



# HOWDENS

JOINERY CO.

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MAKING SPACE MORE VALUABLE

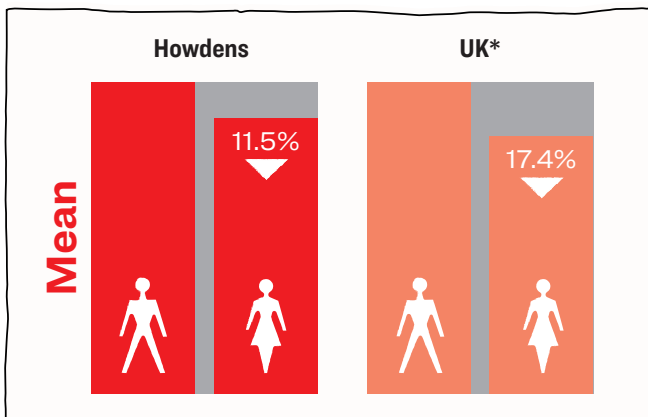
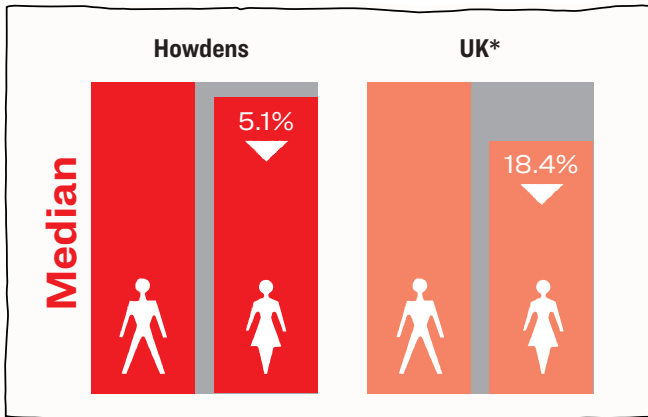


## UK Gender Pay Gap Report 2017

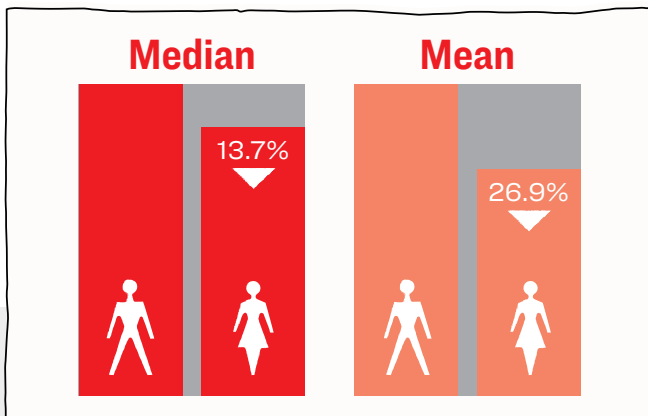
# Our Results

Howdens has undertaken comprehensive gender pay analysis in conjunction with the regulatory requirements for the first time. This shows that whilst a gender pay gap exists, the gap is somewhat better than the industry average. This portrays the Company's on-going policy led initiatives to reduce the gender pay gap.

## Howdens gender pay gap compared to UK average

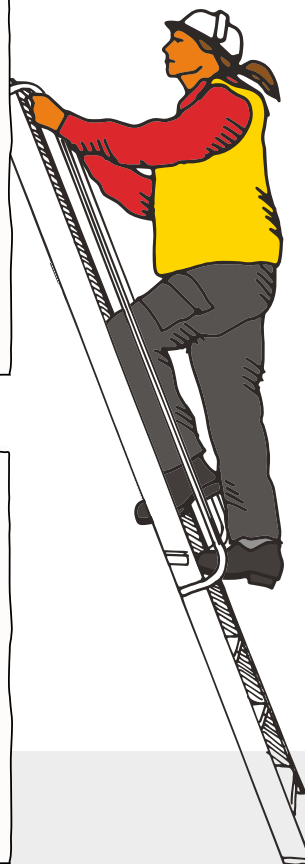


## Gender bonus pay gap



## Rewards and Benefits

Our Reward and Benefit policies across Howdens ensure fairness and equitability in our approach to both basic salary management, but also to variable pay and employee benefits provision. Our grading structure, underpinned by a well governed job evaluation process, ensures roles of equal size are rewarded equitably.

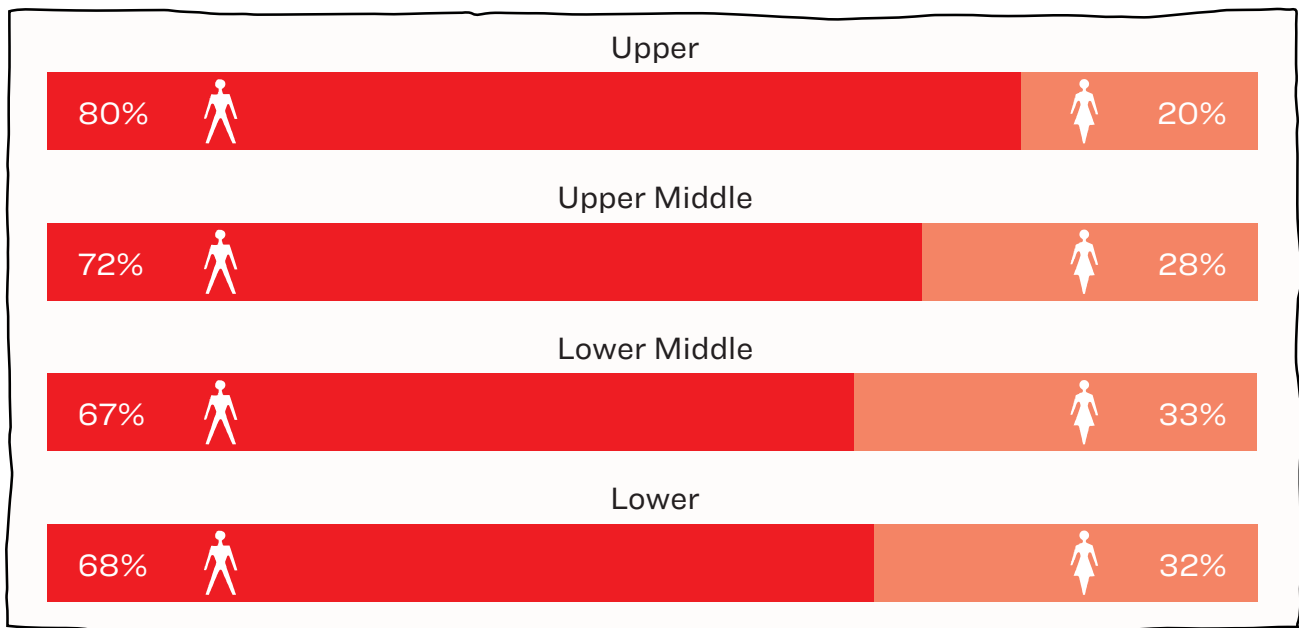


\*Source: Office for National Statistics

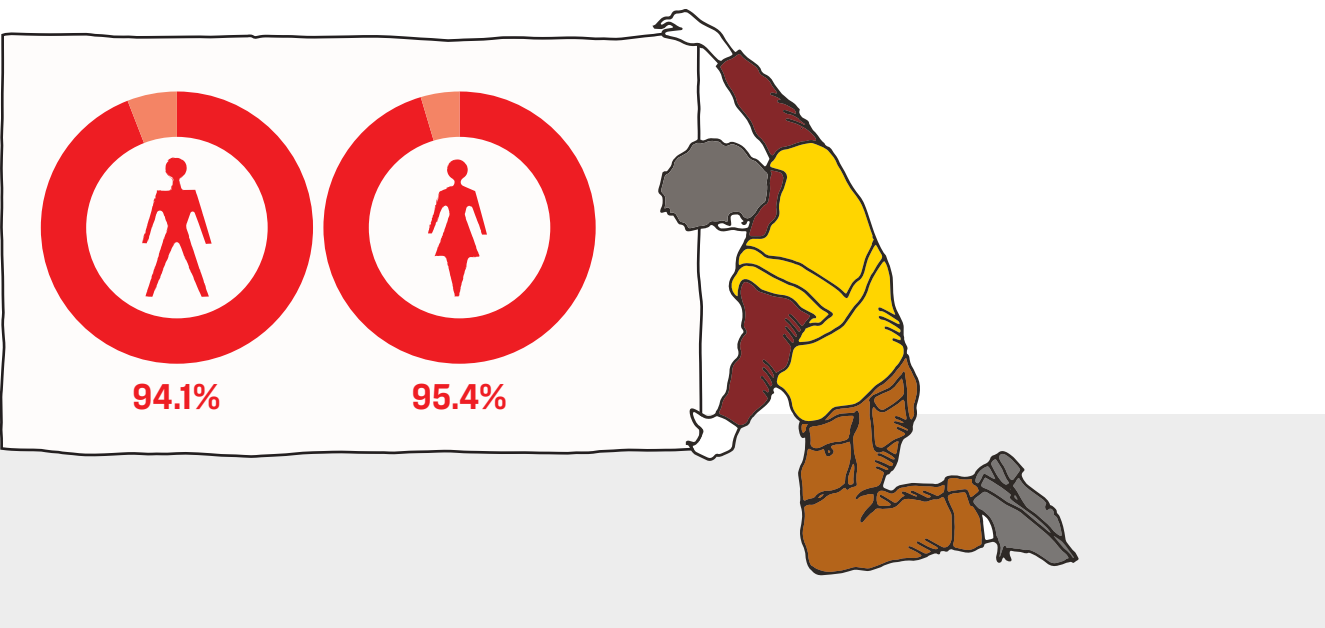
# Our Results

Across Howdens' Group approximately 70% of our employees are male and 30% female. Males have a larger representation than average in the upper quartile pay band (80/20) and a smaller than average representation in the lower quartile pay band (68/32). Also, as with many other UK FTSE companies our leadership team comprises a majority of male incumbents. In itself this gender demographic has an impact on Howdens' overall gender pay position.

## Howdens gender population based on pay quartile



## Proportion of employees receiving a bonus



# Our Actions

**At Howdens we continue to work to attract a diverse range of employees to work for us.**

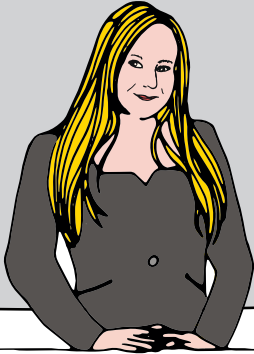
We operate a suite of people management policies that support effective recruitment, employee well-being, and progressive talent management. Howdens continues to invest heavily in developing robust succession plans. These people management policies, along with the enduring support of our leadership at all levels, helped Howdens to be appointed 7th position in the Time's Best Companies awards for 2017 (up from 12th in 2014).



Whilst we believe we have come a long way in completing the root cause analysis of our gender pay gap, and are undertaking initiatives to close the gap, we are not complacent. We recognise that fairness and equitability in our approach to people management within Howdens is a critical element of our culture, which in turn is fundamental to our on-going success as a company.



**Attracting, retaining, and promoting female talent is a key part of our people management strategy. The aim is not only to close the gender pay gap, but to recognise and nurture the benefits a highly skilled, capable and diverse workforce can contribute to the ongoing success of Howdens.**



# Statutory Disclosures

Howdens is made up of Howden Joinery Corporate Services Ltd, Howden Joinery People Services Ltd and Howden Joinery Ltd. Howden Joinery People Services and Howden Joinery Ltd are the only entities that meet the criteria for mandatory reporting, as below.

		Howden Joinery People Services Ltd		Howden Joinery Ltd	
		Mean	Median	Mean	Median
Gender pay gap		5.9%	9.5%	8.5%	1.5%
Gender bonus pay gap		16.1%	13.7%	30.1%	11.3%
		Males	Females	Males	Females
		% employees receiving a bonus		91.5%	98.4%
Proportion of employees in each quartile band	Upper	81.8%	18.2%	74.6%	25.4%
	Upper Middle	87.7%	12.3%	67.1%	32.9%
	Lower Middle	89.0%	11.0%	68.0%	32.0%
	Lower	67.7%	32.3%	68.6%	31.4%

I confirm that the information and data reported is accurate as of the snapshot date 5 April 2017.



**Gareth Hopkins**  
Interim Group HR Director

