



Gender Pay Gap 2020/2021

Soho House's mission is to be a space for its diverse membership and teams to connect, grow, have fun and make an impact.

Over 2,600 people work at Soho House in the UK and each person brings a unique perspective to the work we do to serve our members. The intersectional identities of our people span a wide range of races, ethnicities, genders, sexual orientations, socio economics, ages and abilities to name just a few, 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 on the binary, we have increased female representation in our top two earning quartiles, improved our representation of women of colour at all levels and created specific programs to facilitate their development and advancement. In our ambition to continue to attract and retain the best talent in the hospitality industry, we have also recently increased the starting base rate of pay for all hourly employees.

We are of course mindful that given the business impact COVID-19 and subsequent reporting guidelines for the 2020/2021 gender pay gap report, our numbers for this period do not reflect the full story.

When the pandemic first hit the UK and it became clear that our sites would need to close, we encouraged all employees to book holiday time for the week commencing 30th March 2020 which coincides with the mandatory reporting timeframe for this analysis. Of the 2,624 employees included in our results, over 1,700 (65%) took advantage of this opportunity and as such are excluded in the mean and median gender pay gap reporting.

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 gender pay gap regulations, included here is the consolidated data for Soho House UK Limited.

| | HOURLY PAY | BONUS PAY |
|--------|------------|-----------|
| MEDIAN | 12.9% | 9.1% |
| MEAN | 26.4%* | -33.7%** |

Data from ~65% of Soho House UK workforce has been excluded given the 2020/2021 reporting guidelines.

*When comparing mean (average) hourly pay, women's mean hourly pay is 26.4% lower than men's.

**When comparing mean (average) bonus pay, women's mean bonus pay is 33.7% higher than men's.

Pay quartiles

Each quartile represents 25% of the total 2,624 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.

| | | |
|-----------------------|------------|--------------|
| Upper quartile | 61.9% Male | 38.1% Female |
| Upper middle quartile | 58.7% Male | 41.3% Female |
| Lower middle quartile | 50.8% Male | 49.2% Female |
| Lower quartile | 48% Male | 52% Female |

A message from our Founder and CEO

Throughout the years at Soho House, equality and fairness have been at the core of who we are and both are important to me personally. Whilst we still have much more to do, I am pleased that this report helps us to be accountable for the work we must do to achieve gender parity when it comes to pay.

Last year brought unforeseen challenges to everyone and we wanted to make sure our employees were reassured by any financial uncertainty as much as possible. That's why our leaders set up and funded the Soho House Impact Fund to help those employees facing monetary hardship as a result of the pandemic. The fund was administered by Prism The Gift Fund, a registered UK charity, who independently reviewed and awarded all grants to those in need.

Since we last reported on our gender pay gap, we have also published [Our Pledge](#) to diversity, learning and inclusion and launched our social responsibility arm called [House Foundations](#).



Nick Jones
Founder and CEO

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 covered within our wider Diversity and Inclusion strategy. With that said, we have made progress in this area and as of September 2021 our senior leadership team has 39% 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 70% of our UK workforce is made up of hourly employees working across our Houses. In order to remain competitive within the hospitality industry, and in some cases exceed market benchmarks, we have increased the starting base rate of pay for these roles by £2/hr. In addition to this increase, we now guarantee all hourly employees a minimum of 32 hours a week to allow for more job security.

We have continued to increase the representation of our teams by sourcing and attracting diverse pools of candidates. This has been achieved through our redesigned recruitment strategy that includes, but is not limited to, reaching out to sectors and communities that have transferable professional skills and experience to excel in a career in hospitality, and taking steps to ensure our interview process is transparent in an effort to reduce bias. It is always our hope to hire the right person with the right skill set for the right role.



Fatima Aziz
Chief People Officer

Continued...

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 empowering culture rooted in development



International Women's Day

International Women's Day is a day set aside to celebrate the social, economic, cultural and political achievements of women across the globe whilst promoting the acceleration of gender parity. In 2021, we brought our teams together with a series of programming culminating in a digital campaign titled #WhatMakesMeStrong centred on addressing the misconceptions surrounding strength. Women from across our business shared their personal accomplishments, role models and more painting a mosaic of 'what makes them feel strong'.

Manager to leader programme

We designed the Manager to leader programme to equip all people 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 increase the impact our people managers as individuals, within their roles and from there, on the business.

Thus far, the feedback has been phenomenal with nearly 100% of attendees saying they would recommend the programme to a friend or colleague. At the point of drafting this report, people managers from 3 out of our 4 regions have started at least 1 of the programme's 10 modules with nearly 50% of participants identifying as a woman.



Declaration

We confirm that Soho House & Co'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', written in a cursive style.