



Gender Pay Gap 2021/2022

A message from our Founder and CEO

Throughout the years at Soho House, we have worked to put equality and fairness at the heart of what we do. We are committed to building an inclusive culture in which our teams and members feel represented and at home across all of our spaces.

This report covers our gender pay gap in the UK in 2021-2022, both the progress we've made and the areas we're working to improve. We have seen marked decreases in both our median gender pay gap and mean pay gap driven by a purposeful increase in female representation in our top two earning quartiles and the creation of specific programmes to facilitate the advancement of women at Soho House.

In July 2021, Soho House listed on the New York Stock Exchange as part of the Membership Collective Group (MCG). As part of this process our leadership team received financial incentives in the form of securities, tied to the successful outcome of the IPO. As a result, our bonus pay gap increased this year. While this was an exceptional circumstance, it reflects the fact that we have a higher percentage of men in our leadership team and we recognise that there is more work to be done to close both our gender and bonus pay gaps in the years ahead.



Nick Jones
Founder and CEO, Soho House
Director of the Board, MCG

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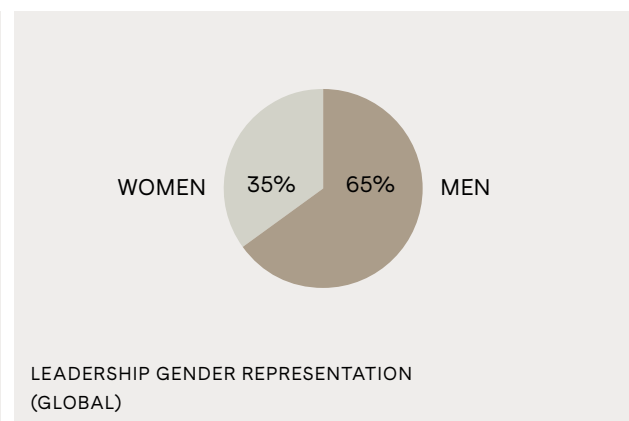
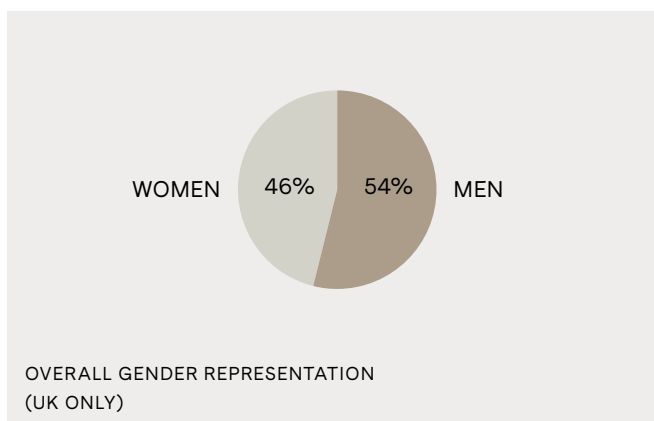
Our focus as we look forward is to increase representation through our revamped hiring practices and the continued development of our training programmes. We have a new Women in Leadership course set to launch, and in 2021 we overhauled our employee benefits which now include an enhanced parental leave policy for our teams.

We remain focused on our investment in diversity, equity and inclusion as part of House Foundations, our programme of social and environmental responsibility initiatives. We are passionate about this work, putting people at the heart of everything we do at Soho House.

Soho House is a place for our diverse membership and teams to connect, grow, have fun and make an impact.

Each person in our team brings a unique perspective to the work we do for our members. The intersectional identities of our people span a wide range of races, ethnicities, genders, sexual orientations, religions, socio economic statuses, ages and abilities, and we continuously work to make sure each person feels a sense of belonging and has an opportunity to succeed. In the last year alone, when looking specifically at gender identity, we have increased female representation in our top two earning quartiles, improved our representation of women of colour at all levels, provided opportunities for women and their supporting allies to build community and created specific programs to facilitate their advancement in the company.

As 2021 progressed and our sites began to reopen, we were intentional about our hiring practices with a focus on gender- and race-based representation especially at the manager and director levels. This approach has translated into a sizeable shift towards gender pay parity which we will continue to focus on.



Key terminology

The **gender pay gap** is defined as the difference between the mean or median hourly rate of pay and bonuses that male and female colleagues receive.

Equal pay on the other hand, is measured by the pay difference between men and women who carry out the same jobs, similar jobs and work of equal value.

Comparing the **median hourly rates** of pay is a useful way of understanding the typical situation within a group. It takes all salaries in the sample, lines them up in order from lowest to highest and picks the middle-most figure. This number is less susceptible to distortion by very large or very small pay rates.

Comparing the **mean hourly rates** of pay is a useful way of understanding the overall picture within a group. However, the usefulness of this is limited as very large or very small pay rates can easily distort the final results.

Statutory disclosure

For the purpose of this report, and in accordance with the UK gender pay gap regulations, included here is the consolidated data for Soho House UK Limited. In accordance with the reporting timing guidelines determined by the UK government, only 49% of our UK workforce is included in this report due to the fact that Covid-19 furlough protocols were still in place.

	HOURLY PAY	BONUS PAY
MEDIAN	5%	19%
MEAN	14%*	99%**

Marked improvements on both median (8pp) and mean (12pp) hourly pay compared to 2020/2021.

*When comparing mean (average) hourly pay, women's mean hourly pay is 14% lower than men.

**When comparing mean (average) bonus pay, men's mean bonus pay is 99% higher than women.

Pay quartiles

Each quartile represents 25% of the total 1,172 employees whose pay is included in our results. We have ranked the relevant employees from highest to lowest paid, divided this ranking into four equal parts (quartiles) and then worked out the percentage of men and women in each of the four quartiles. Since we began publishing our Gender Pay Gap report in 2018, we've consistently seen growth of female representation out of the Lower quartile and into the Upper and Upper middle quartiles – a result of our investment in the continuing development and enhancement of women into more senior roles across all functions of the organisation.

Upper quartile	54% Male	46% Female
Upper middle quartile	55% Male	45% Female
Lower middle quartile	58% Male	42% Female
Lower quartile	61% Male	39% Female

How will we close our gender pay gap?

By analysing the data, it is clear that our current gender pay gap was mainly driven by a lack of women in senior leadership positions – an issue we are aware of and cover within our wider Diversity and Inclusion strategy. With that said, we have made progress in this area and at the time of this report (March 2022), our senior leadership team has 35% female representation with 44% of these women identifying as a woman of colour.

As we look to the future, our focus is on enhancing our People and Development framework. Over 80% of our UK workforce is made up of hourly employees working across our Houses. We will continue to constantly stay competitive in our hourly pay and we have seen positive effects of our new contracts that guarantee a minimum of 32 hours a week.

In 2021, we enhanced our parental benefits globally and we now provide above statutory minimum pay across all regions. We ensured this benefit included all parents regardless of gender to support a more equitable distribution of care between parents, and facilitate a smoother transition back into work.



Fatima Aziz
Chief People Officer

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we have redesigned our recruitment strategy to reach out to a more diverse range of people who have transferable professional skills that can lead to a successful career in hospitality. We take steps to ensure our interview process is transparent in an effort to reduce bias. It is always our goal to hire the right person with the right skill set for the right role.

We will continue to invest in our talent which reflects our commitment to providing ongoing development programmes and internal progression for all employees, especially for women.

Finally, we will work hard to support all of our people through our enhanced policies and benefits to remove barriers to employment and providing support to people who have had time away from work. This includes our new paid leave policy which doubles paid leave from two to four weeks for all non-birthing parents and wider flexible working options.

We are committed to improving our representation across all lines of difference, including gender, and closing the pay gap that exists today.

Fostering an inclusive culture rooted in engagement and development



House Check-in

In January 2022, we ran our first global employee engagement survey to make Soho House a stronger company and a better place to work. 64% of eligible employees completed the survey in the UK, and it provided both positive feedback and areas of development that we are working on. In an important area for us, 81% of UK-based employees feel Soho House values diversity, reflecting our strong and ambitious commitment to D&I while 76% of UK-based women feel like they can fully be themselves at work. With that said, we have work to do when it comes to achieving gender pay parity which is reflected in our employee sentiments.

Manager to leader programme

We designed the Manager to leader programme to equip all managers, from our line managers at our sites up through to our senior most leaders with the skills, tools and confidence to lead. The programme was built for our people by our people and blends business best practices with critical leadership skills such as emotional intelligence, resilience, change management, feedback and communication, all in an effort to develop our managers into inclusive business leaders.

Thus far, the feedback has been positive with nearly 100% of attendees saying they would recommend the programme to a friend or colleague. The programme continues to expand with over 300 employees enrolled (~50% identify as a woman).



Declaration

We confirm that Soho House's gender pay gap calculations are accurate and meet the requirements of the Regulations. The calculations, data and assertions contained in this announcement have been fully assured by the Founder and CEO, who has confirmed that the methodology provided in the Equality Act (Gender Pay Gap Information) Regulations 2017 have been applied correctly.

This statement confirms that the published information is accurate at the time of publishing and is signed by Fatima Aziz, Chief People Officer.

A handwritten signature in black ink, appearing to read 'Fatima Aziz', with a stylized flourish at the end.