

Gender Pay Gap Report

2021

FIGURES FOR THE 12 MONTH PERIOD TO 5TH APRIL 2020

Holland & Barrett



What is the Gender Pay Gap?

The Gender Pay Gap compares the pay received by the women employed by an organisation versus the pay received by the men.


It is different from Equal Pay, which is the principle of workers getting paid equally for doing the same work, or work of equal value.

Here are a few more details on how the Gender Pay Gap is calculated

- Wage figures are taken from the 12 months leading up to a 'snapshot' date – for retailers this is the 5th April each year
- A person's total pay is their total wages over those 12 months plus any bonuses
- "Average hourly pay" is the amount a person would have received per hour if their total pay had been split equally over each hour they worked

Knowledge is power – and we want to know how we can improve

At Holland & Barrett, we like to keep things clear, simple and honest. Calculating the Gender Pay Gap gives us the chance to look closely at the reasons behind any differences. We are always looking to improve and knowing more provides us with the opportunity to make changes for the better.



Knowing the full picture helps us understand our business even better

A word from our Chief People Officer

We know that people are as diverse as the ways you look after your health and wellness. At Holland & Barrett, we want health and wellness to be a way of life for everyone, and that takes daily focus and effort, and that applies to making our culture always more inclusive.

Every colleague working for us is helping us achieve our vision of being the trusted partner for over 100 million people globally to achieve their personal health and wellness goals. Our transformation programme is exciting and bold, and our people are the secret of our success wherever they work.

Our team will continue to offer their wealth of product knowledge to our customers each day, both in-person and online. Their knowledge and advice shared with our customers in the UK and internationally is second to none - no other high street retailer can say that their colleagues' training is equivalent to an A-Level in health, which we are immensely proud of.

We welcome the chance to publish our Gender Pay Gap figures, and like all companies of our size, we'll keep reporting these figures each year. We're growing our team in all areas and will continue to recruit dedicated people with a genuine passion for health and wellness. We know a diverse, inclusive and balanced workforce will enable us to continue our success story for years to come.

Caroline Kitcher



Understanding the figures: averages in a nutshell

► MEAN AVERAGE

The total shared out equally



► MEDIAN AVERAGE

The value for the person in the middle (if everyone lined up in order)



Lowest paid team member

Highest paid team member

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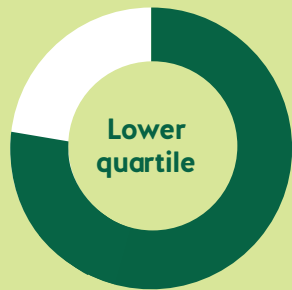


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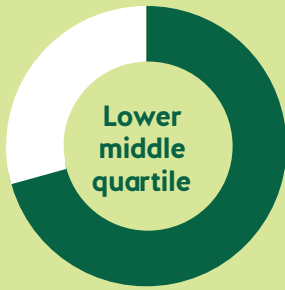


Proportion of males and females in each pay quartile

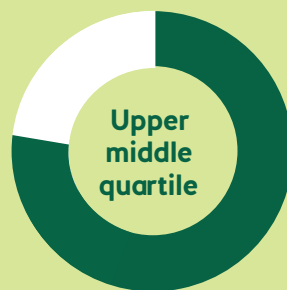
Here's what would happen if we lined up all our employees together in order of their calculated hourly pay, and split them into four equal groups.



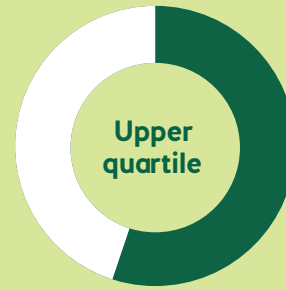
74% women
26% men



72% women
28% men

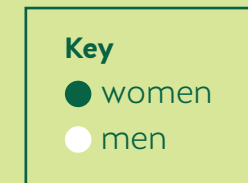


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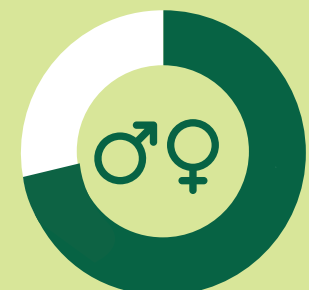


55% women
45% men

These percentage figures reflect the overall split between women and men:



Our workforce is made up of



69% women
31% men

Here are our numbers

Percentage differences in hourly pay between the average figures calculated for women versus men

Mean average hourly pay:

25.6%

higher for men

Median average hourly pay:

2.8%

higher for men
UK National average: 15.5%*

Proportion of women and men receiving a bonus payment



72.5%
women received a bonus in 2019



84.3%
men received a bonus in 2019

Gender Pay Gap for bonuses

Mean bonus was:

60.6%

higher for men

Median bonus was:

19.6%

higher for men

Better than the UK national average – and still room for improvement.

* From the Annual Survey of Hours and Earnings, Office for National Statistics.

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Gender Pay Gap legislation recognises things like commission and long service awards, which is why so many of our team members received a 'bonus'.

What we know about our Gender Pay Gap

Despite the overall 25.59% mean pay gap, our largest colleague group Retail (79% of workforce), has a mean pay gap of minus 4.10% and the median is equally matched at £9.51. After further analysis some of the main contributors to the overall figure being much higher than our Retail Colleagues are as follows:

Distribution

Although this business area is fairly balanced in gender equality (M 48%/F 52%), the demographic of our Lorry Drivers is predominately male and they are paid significantly higher than Warehouse Colleagues due to the role and its associated remuneration. Males working in the Warehouse also tend to be those who receive anti social hour premiums, as more work the night shifts.

Our office

A sixth of our office based workforce are colleagues in Technology. IT is both a male dominated and a well paid profession. Although we are trying to address the male female balance, at this snapshot point 85% of our colleagues in Technology are male and the mean rate stands at £32.74, with a median of £28.99. Double and triple the total published averages respectively.





Looking to the future

Colleague Benefits

We continually review our benefits to align with our brand and purpose; we want colleagues' to feel cared for and valued, as we know when they do their commitment is greater and engagement higher.

Training and development

Training is pinnacle to our success, and each year we invest more to ensure it stays at the heart of our success. Ensuring that training is high on the agenda means that our customers get the very best information, advice, and service every time. We're moving our product training online, making it more accessible and easier for our Store Associates to take part and progress to more senior levels within the organisation.

Diversity and inclusion

Just as achieving optimum health and wellness is challenging and fun, so is creating an inclusive culture. It often requires us to do things differently, stepping out of comfort zones, but that's when we make progress and improvements. In the past year, we've seen more women recruited into senior management positions, and the balance and diversity of our workforce continue to improve.

Just as we're committed to health and wellness being a way of life for everyone, we're committed to having a balanced, inclusive team.

I confirm that the information published in this Gender Pay Gap Report is accurate.

Signed

Caroline Kitcher, Chief People Officer, Golland & Barrett International

