

# Gender Pay Gap Report

2020

FIGURES FOR THE 12 MONTH PERIOD TO 5TH APRIL 2019

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A decorative palm frond with long, slender, pointed leaves, rendered in various shades of green, positioned on the right side of the page.

# 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 5<sup>th</sup> 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 the H&B Group HR Director

**At Holland & Barrett, we're in the business of helping people choose the good life.**

Everyone who works for Holland & Barrett is helping shape our vision of becoming a global health and wellness platform.

We are one of the few retailers that have seen sustainable growth over the last 13 years. Despite challenging trading conditions, we have increased our sales by continuing to offer the very best service and advice to our customers, whilst continuing to open new Stores both here in the UK and internationally.

Our people are the secret of our success and will continue to offer their wealth of product knowledge to our customers each and every day.

The knowledge they have and the advice they provide to our millions of customers on a weekly basis is second to none. No other high street retailer can say that their staff training is the equivalent of an A-Level in health and this is something that we are immensely proud of.

We welcome the chance to publish our Gender Pay Gap figures and like all companies our size, we will be reporting these figures each year. We will continue to recruit dedicated people with a genuine passion for health and wellness and recognise that a diverse and balanced workforce will enable us to continue our success story for years to come.

**Johnny Dowd**



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# 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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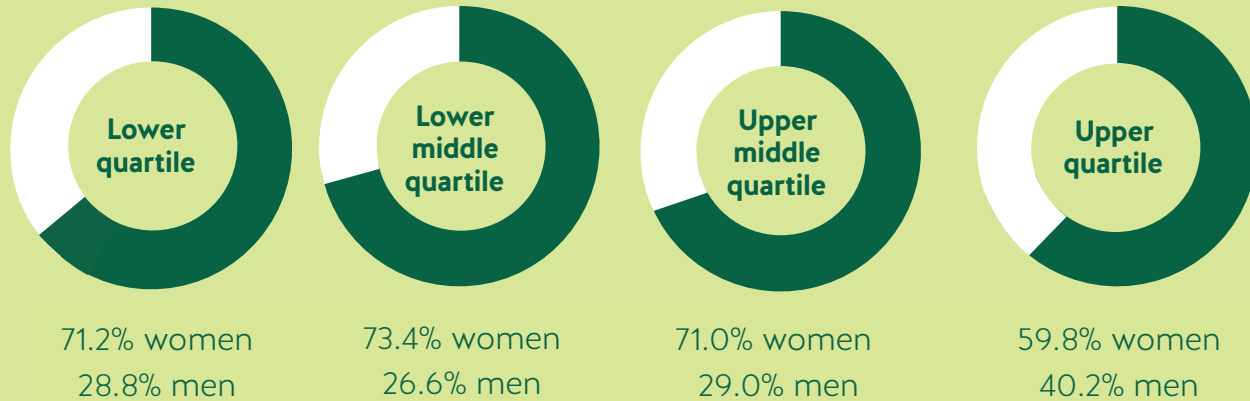


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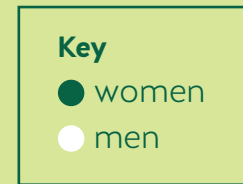
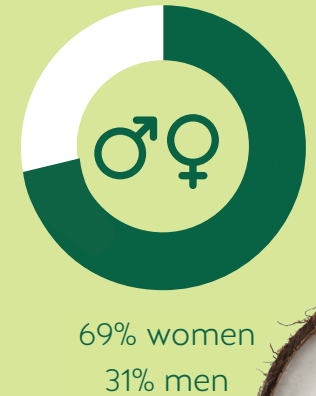
# Proportion of males and females in each pay quartile

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.



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

Our workforce is made up of



## Here are our numbers

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

Mean average hourly pay:

**15.7%**

higher for men  
 UK National average: 17.3%\*

Median average hourly pay:

**6.3%**

higher for men  
 UK National average: 8.9%\*

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:

**38.9%**

higher for men

Median bonus was:

**20.1%**

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'.



## Looking to the future

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### Colleague Benefits

Our benefits are alligned to our brand and drive our passion to put our customers at the heart of everything we do.

### Training and development

Training is pinnacle to our success and each year we invest more in to ensuring 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 each and every time.

### Diversity and inclusion

We want the right people in the right roles. A balanced workforce ensures fairness in our recruitment and rentention practices, it is part of our strategy to recruit more women to management positions across the business and continue our journey to become an employer of choice.

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

**Signed**

Johnny Dowd, Group HR Director, Holland & Barrett International

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