



# SOHO HOUSE

Gender Pay Gap  
2022



## From our CEO

We are committed to providing equal opportunities and ensuring our teams around the world feel respected and empowered at work.

A core part of our diversity, equity and inclusion strategy at Soho House is supporting women to achieve their full potential. We believe this cultivates a stronger culture that benefits everyone.

In our latest gender pay gap report, our mean and median gender pay gaps have stayed relatively similar year on year, with a 1% increase in both. The change in 2022 is the result of a significant increase in the number of employees counted following the end of COVID-19 furlough protocols and the reopening of our sites.

Our gender pay gap is predominantly driven by a lack of women in our most senior leadership roles. We recognise this issue and have implemented a number of initiatives in recruitment and development to keep moving forward. In the past six months we have seen increased appointment and progression of women to Director and Chief level, part of a dedicated effort to reach our goal of gender parity in senior leadership. We plan to keep this momentum through 2023 and beyond.

Last year we also partnered with the Global Institute of Women in Leadership to design a bespoke multi-gender programme which accelerates gender parity at Soho House through development and education. The execution of the programme began this year, so the effects are yet to be seen, but we are hopeful this powerful tool will provide an opportunity for open, collaborative conversation and advocacy for women in our most senior roles.

We remain focused on our investment in diversity, equity and inclusion, putting people at the heart of everything we do at Soho House.

**Andrew Carnie, CEO Soho House**





## Our gender pay gap

This report covers our gender pay gap in the UK for the week including the snapshot date 5 April 2022. At the time there were 2,815 employees at Soho House UK Limited.

### **Our median gender pay gap is 6%**

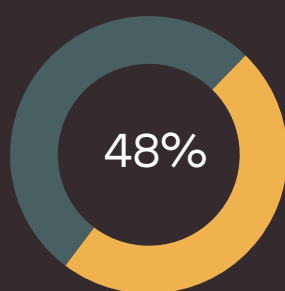
An increase of 1% from 2021. This small shift is due to the increase in number of operational employees counted compared to 2021, when COVID-19 furlough and lockdown protocols were still in place, and reflects that we have more men in our top three earning quartiles.

### **Our mean gender pay gap is 15%**

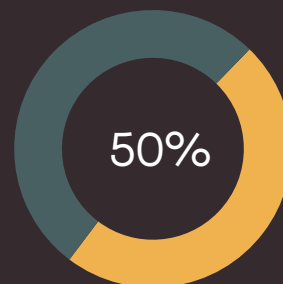
An increase of 1% from 2021. The highest pay quartile contributes most significantly to our mean pay gap, where we have a lower proportion of women in the most senior leadership positions.

## Our gender bonus pay gap

This data shows the proportion of men and women in our UK workforce who received a bonus in the 12 months up to the snapshot date of 5 April 2022.



Women received a bonus



Men received a bonus

### **Our median gender bonus pay gap is 0%**

We paid equal bonuses in the reporting period to men and women who qualified, as part of a one-off bonus scheme linked to listing Soho House & Co Inc. on the New York Stock Exchange.

### **Our mean gender bonus pay gap is -14%**

This number is impacted by a small number of one-off bonuses that were awarded in the senior team to recognise a specific contribution to the IPO process.



## Pay quartiles

Upper quartile	58% men	42% women
Upper middle quartile	62% men	38% women
Lower middle quartile	59% men	41% women
Lower quartile	44% men	56% women

Each quartile represents 25% of the total 2,815 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.



# How will we close the gender pay gap?

**Our ambition is to continue to close both the mean and median gender pay gap at Soho House.** We are committed to achieving this by increasing the number of women in leadership positions, including their intersectional identities. In line with our mission and values, we are creating an environment where every person feels they belong and uses their voice as a force of change.

These are some of the initiatives we will invest in to continually develop women at Soho House:

## **Learning and planning**

One of our key initiatives this year will be a focus on ensuring a fair, transparent framework to promote high-achieving women for growth within the business. We will accomplish this by setting objectives and identifying succession plans which assist in growing women within the business to greater seniority.

We will assess and improve every touchpoint that influences our gender pay gap. This includes further improvements on our policies around recruitment, salary negotiations and increases, benefits and rewards, paid leave, parental support for all parents, and development opportunities.

Attracting, retaining and developing diverse talent enables us to be more creative in everything we do. Alongside developing women currently in the business, we will also build relationships with a broader range of job boards and recruiting communities, with a specific focus on women across various intersectional identities.

In addition to our annual House Check-In engagement survey for all employees, we will conduct a biannual pulse survey amongst our 300 most senior women leaders at Soho House specifically designed to understand gender barriers, challenges and ideas to improve gender equality.



## Education and development

We have launched a monthly global learning calendar which spotlights critical gender equality topics including allyship, sponsorship, equity, gender intelligence, unconscious bias, and systematic change.

We believe that the foundation of gender parity is the engagement of every gender in the work we have committed to. We will continue to offer resources for men to learn about the process and power of allyship.



## Community

We will introduce an internal mentorship and sponsorship programme, partnering leaders with women throughout the business to provide pathways for learning and advocacy, along with reverse mentoring to help develop allyship and understanding. These programmes will support career progression, further developing our talent pipeline.

In March 2023, Soho House confirmed partnerships with two external membership networks for women. These initiatives focus on connecting and supporting women while providing them with access to digital and physical learning events which support community and collaboration.

While uplifting our current teams is essential, paving the way for future women leaders is another way we can make a systemic shift. We will create pathways for girls to shadow their parents at work in an effort to plant seeds of opportunity with them.

**Gender equity is a business priority at Soho House and this year we are dedicated to empowering, advocating and accelerating our women across the globe.**



**Like all of the work that we do in terms of diversity, equity and inclusion, we are still early in our journey and recognise that sustained change requires universal buy-in. Though this report focuses on the United Kingdom, our gender parity initiatives will be pursued globally as we strive for fair pay and equity everywhere that we operate.**



## Declaration

We confirm that the information in this report is accurate and published in accordance with the UK gender pay gap reporting guidelines and regulations.

The calculations, data and assertions contained in this announcement have been fully assured by the 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 Chris Glass, Global Diversity, Equity and Inclusion Director.

