

SOHO HOUSE DIVERSITY, EQUITY & INCLUSION REPORT 2022

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Our data

The employment data in this report covers our 6,217 full time employees in North America and the UK up to 10 November 2022 when data was pulled for this report, unless stated otherwise. This number does not include demographic data from our teams in the rest of Europe, Asia, nor from our contract or seasonal workforce, because we don't currently have a global tool to gather this information.

Our Gender Pay Gap data represents our employees in the UK only, where it is a legal requirement to publish this information. We are developing the tools to collect and share this data globally in the next few years, along with our Racial Pay Gap report.

Data gaps

Our current data for North America and the UK contains a high number of 'unspecified' demographic data. This is as a result of it being a non-compulsory field in our current on-boarding process.

We know that in order to make Soho House a more equitable place for all, we must prioritise data collection to better understand the make up of our global team. In 2023, we will be implementing our first global HR system alongside a strategy to collect, track, and connect this data.

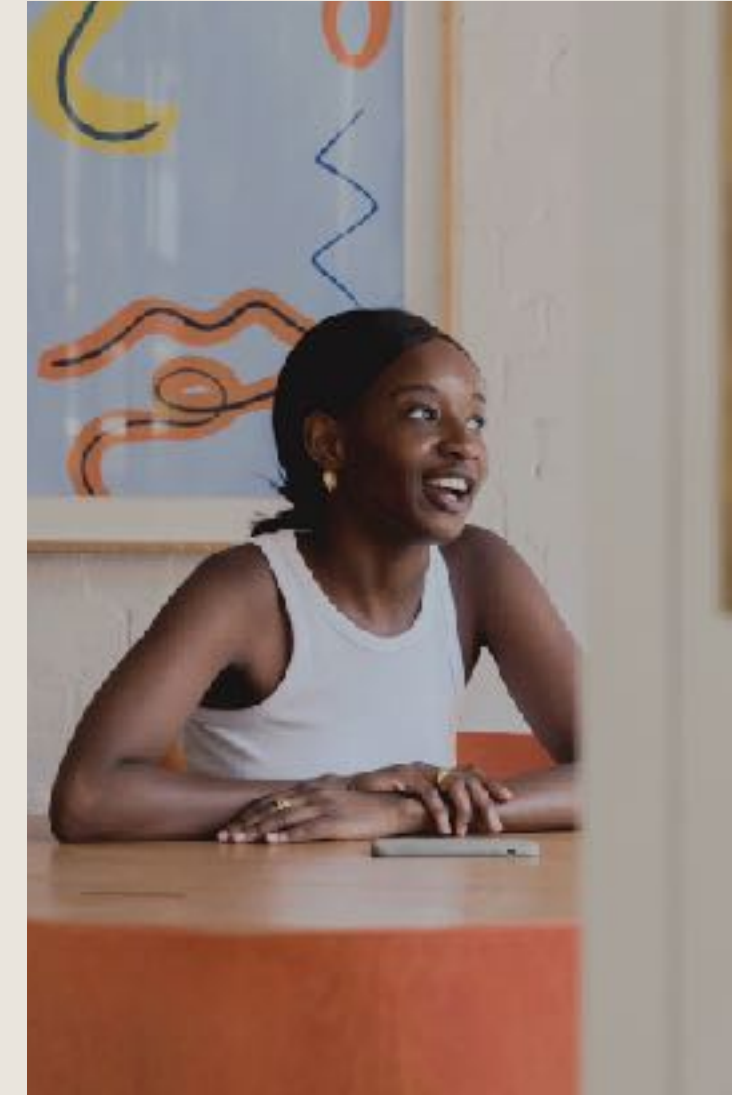
Introduction

Soho House's mission is to create a place for our diverse membership and teams to connect, grow, have fun, and make an impact. From the beginning, and throughout our history, people have always been at the heart of everything we do. As a home for the world's creative people to come together, diversity, inclusion, and belonging have always been central to our values.

In 2020 we published our Pledge, a six-part commitment of specific actions addressing racial injustice, in an effort to make Soho House a more inclusive and representative space for people from underrepresented ethnic backgrounds. In this, our first Diversity, Equity and Inclusion Report, we share our progress against those promises, as well as learnings and opportunities for improvement and growth.

Our wider diversity and inclusion strategy expands our vision to look at the many facets of this work, while continuing to aim for the targets we set ourselves in the summer of 2020. As a global business, we have a responsibility to improve diversity in all areas of our business, including ethnicity, gender, sexuality, neurodiversity, and disability. The intersectionality of the identities of our teams and members is essential to the success of Soho House.

We remain committed to driving an industry-leading diversity, equity and inclusion programme for our people and building a thriving membership that's representative of the varied places we call home.





While diversity and inclusion has always been important at Soho House, in recent years; the killings of George Floyd, Breonna Taylor and many others in the United States and around the world, have brought it to the forefront of our business.

The Black Lives Matter movement amplified the importance of our commitment to keep making Soho House a better place for our members and our team and in July 2020, we made a Pledge to tackle racial inequality. In this report, we want to give an honest look at our progress against these promises, as well as a wider look at diversity and inclusion and the areas we need to improve upon.

We've seen and felt progress in representation and culture in some areas of the business, and in others we know we need to push harder. We know that diversity and inclusion is something we will always need to prioritise. We're committed to continually holding ourselves accountable and striving towards equity and inclusion.

Nick Jones, Founder Soho House



At Soho House, fostering a sense of belonging for our members and our teams is central to who we are.

Our role as the DEI team is to support the organisation as we move towards making Soho House more diverse, equitable, and inclusive and to hold our leaders to account for delivering on these promises. We aim to deliver results that are not only seen, but also felt.

We also believe that the responsibility of diversity and inclusion doesn't rest solely with any one person or our leadership team, but with all of us, every day.

This report is the result of a continued effort to champion diversity and inclusivity at Soho House and espouse transparency in that process. Our goal is to have an honest look at the commitments we've made, our progress and shortfalls, and the opportunities we have to improve. This is about who we become as an organisation and how we take space in a world that is rapidly changing.

Chris Glass, Diversity, Equity and Inclusion Director Soho House

Our Pledge

Our Pledge outlines six areas of improvement to combat racial inequity: representation, recruitment, education, community engagement, accountability, and culture. In 2021 we made progress in all of these areas, conducting our first membership DEI survey, a review and improvement of our content and member experience to be more representative of the communities we're in and completion of an audit of our top suppliers so that we can create more opportunities for diverse-owned businesses.

In 2022, for the first time in the history of Soho House, we launched a global Engagement Survey, collecting data from our teams and members on their experiences and on how best to serve them in the future.

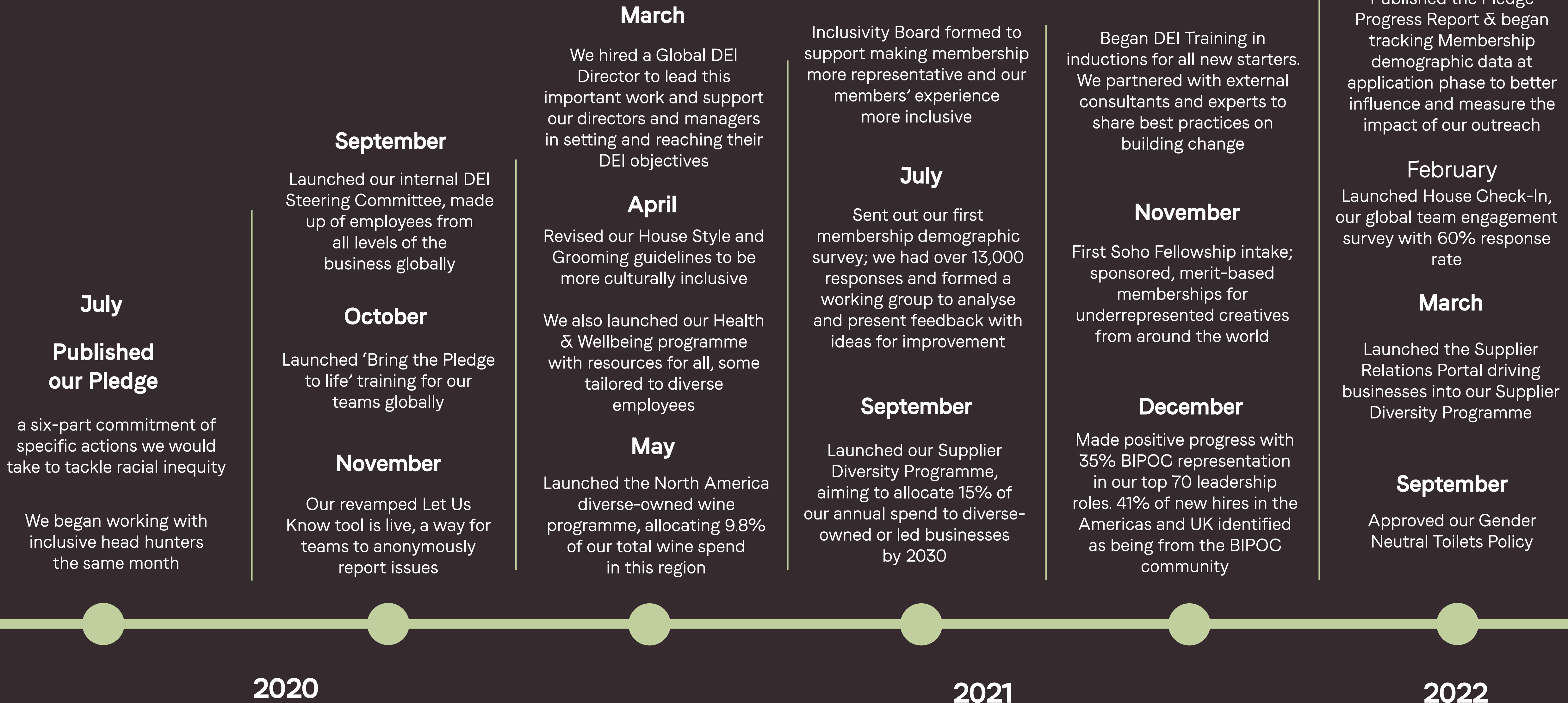
Collectively, this has informed our strategy to bolster our educational offerings, use data to guide our decisions, and continue to define what accountability means at every level. As we expand globally, we must think and act locally to best serve our teams and members.

As our global DEI strategy at Soho House encompasses a wider list of commitments that are representative of people in every place that we operate, we will no longer report on our Pledge progress in isolation, but will continue to hold ourselves accountable to the commitments made and share progress in a DEI update in our annual ESG report.

[Read more](#)



Our Pledge: 2020 to today



Diversity & identities in our team



Our leadership

In our first ESG report, published in May this year, we stated our intention to work towards a leadership team with gender parity and ethnic representation proportional of the places that we operate in.

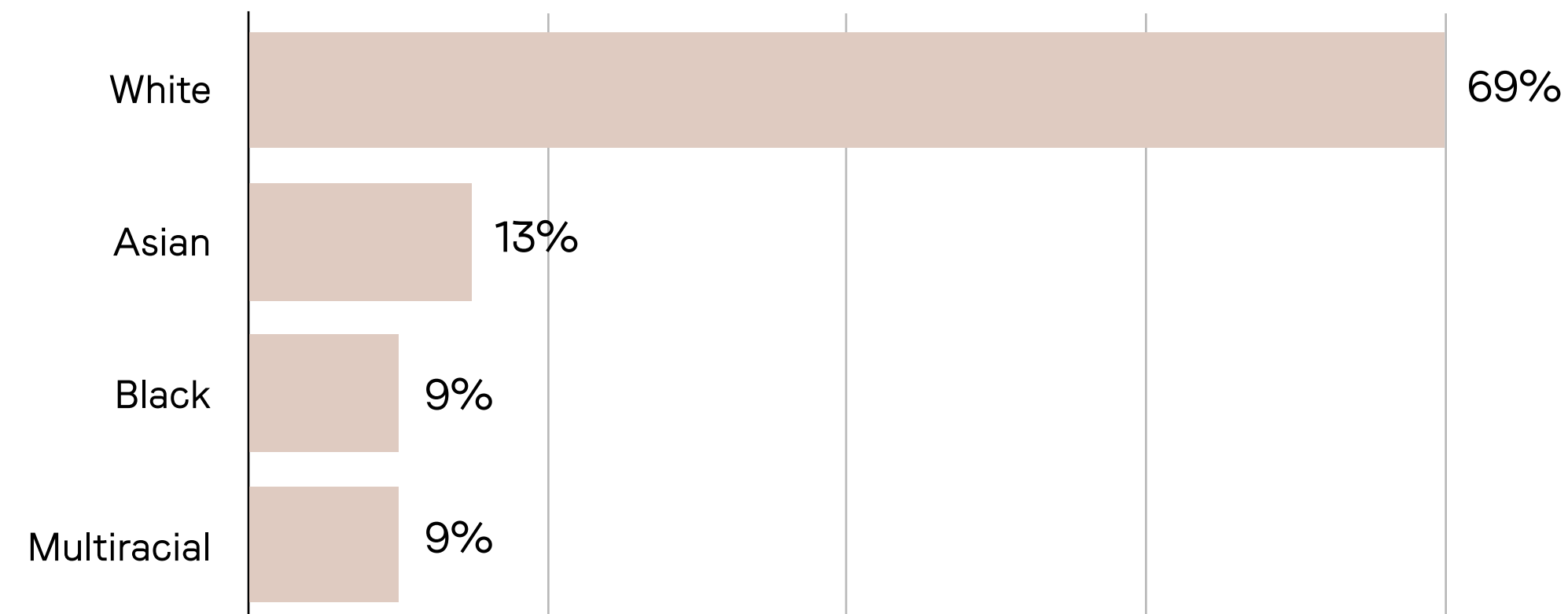
At that time, we surveyed 70 of the most senior roles at the company and found that 35% of our leaders identified as ethnically diverse, and 35% as women.

Since then, our business has grown and changed; we've opened Houses in new cities and countries, some of our senior roles have moved on and new leaders have stepped up.

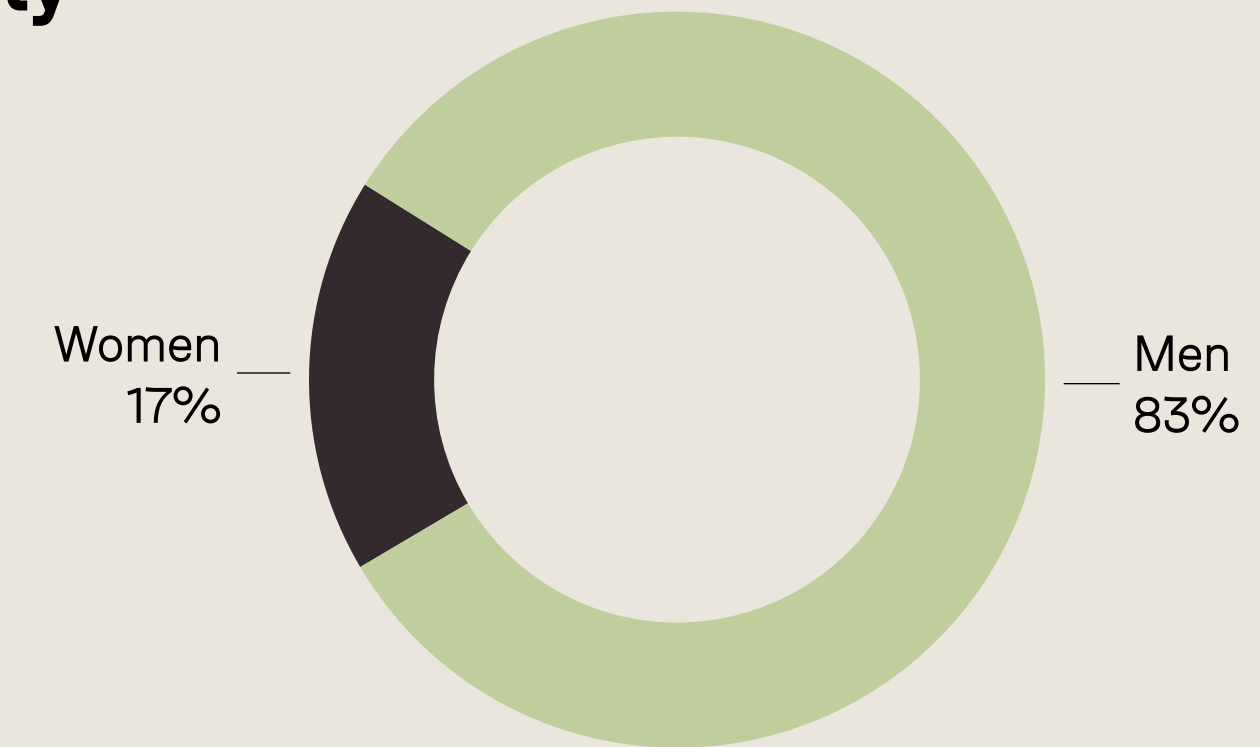
As a result, we're now reporting on our 22 most senior leaders (C-Suite, Managing Directors and Directors of key business functions), to aim for a greater breadth of experiences and representation in the people guiding our business.

Based on these latest stats we know that we need to improve diversity across the board in our leadership team, particularly in women's representation. We are also sharing sexual orientation and neurodiversity data for the first time, in an effort to keep improving representation and support for a diverse team.

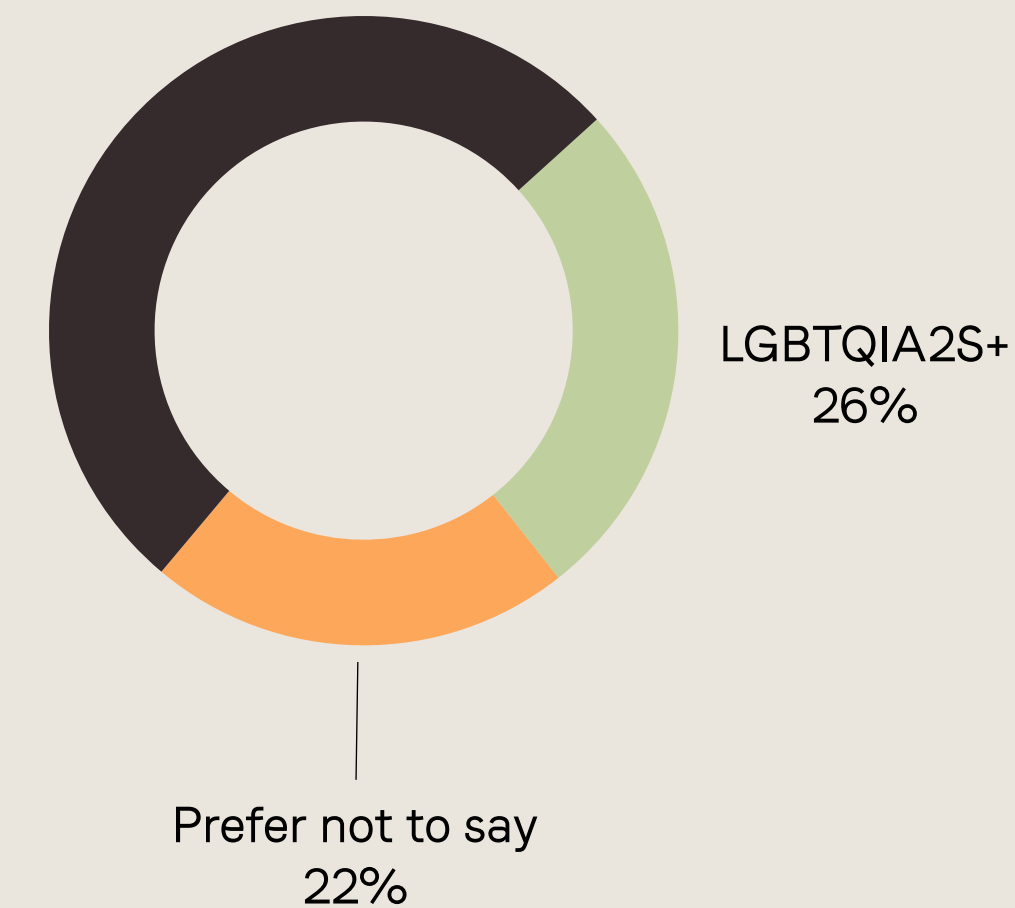
Race and ethnicity



Gender identity



Sexual orientation



Neurodiversity



All information on this page is representative of our senior team on 10 November 2022 when data was pulled for this report.

Our senior team

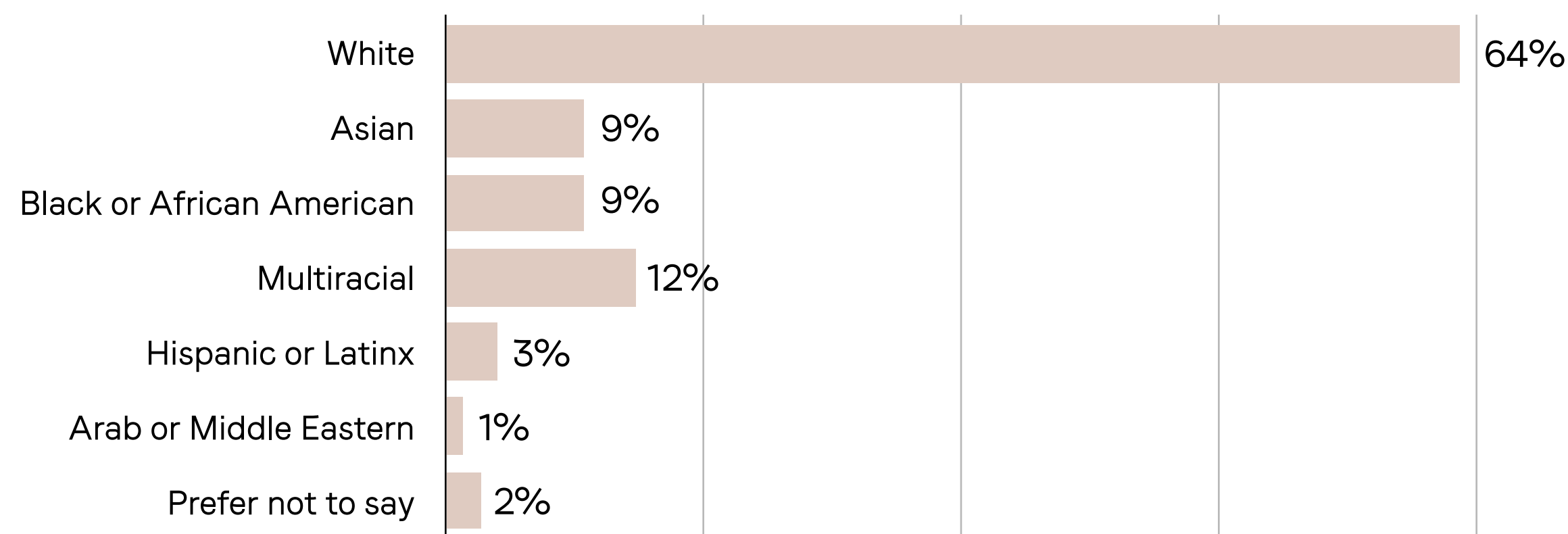
To give a comprehensive look at representation and progress across the management of our business, we are also sharing data from 131 Directors and Heads of Department who work globally in our support offices or lead operations in the sites.

We are a people business, working across various regions, languages and cultures, each with their own influences, values and behaviours. These are the people who oversee everything our members see,

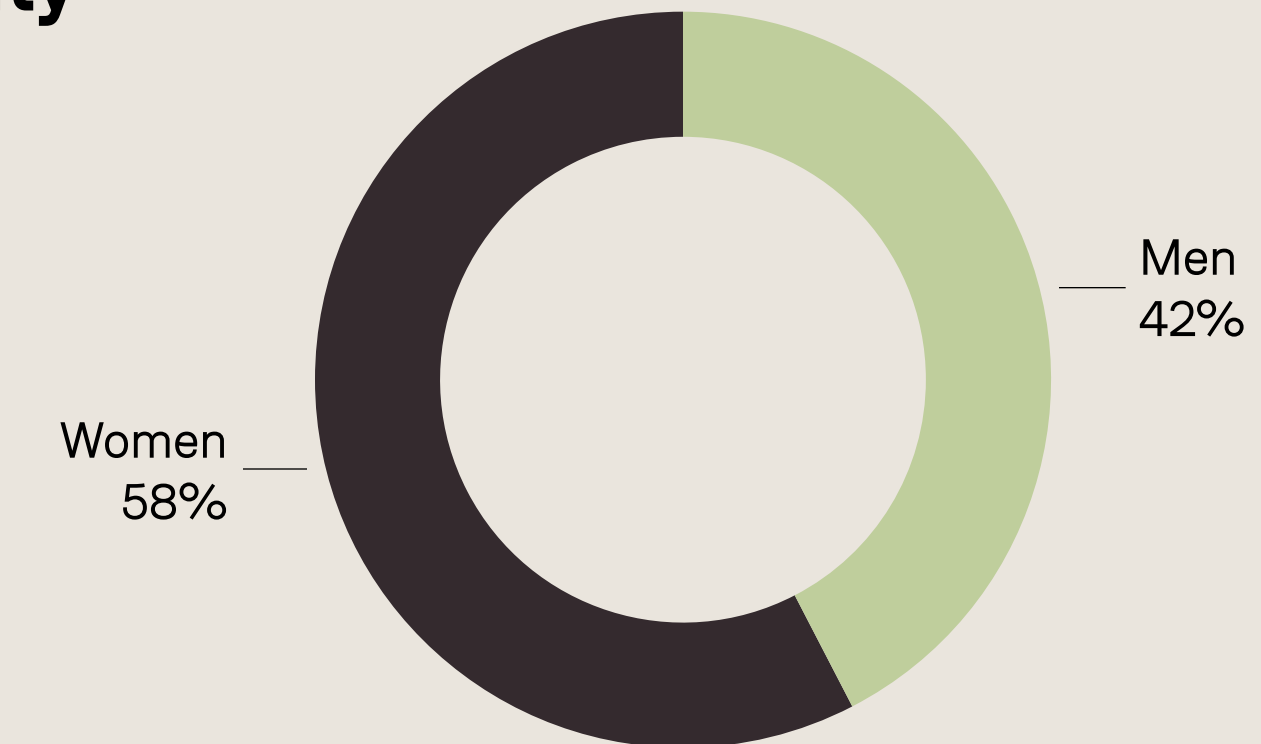
touch, taste and do, across membership, operations and support, globally. They're integral to the Soho House experience both for our membership and for the wider team, who they manage.

For this reason, we think it's important that we share, hold ourselves accountable and keep improving diversity, equity and inclusion across this wider team too. We currently have 36% ethnic diversity and 58% identifying as women.

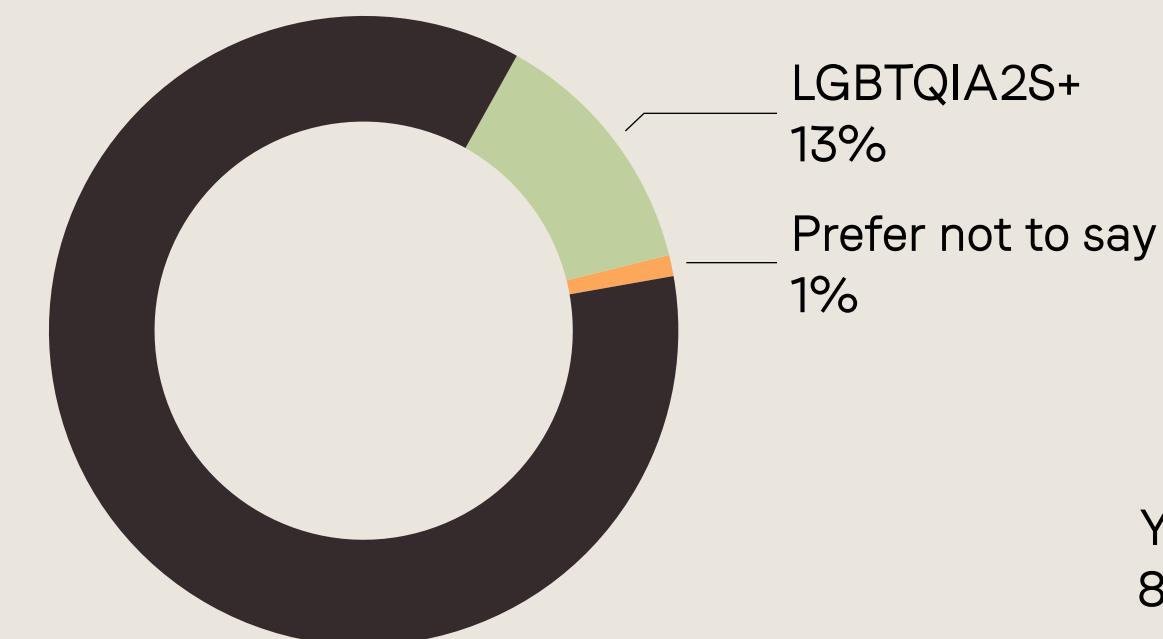
Race and ethnicity



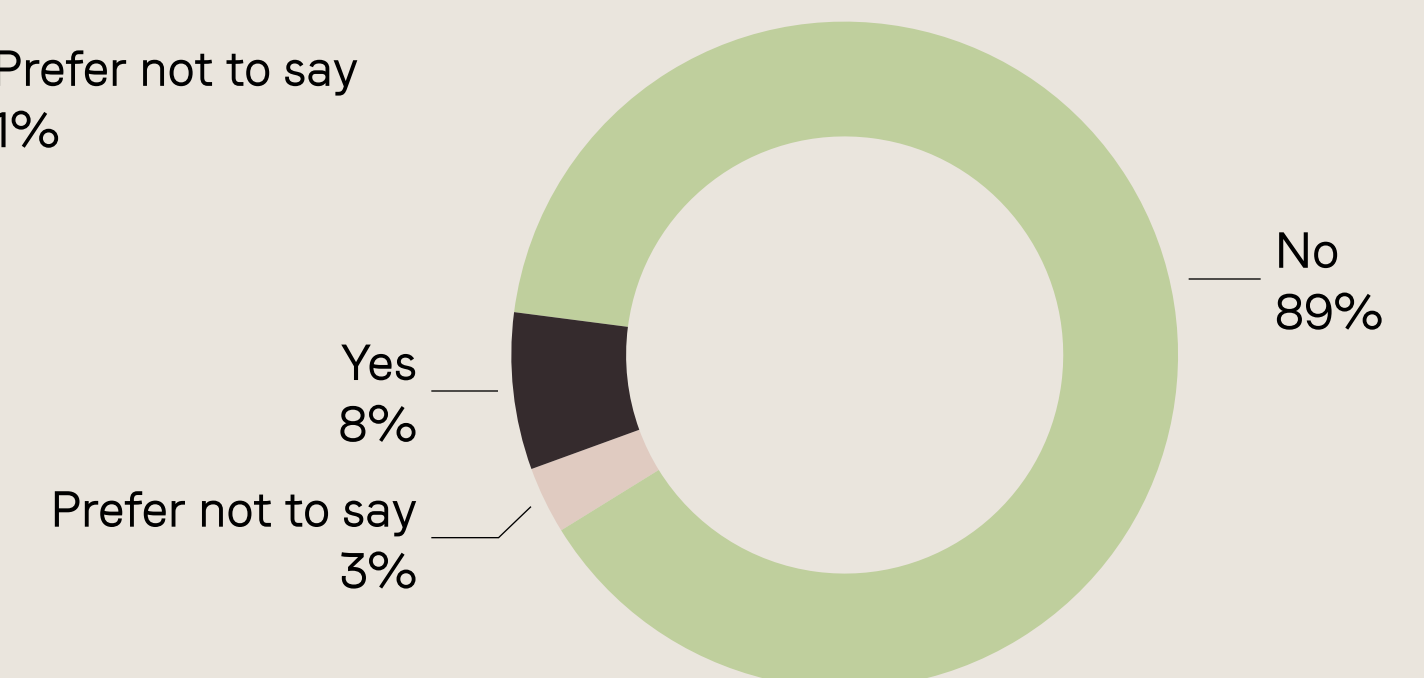
Gender identity



Sexual orientation



Neurodiversity



We had a 70% response rate to our senior team demographic survey. While less than 100% response rate is typical for surveys of this kind and a response was not mandatory, our aim remains to keep improving our diversity data. All information on this page is representative of our senior team on 10 November 2022 when data was pulled for this report.

Our global team

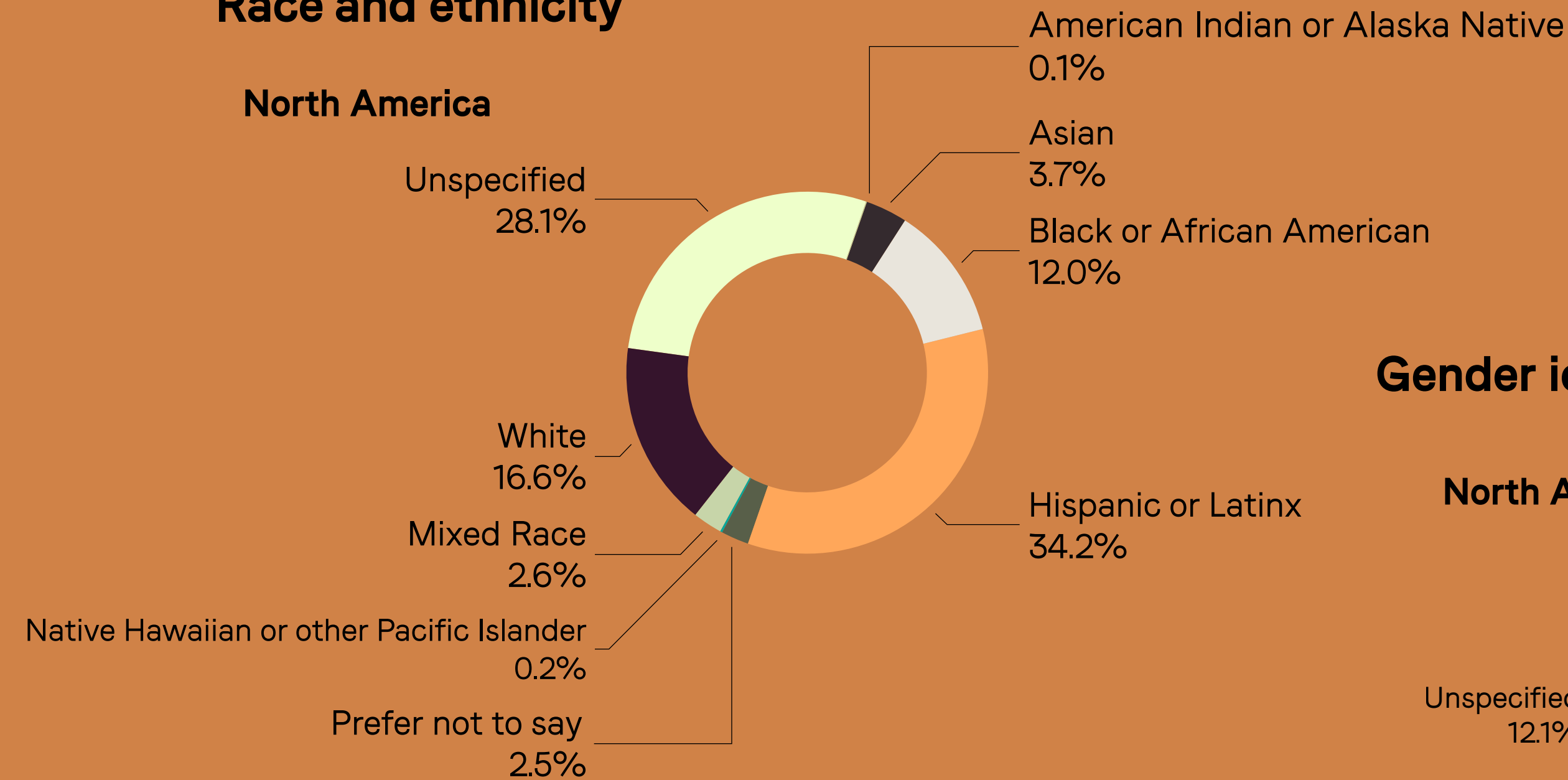
The team data shared here covers our 6,217 full time employees in North America and the UK on 10 November 2022 working in our sites and support office.

Currently we only collect demographic information on team members in these regions, meaning we don't have available data from the other places we operate in; Europe, Asia, nor data from our contract or seasonal workforce.

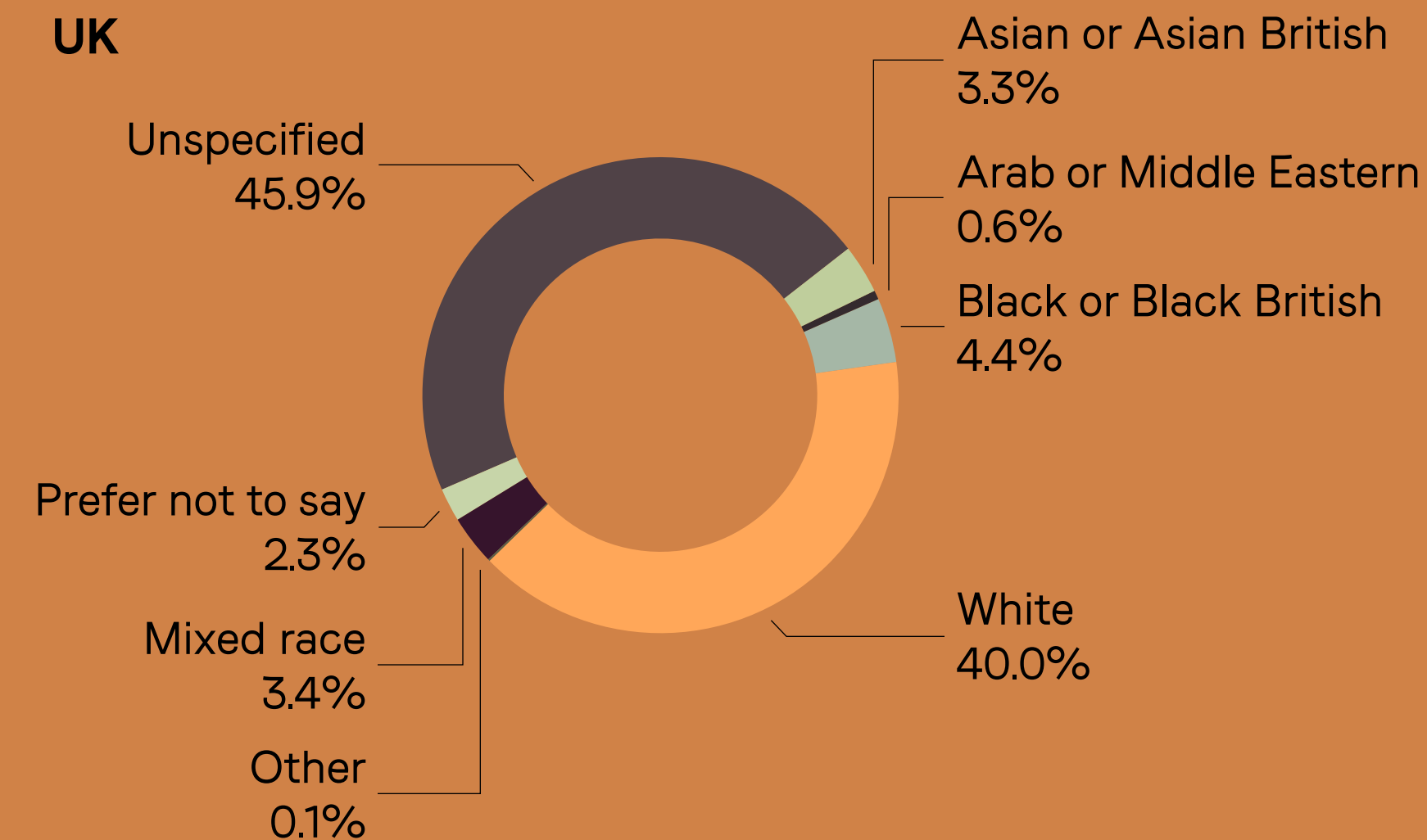
These stats also contain a high number of 'unspecified' demographic data. This is a result of it being a non-compulsory field in our current on-boarding process. We know that in order to make Soho House a more equitable place for all, we must prioritise data collection to understand the make up of our global team. In 2023, we will be implementing our first global HR system alongside a strategy to collect, track, and connect this data.

Race and ethnicity

North America

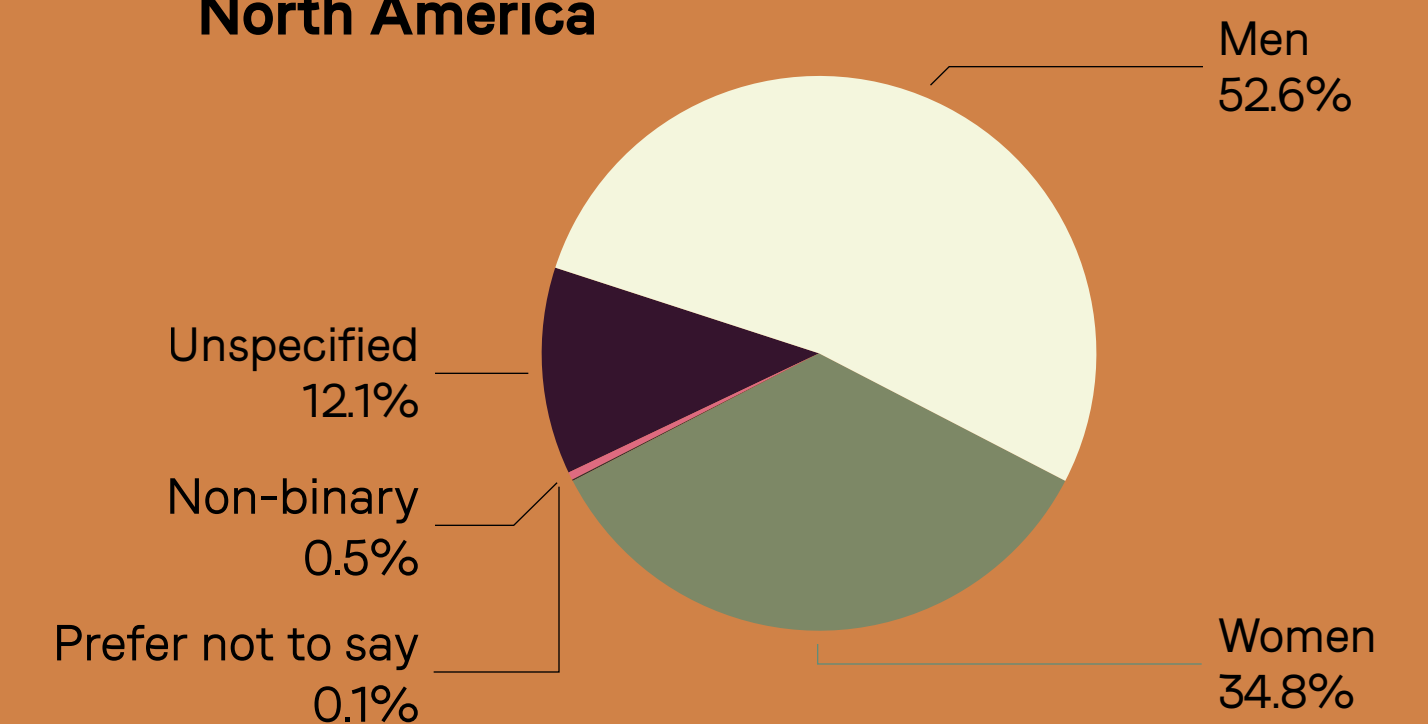


UK

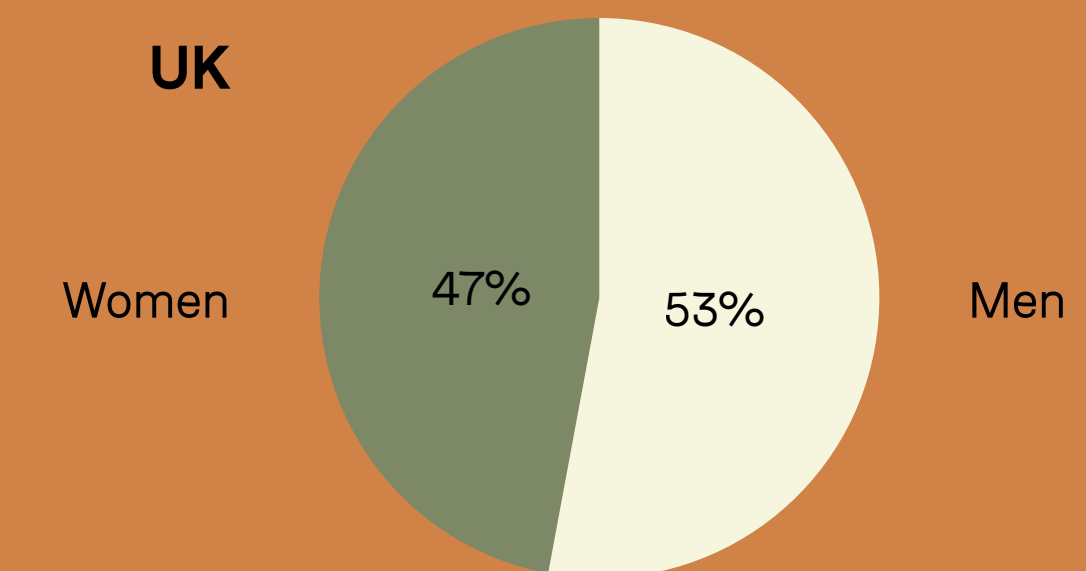


Gender identity

North America



UK



In the UK we collect gender data based on passport information. In North America we ask employees their gender identity. Data up to 10 November 2022.

This data is representative of our team in North America and the UK on 10 November 2022.

Gender diversity

We believe in equal opportunities, and our teams are strongest when they reflect the diversity of the communities around them. Through every stage of employment at Soho House, we want to ensure our teams feel respected and included.

While some progress has been made towards gender balance in the workplace, there are still systemic barriers for women looking to achieve senior leadership roles. Supporting and nurturing our exceptional women is essential to achieve greater diversity and ensure Soho House is a true advocate of gender equality. We are now close to launching a tailored **Women in Leadership** programme, with tracks that address all genders in four modules to run across the year.



Gender neutral toilets policy

In September 2022 we approved a new policy that updates our brand standards to require all sites to have a men's, women's, gender neutral and DDA facility. This standard will be implemented in all new sites from the end of this year, and we're currently looking at retrofitting existing sites from the beginning of next year. This won't be an immediate change in our current Houses, but we're committed to upholding this policy globally.



Racial Pay Gap

In 2020, as part of our Pledge, we also committed to publishing a Racial Pay Gap report. While that still remains our aim, currently we don't have a reliable process for tracking racial pay data. We are working hard to put this in place so that we can publish this report in the future.

Gender pay gap

Currently we publish our gender pay gap data for the UK, where it's a legal requirement. We published our most recent report in April 2022, when we saw marked decreases in both our median gender pay gap and mean pay gap driven by a purposeful increase in women's representation in our top two earning quartiles and the creation of specific programmes to facilitate the advancement of women at Soho House.

You can read it [here](#). We will publish updated numbers for the UK in 2023, our aim is to publish this globally in the future.

Getting better

In order to improve diverse representation across our teams, over the last two years we have audited our recruitment processes to be more equity led.

We aim to ensure our opportunities reach more people through targeted job boards, recruiters, and direct head-hunting. We also make sure that every hiring slate includes qualified candidates from underrepresented groups, and trained our hiring managers to make behaviour-based assessments when interviewing candidates, as well as leading conversations around the cultural and financial benefits an organisation experiences when its workforce is more representative.

We have improved our job descriptions to include our diversity and inclusion statement, and introduced checks for coded and biased language. Through all of this, we continue to look for and hire the very best talent to join our teams, while ensuring that everyone has an opportunity to be a part of our journey, regardless of their gender, race, sexual orientation, age, parental status or ability.

DEI is more than numbers

Soho House's creative ethos attracts some of the world's top thinkers and change-makers to join both our teams and our membership in search of spaces for inspiration and solace. Our exceptional people consistently challenge us to improve in a number of ways including when it comes to the representation and inclusion of those from underrepresented communities.

Looking beyond the data, here are some of our other diversity and inclusion initiatives.

Feedback

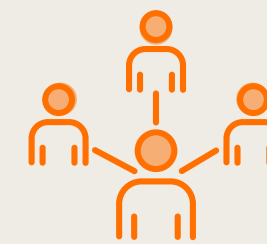
In January 2022, we launched our first annual employee engagement survey - House Check-In, powered by Culture Amp. House Check-In, which is a part of the company's larger DEI strategy, allowed employees across the globe to provide anonymous feedback on their managers, the company's leadership and vision, and their life at work.

60% of employees provided feedback via the first iteration of House Check-In marking general approval of the company's Diversity and Inclusion progress (82% favourable) with a strong desire for more when it comes to Wellbeing and Collaboration (only 49% and 57% favourable respectively). Going forward, House Check-In will be distributed annually and be backed up with comprehensive action plans and objectives for each leader.

Learning



Education is an essential part of a strong foundation of diversity and inclusion. Since 2021, every new starter across the globe goes through DEI training during their first week at the company. Continuing on, we regularly run workshops focused on core DEI topics such as the different types of discrimination, unconscious bias, microaggressions, and more. We have also embedded DEI principles into our range of training programmes including our service and manager development modules.



Collaboration

Our teams crave collaboration, as shown from our House Check-In results (only 57% favourable). Over the past two years, we have gradually introduced new forums to stimulate connection and collaboration across our global workforce. Our DEI cohorts include our Steering Committee (application-based & global), Culture Squad (Middle Managers), Leaders Forum (Senior Leadership), and Inclusivity Board (Members). All cohorts meet regularly to provide feedback, brainstorm and action measurable accountability when it comes to company culture and representation.

Steering Committee



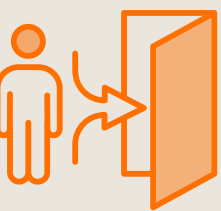
The Steering Committee is a key part of our approach to maximising inclusion and belonging at Soho House. The committee creates strategic accountability and alignment with senior leadership to drive our company culture forward locally, regionally, and globally. The goal was to create a Steering Committee that represents the demographic, geographic, and functional diversity of our global business. The 12 team members across our four regions are selected by our company's leaders via a blind application process.

Health and Wellbeing



We created the Wellbeing Manager role in October 2020, to have a passionate team member dedicated full-time to producing regular virtual programming via Workplace, expanding our mentoring and counselling services, aiding our leaders and teams, hosting office hours and more. Special group mentoring sessions focused on creating safe spaces for our BIPOC employees are available globally, while individual counselling facilitated by a Black therapist is available to all of our UK and North America teams. In addition to this, we have ensured that the facilitators of the wellbeing programme on Workplace are from a variety of backgrounds representative of the global employee population.

Zero Tolerance, Let Us Know



Maintaining a culture of respect, belonging, and safety is important for everyone at Soho House. We operate on a zero tolerance policy for sexual harassment, discrimination and bullying, including language or behaviour that offends, abuses, or dehumanises in any way. All reported incidents will be dealt with appropriately and fairly, along with appropriate disciplinary action if necessary.

To ensure the wellbeing, safety, and continued positive growth of our workplace, we created the Let Us Know tool, to enable team members to anonymously disclose information to senior leaders on the People and Legal teams.

DEI in action

We value the diverse cultures and identities of our team and members. We want to empower and support our people to host celebrations and awareness events around the world. Here's a small selection of things that have happened recently.

Black History Month

Our theme this year was 'Black Joy!' and in February we brought this to life for our teams and members in North America, Europe and Asia with film screenings, team meals featuring traditional foods from Black-owned restaurants, a diversity library and donated funds.

In the UK, where BHM is in October, we featured four team members speaking on what BHM means to them. Team events included Black British owned businesses coming in for food and drink tastings, alongside screenings and events in our Houses.



Pride

This global empowerment and visibility tool for the LGBTQIA2S+ community has always been important to us. Throughout the years we've brought people together to mark this important moment and celebrate identities and individuality. We also aim to recognise the powerful and unique contributions LGBTQIA2S+ staff have made at Soho House and the communities we serve.

We held parties around the world and in the UK, marked the 50th anniversary of PRIDE London with our teams taking to the Studios to share what it means to them.

Diwali celebrations

Kicked off in Mumbai with a Bollywood themed party, we hosted a series of Diwali events around the world for our teams and members, with mithai boxes, sweets, burning candles and decorations in our Houses and offices.

Soho House also made a charitable donation to a local organisation in Juhu, Mumbai to provide Diwali meals for families in need.



Juneteenth

This year June 19 at Soho House was designated as a day of rest, study and reflection. Non-essential meetings were cancelled and we used this as an occasion to speak with our Black employees about our shortfalls and how we could do better.



National Hispanic Heritage Month

For National Hispanic Heritage Month, our team at Little Beach House Malibu hosted a panel to discuss what it means to be Hispanic/Latinx and how they share their culture at work.



Ramadan Dinner in Tel Aviv

For team members who were fasting, we held a special dinner prepared by our head chef, enjoyed in the House.

Our membership

Soho House was created to bring people together, and a diverse global membership is at the heart of everything we do. We are committed to building an inclusive culture and helping to make the creative industries more accessible. We value diversity and want our members to reflect this as well as feeling a sense of belonging in our Houses.

Both content and events are a huge part of the Soho House experience. As we continue to build out our digital platforms, we're finding even more opportunities to welcome creatives from a variety of backgrounds into our storytelling and content creation. Our focus centres around ensuring that our representation is authentic to the regions they originate within, not anchored to demographic stereotypes within societies, and then amplify these stories to our global audience.

We are actively making space for a range of activists, entrepreneurs, wellness leaders, authors, designers, restaurateurs, producers and more to use our platforms to share their work across video, audio and written editorial. With each piece of content that Soho House creates, we ensure that diversity is also represented in the freelancers and creators we commission to create it, and that talent is not just in front of the camera, but behind it.

We continue to hold ourselves accountable to ensure that we're authentically serving our audiences to best represent our brand and our members.

We mirror our member-facing content and programming ethos through what we produce for our teams. From film screenings and book clubs to family meals and wellbeing sessions, we not only try to uplift underrepresented cultures, but also share it through our employee channels to inspire a global shift.



Whilst we aim to make our membership as inclusive as possible, we are aware that membership fees can be a barrier to access for some. To try and counteract this, and to help make the creative industries more inclusive as a whole, we run creative access programmes; Soho Mentorship and Soho Fellowship.

These initiatives help people from lower socio-economic backgrounds pursue creative careers, through mentoring, complimentary membership and use of our spaces, network and platform to grow their connections, confidence and experience.

[Find out more.](#)



Nicole Romer
Soho House Amsterdam



Amin Kassan
Soho House Hong Kong



Ian Luttfiya
Soho House Austin



Hussain Manawer
Shoreditch House



Andre Pinard
DUMBO House



Caroline Randall Williams
Soho House Nashville



Juliana Joel
Soho House West Hollywood



A Gariba
Soho House Toronto



Daisy Boateng
Soho House New York

Inclusivity Board

The Soho House Inclusivity Board was established in June 2021. For a year, our 30 advisers across the world have spearheaded partnerships with local organisations, activated programming series in our digital and physical spaces, facilitated the structural growth of our social initiatives and collaborated with our local teams to bring DEI goals to life. Whether that's addressing membership demographic representation in Ludlow House, or bridging the gap between our local and expat members in Hong Kong, we rely on the passion and expertise of our advisers to ensure our continued inclusivity work enables our Houses to be home to our diverse creative membership from around the world.

In 2022, we focused the work and impact of our Inclusivity Board by hosting monthly regional calls around specific topics. From these, Notes from The Board was born, a monthly thought leader sheet designed to both support and steer the work of our global leadership team, as well as continue to inform the work our advisers do with our teams in their cities. From new openings to gender neutral facilities, our Notes from The Board work is progressing.

In September, our monthly calls zeroed in on holidays and end of year events. As a club of people from all across the world, it is important for us to recognise the opportunities for celebration that bring us together, as well as discussing ways to modernise beloved traditions which are rooted in contentious narratives.

As Soho House grows into new cities around the world, it is important we continue to partner with local thought leaders to bring relevant perspectives to our plans and products. This year, we added Inclusivity Board Advisers in Istanbul, Mexico City, San Francisco, Brighton, Glasgow & Atlanta.

One of our biggest learnings a year on from our Pledge was that the definition of diversity is localised. Being a global company, we wanted to ensure that the intentions behind our pledge to BIPOC communities expanded to other underrepresented groups as well. So, we spent months working with our membership teams, Inclusivity Board advisers and external consultants to understand the nuances of the cities and communities we are in.

[Meet the Board here.](#)



Marra Gad
Inclusivity Board member,
Soho House West Hollywood

“On the heels of our regional Inclusivity Board call, and our discussion about the upcoming holiday season, I had a really wonderful discussion with Membership and the GM at the West Hollywood House. I shared that, as a Jewish member, I have always felt as if our holidays are skipped entirely or glossed over and the WeHo team immediately sprung into action and asked what can be done.

They hosted a “break fast” meal on Yom Kippur day in honour of the Jewish High Holy Days, making sure that it went into the evening so Jewish members could enjoy it once Yom Kippur ended. I would love to see something like this done to celebrate the end of Ramadan and other cultural and religious feast days that are meaningful to our international membership.

That WeHo was so responsive is the best of what the House and our efforts on the Inclusivity Board can - and should - be and I wanted to be sure to share that.

I also elected to use the SH.APP to send a good wish out into the Soho House universe for Rosh Hashanah and was pleased to see people from all over the world, Jews and non-Jews alike, respond.

I hope that we can work toward using the SH.APP and social media to acknowledge the different cultural and religious holidays that we have in our worldwide membership.”



Upasana Makati
Inclusivity Board member,
Soho House Mumbai

Hear about how Upasana, founder of White Print, India’s first English lifestyle magazine in Braille shared Indian sign language skills with our team at the House to support a member of staff who is part of the deaf community.

Our aim is to build a more representative economic landscape at all levels through engagement with our business and members

Supplier Diversity

Our 2030 goal

15%

of our annual spend
to diverse-owned or led
businesses by 2030

Where we are now

1.6%

allocated in our
2022 supplier audit

Our supplier diversity programme launched in 2020 with a goal to direct 15% of our total annual spend (at the time \$40m and growing) each year into businesses that are majority owned by people from underrepresented or diverse ethnic or national backgrounds, women, members of the LGBTQIA2S+ community, and those registers as being neurodiverse or having a physical disability.

For us it's not only an opportunity to drive economic empowerment into communities that have been traditionally excluded or discouraged from engaging with bigger businesses, but also makes our company richer and constantly moves the needle forward on how we bring our values to life in our spaces and platforms.

Our goal is to have to 3% diverse-owned suppliers by the end of 2023 and we're on track to meet this target.

[Find out more.](#)



Emmanuel Eribo’s vegan shoe brand LØCI likes to do things differently. Turning the traditional (highly wasteful) production process on its head, they’ve scrapped seasons and produce according to demand. “It’s not that we don’t want to sell shoes, we absolutely do, but to people who want them. We don’t want to do more damage to the planet than we need to.”

After witnessing the amount of waste created in his previous shoe venture, Butterfly Twists, this isn’t all talk. Sustainable practices are the foundation of LØCI’s mission, from using recycled plastics and vegan materials to bringing shoemaking back to Europe. And it’s not without sacrifice. It’d be far easier (and around 30-40% cheaper) for the trainers to be made in China, yet all LØCI designs are sourced and manufactured in Portugal to reduce the carbon footprint. Every pair saves 20 plastic bottles from entering our oceans and landfills, thanks to 10% of profits going to sea life charities – that’s 982,280 less bottles and 72,230 turtles saved to date. “It’s always been about more than footwear,” continues Eribo. “We’re trying to build a lifestyle. We want wearing a pair of LØCIs to signify the kind of person you are, in a positive way.”

Clearly, it’s working. Since launching in May last year, LØCI is now distributed in 26 countries, stocked in major UK, US and Middle East retailers (including Browns Fashion) and has had the seal of approval by Hollywood A-Listers such as Will Smith and Olivia Wilde. And it all started in Soho House. “We sat at the same table in White City, from 8am to 10pm every day for months until the team – and the coffee tab – grew so much we needed to move to Soho Works,” says Eribo. “There’s an incredible energy in being surrounded by start-ups all working to revolutionise their own industries,” he continues. “Soho Works feels like you’re in a micro economy seeing where the world is going.” For Eribo, this community spirit is what makes it even more special that LØCI is now the official supplier of Soho House footwear across the UK.

Partnering with LØCI was the perfect opportunity for us to continue to bring our Pledge to life, support the environment, keep our teams excited about their House Style, and platform the many exciting things our members are creating in our spaces. In 2022 we ordered 2,238 shoes from LØCI, with a forecast to increase that by 285% in 2023 as we continue to find ways to drive spend into the brand. Emmanuel Eribo won Breakthrough Entrepreneur of the Year at the Soho Awards, and is currently expanding the brand into more regions around the world.



Emmanuel Eribo, White City House member, CEO & Founder of LØCI footwear



What's next



Our vision for the future is that our diverse teams and membership continue to look to Soho House as a leader for diversity, inclusion and belonging.

As we acquire the systems to collect and track data, we will use this information to create more robust inclusive and equitable policies and strategies. We will expand our focus when it comes to underrepresented people. Equity goes hand in hand with accountability and we will aim to create clearer progression paths for our underrepresented team members. Our DEI cohorts will continue to inform our decisions, helping us build DEI cohesively throughout our teams and membership.

We will continue to provide innovative trainings on DEI topics to empower our teams and ensure their up-skilling is appropriate to the changing times. We know that retention is as vital as recruitment and will embed DEI best practices throughout our business areas to ensure these goals are met.

We will push ourselves to think globally and act locally, holding steadfast to our values and reflecting the communities that we serve. We will espouse transparency in the face of confusion and courage in the face of doubt.

As we move together on this journey, we will continue to update you in our annual ESG report, which covers our combined goals across the environment, social impact and our governance.



