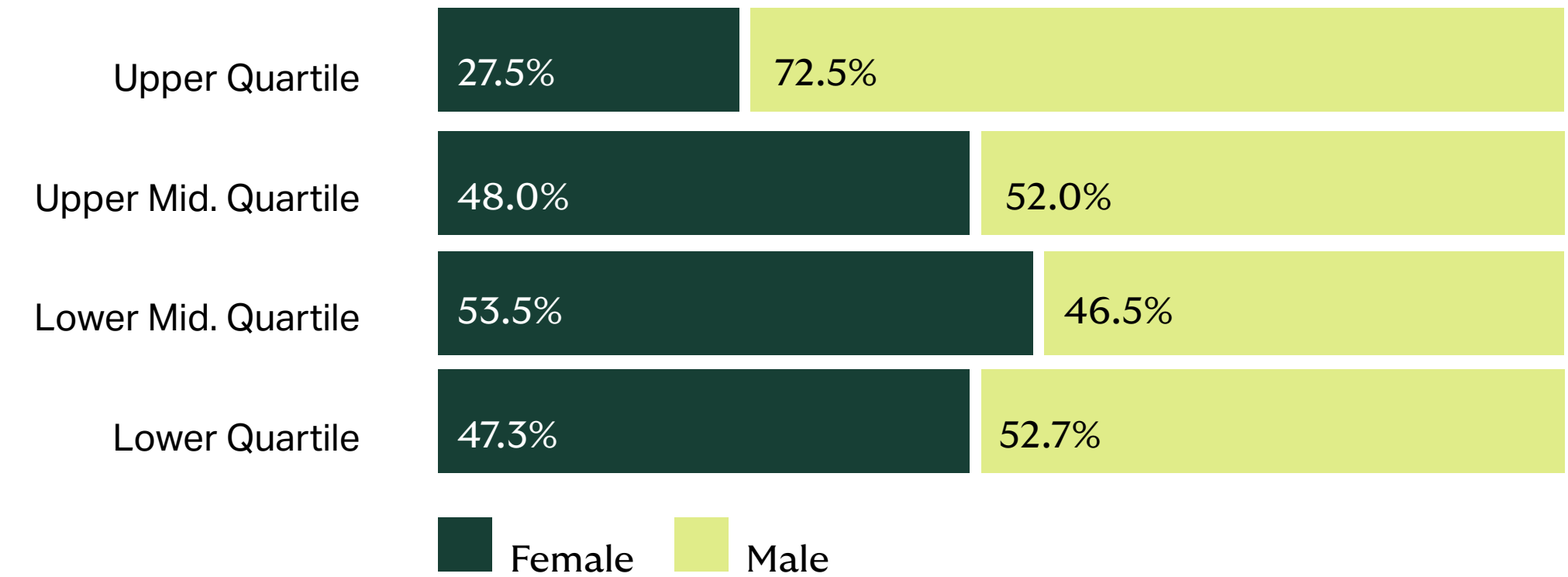


# Gender pay gap 2023



The data shows a reduction in both our median hourly gender pay gap and median bonus pay gap compared to April 2022, reflecting the increase of women now represented in the upper quartile (from 17.3% in 2022 to 27.5% for the year) and the upper mid quartile (from 32.6% in 2022 to 48.0% in 2023). We have seen a slight increase in the mean hourly gender pay gap (from 42.48% in 2022 to 45.10% for the year) as women remain underrepresented in the upper quartile.

We have seen an overall reduction in the percentage of colleagues receiving a bonus at the 2023 snapshot. This is because acquisitions where a smaller proportion of employees that are eligible to receive a bonus came into scope for this year's analysis.



## Gender pay gap

Year	Median	Mean
2023	21.74%	45.10%
2022	40.85%	42.48%
<b>Proportion change</b>	<b>-19.10%</b>	<b>2.03%</b>

## Gender bonus gap

Year	Median	Mean
2023	28.44%	68.93%
2022	61.38%	77.25%
Proportion change	-32.94%	-8.32%

## Gender split of those receiving a bonus

Year	Women	Men
2023	65.72%	67.71%
2022	78.67%	83.61%
Proportion change	-12.95%	-15.90%

We recognise that the gender pay gap is a complex issue influenced by various factors such as access to opportunities, career progression, and representation in senior leadership roles.

As such, we continue to implement targeted initiatives to address these challenges and promote gender equality across Howden.

Building on the insights gained from our 2022 gender pay gap report, we remain committed to driving positive change and fostering a culture of inclusivity and equity at every level of our business to create a more equitable workplace for all.



## These activities include:



### 01 Recruitment workshops

Inclusive recruitment workshops to support hiring managers and provide practical tools to remove potential bias from the recruitment process and allow for a more equitable recruitment and selection process.



### 02 D&I dashboards

In 2023, we successfully integrated a Diversity and Inclusion (D&I) dashboard into our board packs. This has revolutionised the way we measure, monitor, and communicate our progress. The dashboard provides stakeholders with a transparent and comprehensive view of our ongoing diversity efforts and allows us to quantify and identify opportunities and build robust D&I plans for each business.



### 03 Enhanced benefits

In partnership with our Women's Health employee resource group (ERG), we introduced a menopause benefit for colleagues in the UK as part of our comprehensive employee benefits and wellbeing package. In 2024, we will continue our partnership with menopause experts, Henpicked, to roll out training available to all employees to raise awareness and provide practical tips for those experiencing menopause or supporting those that are.





## 04 Career Returners

We have partnered with 'Career Returners' to help remove the barriers and challenge the misconceptions individuals face on their return to work after a break. These Returnships allow those who have had a career break to take on more senior roles bringing greater gender balance to our talent pipeline.



## 05 Everywoman

We have deepened our partnership with Everywoman to sponsor and host the 'Everywoman in Insurance Forum'. The forum brings together women from all levels and provides access to role models and thought leaders with the goal of helping to increase the number of female leaders in the industry, with the support of male allies.



## 06 Better Up

Since launching our partnership with Better Up in 2022, 227 employees, including working parents and those returning from maternity leave, have taken up coaching to support them in their development and boost performance, engagement and motivation.





Launched in October 2022, the All of Us campaign is a two-year, global employee initiative to harness our collective power through thousands of individual pledges.

To take an action or start a project to contribute to building a business we can all be proud of; open to all, diverse, inclusive and nurturing, creating a community in which everyone feels they belong.

The campaign both empowers people across the group to drive the change they want to see and helps to inform and accelerate leaders' D&I plans.

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At the time of writing this report, over 1,700 employees from 38 countries have made pledges to act. Pledges focused on continuing to improve the experience of women at Howden include:

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I commit to fervently advocating for women’s health via the Women’s Health ERG. My aim is to raise awareness and provide essential education, potentially making a life-saving impact.

**Kelly Clark**  
Head of Risk, DUAL UK

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I pledge to champion enhanced support for women returning to work after having children to build a more inclusive and supportive environment.

**Katie Brickell**  
Executive Director, Fine Art & Specie

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I pledge to champion Women in Leadership by identifying cohorts of females across the Consumer and Local Commercial and run events to help identify, nurture, and accelerate our female leaders.

**Kelly Ogley**  
CEO, Consumer and Local Commercial

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I pledge to be an advocate and supporter of women’s career development by championing the Better Up programme.”

**Jayne Lee**  
Employee Engagement Director, Howden Group

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I pledge to help attract, identify, retain and develop talent in our female population, supporting our group pledge to have many more women in leadership roles

**Mark Davies**  
Director of Operations, Consumer & Local Commercial



Our 2023 gender pay gap report reflects our ongoing commitment to transparency, accountability, and progress in advancing gender equality within Howden. While we celebrate the progress made, we recognise that our journey towards full gender equality is ongoing. Gender equality is part of our wider ambition to ensure Howden is a great place to work for people from all walks of life, and we remain dedicated to driving meaningful change for our employees.



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