

# Gender Pay Gap Report 2021

A quality focused, independent family business delivering mutual value through great people, collaboration and technology.



# What is the Gender Pay Gap?

## Understanding the Gender Pay Gap

The **Gender Pay Gap** is the difference in pay between male and female employees which is explained through various statistics.

The gap that is identified as part of these statistics is influenced by a number of factors such as the demographic of our workforce.

## Pay Gap v's Equal Pay

The gender pay gap analysis is different to equal pay legislation:

The *Gender Pay Gap* is more likely to occur due to structural issues within a business i.e. where males and females are found within an organisation and what salaries those positions attract.

Where *Equal pay* focusses upon the amount an employee is paid in their position and specifies that a male and female should be paid the same for doing the same role.

## When we are required to report:

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, employers with 250 or more employees are required to publish gender pay gap information based on a snapshot date.

For example in April 2022 we will be reporting statistics based on data as at 5<sup>th</sup> April 2021.

## What we are required to report: The Calculations

The Mean – this is the difference in the average salaries of men and women within the business.

The Median – the middle point of a population when the values are arranged in order from highest to lowest.

A negative number indicates that women earn higher than men in that area.

## Why we are required to report:

To identify and highlight specific areas for improvement is integral in building a balanced workforce.

Our ambition is to continue to grow and allow our employees to thrive in a genuinely diverse and sustainable business.

# Howard Tenens Logistics Limited 2021 Data

The below metrics (specifically the mean and median pay gap metrics) show the percentage gap in the average in salaries of all male and female employees. This means that the mean pay for men is 17.28% higher than females in our company as at 5<sup>th</sup> April 2021.

The median shows the middle point of a population. This is more representative than the mean as it is not typically affected by a handful of higher or lower salaries. Howard Tenens shows a 21.75% gap on this metric. These figures are slightly higher than last years snapshot due to some internal movement of positions at leadership level. These figures also suggest that the reason for the gap is that there are more males in higher paid positions than females which concurs with the quartile data opposite.

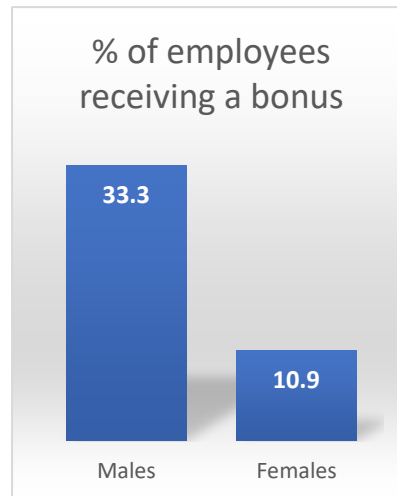
The Mean Gender Bonus Gap is shown at 56.99% which means that the average amount of bonus' paid to males was higher than the mean average of all bonus' paid to female employees.

The Median Gender Bonus Gap at Howard Tenens is 0% which demonstrates that the middle point of all bonuses for females was exactly the same as the middle point of all male bonuses. The reason for this change in data from 2020 is that after the bonus scheme was changed in 2019, a new discretionary bonus has been put in place effective 2021 which is limited to a smaller group of employees and applied at discretion.

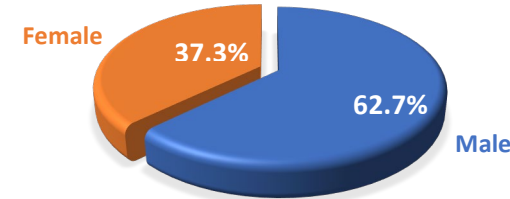
The below metric is most likely, out of all the metrics, to identify the underlying issues that cause the pay gaps in a business. This metric divides the total Howard Tenens Logistics Limited workforce into 4 equally sized groups based on hourly pay rate. The Lower quartile includes the lowest paid 25% of the workforce; the Upper quartile contains the highest 25% of the workforce and so on. To achieve close to a 0% gender pay gap there would need to be a 50:50 split of male to females in each quartile. Our aim as a business is to ensure that the male : female ratio is consistent across all Quartiles.

The below charts show that the distribution of females within Howard Tenens Logistics Limited is not even throughout the quartiles. However one would expect more males to be present in each quartile, due to operating in a male dominated industry. Although there has been minimal change since the 2020 snapshot data, external and internal factors have again influenced this result and we are making changes within HTLL to aim for even distribution across all 4 quartiles in the future.

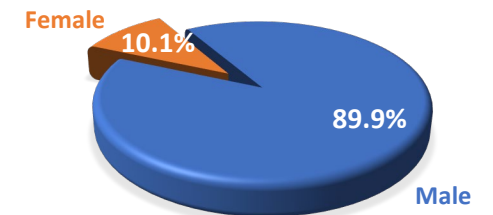
Metric	Percentage
Mean Gender Pay Gap	17.3%
Median Gender Pay Gap	21.7%
Mean Gender Bonus Pay Gap	56.9%
Median Gender Bonus Pay Gap	0%



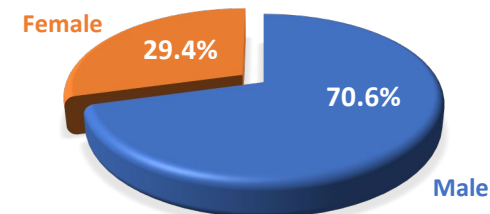
LOWER QUARTILE



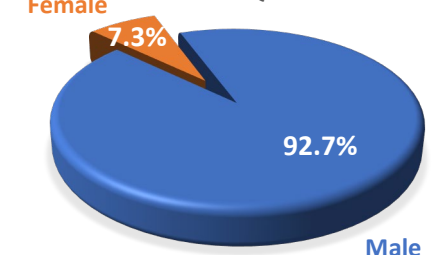
UPPER MIDDLE QUARTILE



LOWER MIDDLE QUARTILE



UPPER QUARTILE



# Our plans to reduce the Gender Pay Gap.

## What we are already doing 2021 - 2022:

**Recruitment:** All opportunities are advertised internally within the business and now are also more often published externally on our website careers page. Thorough processes are in place to ensure we are targeting a diverse network to ensure we obtain the right person for the right role. Competency based interviews are in place to ensure a robust and fair process at all levels.

**Remuneration and Structural Reviews:** We have reviewed all salaries in 2021 and implemented a salary review process in order for all salaries for all roles to be aligned. In addition to this the business has reviewed internal structures and recruited a number of high level leadership personnel in 2021 who are female.

**Awareness:** A focus group has been put in place to review and develop our approach and visibility for 'Women in Logistics'. This has further evolved and an Equality, Diversity and Inclusion strategy is being developed for going forward.

**Our Culture:** We continue to be committed to building a culture where all employees feel included and we are doing this communicating our mutual values, our people strategy and open communication and two way feedback. We have invested in a number of initiatives that will assist our Leadership Team to continue to embed this culture in line with our strategy.

## Declaration

We confirm that the information reported is accurate and in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This report covers employees at all levels of the Howard Tenens Logistics Limited business.

**Samantha Phillips**  
Head of Resource

## How are we going to improve further?

**Employee Engagement:** We will continue to conduct regular employee engagement surveys and generate site specific action plans to encourage Equality, Diversity and Inclusion and foster an excellent working environment.

**People Strategy:** We will continue with our People Roadmap which will continue to ensure we have the strong foundations in place to encourage growth and opportunities. The Learning and Development framework will assist towards this, in addition to robust recruitment processes which will attract and retain the right people for the opportunities we have within the business.

**Learning and Development:** A L&D framework has been implemented and is currently in its infancy. This L&D strategy will assist in upskilling our current workforce to aid towards succession planning; provide opportunities for promotion within the business; and to provide a sound continued personal and professional development platform for all of our employees. This will be developed further during 2022 and will incorporate E-Learning, Apprenticeships and specific qualifications for our employees.

**Awareness:** A focus group has been put in place to implement a strategy linked to 'Women in Logistics' and, going forward, further focus will be placed on Equality, Diversity and Inclusion. An exciting new recruitment campaign is being developed to advertise the diverse workforce and the opportunities that we can provide to all.

**Benefits and Remuneration:** A new grading structure of positions within the business is being developed to ensure a consistent approach when recruiting in addition to providing transparency across the business.

We have achieved a great deal as a business over the past few years at a time where we have also experienced exponential growth and a great deal of change. We have made significant changes to our processes and initiatives that involve our people, ensuring equality within the workplace. In addition to this we are providing excellent opportunities for development and career growth for all of our employees through our training schemes and continued investment in our people. Our people are our most valuable asset and we will continue to drive the positive change within Howard Tenens Logistics Limited that we have been delivering over the recent years.

**Ben Morris**  
Executive Director & Company Secretary