

Gender Pay Gap Report 2022



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 5th 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 2022 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 20.7% higher than females in our company as at 5th April 2022.

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 23.5% gap on this metric. These figures are slightly higher than last years snapshot due to some further internal movement of positions at leadership level in addition to making some increases to the salaries of drivers due to the driver shortage in 2021 - 2022, which are predominantly male dominated roles. These figures also suggest that the reason for the gap is that there are more males in higher paid positions than females which also concurs with the quartile data opposite.

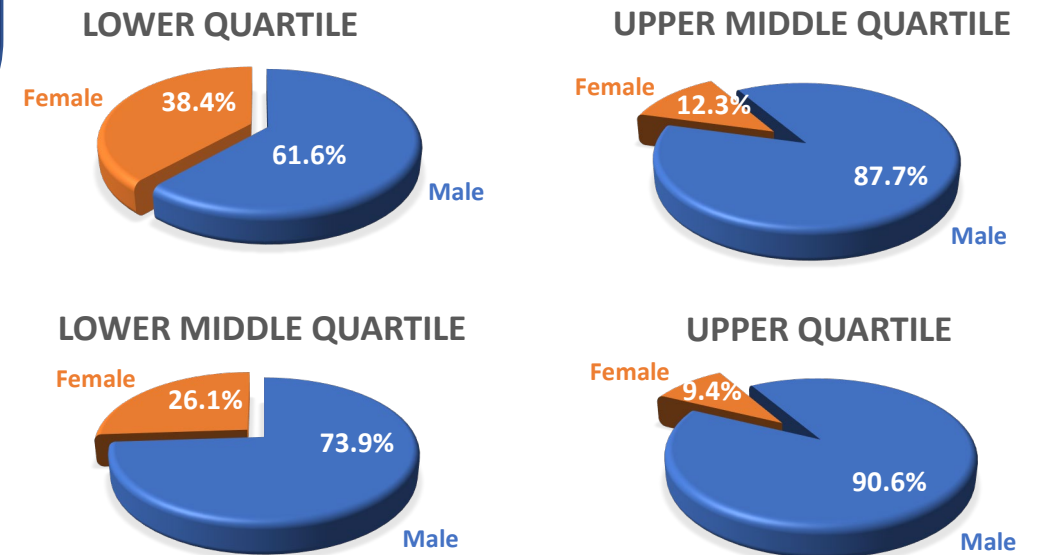
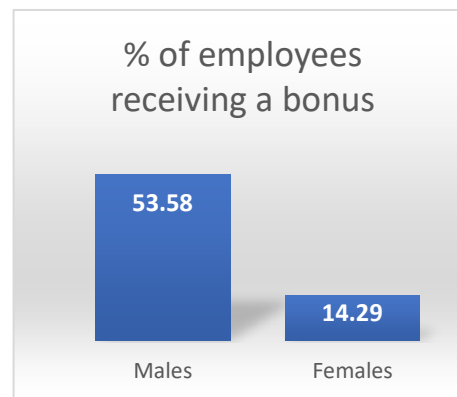
The Mean Gender Bonus Gap is shown at 3.95% which means that the average amount of bonus' paid to males was only slightly higher than the mean average of all bonus' paid to female employees. We can see that more males, 58.58% were paid a bonus and a large proportion of those were part of a retention and performance related bonus.

The Median Gender Bonus Gap at Howard Tenens is -20%. This demonstrates that the middle point of all bonuses for females was higher than the middle point of bonuses paid to male employees. The correlation of the mean and the median for this snap shot of data is a reflection of the number of males and females receiving bonuses. For Example, fewer females are Drivers and therefore the mean bonus payment for male employees is reduced due the nature of a mean value taking into consideration the higher volume of lower value performance related bonuses for drivers. The median for females is taken from a smaller group of employees where all values are higher.

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. There has been minimal change since the 2021 snapshot data however, Howard Tenens are making changes within HTLL to **aim for more even distribution across all 4 quartiles in the future.**

Metric	Percentage
Mean Gender Pay Gap	20.7%
Median Gender Pay Gap	23.5%
Mean Gender Bonus Pay Gap	3.95%
Median Gender Bonus Pay Gap	-20%



Our plans to reduce the Gender Pay Gap.

What we are already doing 2022:

Remuneration and Benefits: A full review of all contracts and terms and conditions of employment to ensure all roles are transparent and fit within in a Compensation Framework. This includes bonus frameworks and salary grades.

This assists when awarding internal promotions and when recruiting externally to ensure consistency and transparency.

Awareness: A focus group has been put in place to focus on Equality, Diversity and Inclusion and promoting Howard Tenens as an employer of choice for all individuals. An exciting new recruitment campaign and website has been developed to advertise the diverse workforce and the opportunities that we can provide to all. This includes interactive videos of our diverse workforce.

Learning and Development: A L&D framework has been implemented and successfully rolled out in 2022. The L&D framework continues to evolve and allows progression and development for all employees. This L&D strategy assists 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.

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 People

How are we going to improve further?

L&D: We have committed to further considerable investment in L&D for the coming years as this forms a major part of our progression and goal to be an employer of choice. This includes plans for further and higher education opportunities funded by the business and utilising our Apprentice Levy. We will launch a new L&D platform on our intranet to ensure learning is available to all employees at all times. We are partnering with Rugby for Heroes which will enable us to encourage different skills into the business. In addition to this we intend to launch a High Potential internal programme for the Leaders of the Future.

Internal training and bespoke training will be rolled out and designed to further develop our employees. We will continue to evolve our training partnership with our external partners in order for relevant courses to be rolled out and have a significant impact on the workforce.

Apprenticeships will be promoted in order to further widen our employee skill set and diverse workforce.

Recruitment: A review of job profiles and advertisements annually will be put in place to ensure clear communications and opportunities are available to all.

Onboarding: A thorough onboarding process will be put in place to ensure the employee lifecycle is fulfilled.

HRIS: A new system as one source of truth to assist with analytics and decision making, performance reviews, recruitment and general people management.

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.

We have achieved a great deal as a business over the past few years in relation to our people activities at a time where we have also experienced 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 continue to provide and evolve excellent opportunities for development and career growth for all of our employees through our training schemes and continued investment in our people. These processes evolve and are adapted to suit our entire workforce and attract excellent new people to the business. Our people have always been and continue to be our most valuable asset and we will continue to drive our mutual values within Howard Tenens Logistics Limited that we have been embedding over the recent years.

Ben Morris
Executive Director & Company Secretary