

Gender pay gap

Making our firm a
great place to work
for everyone

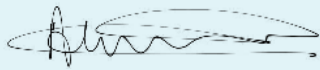


Welcome

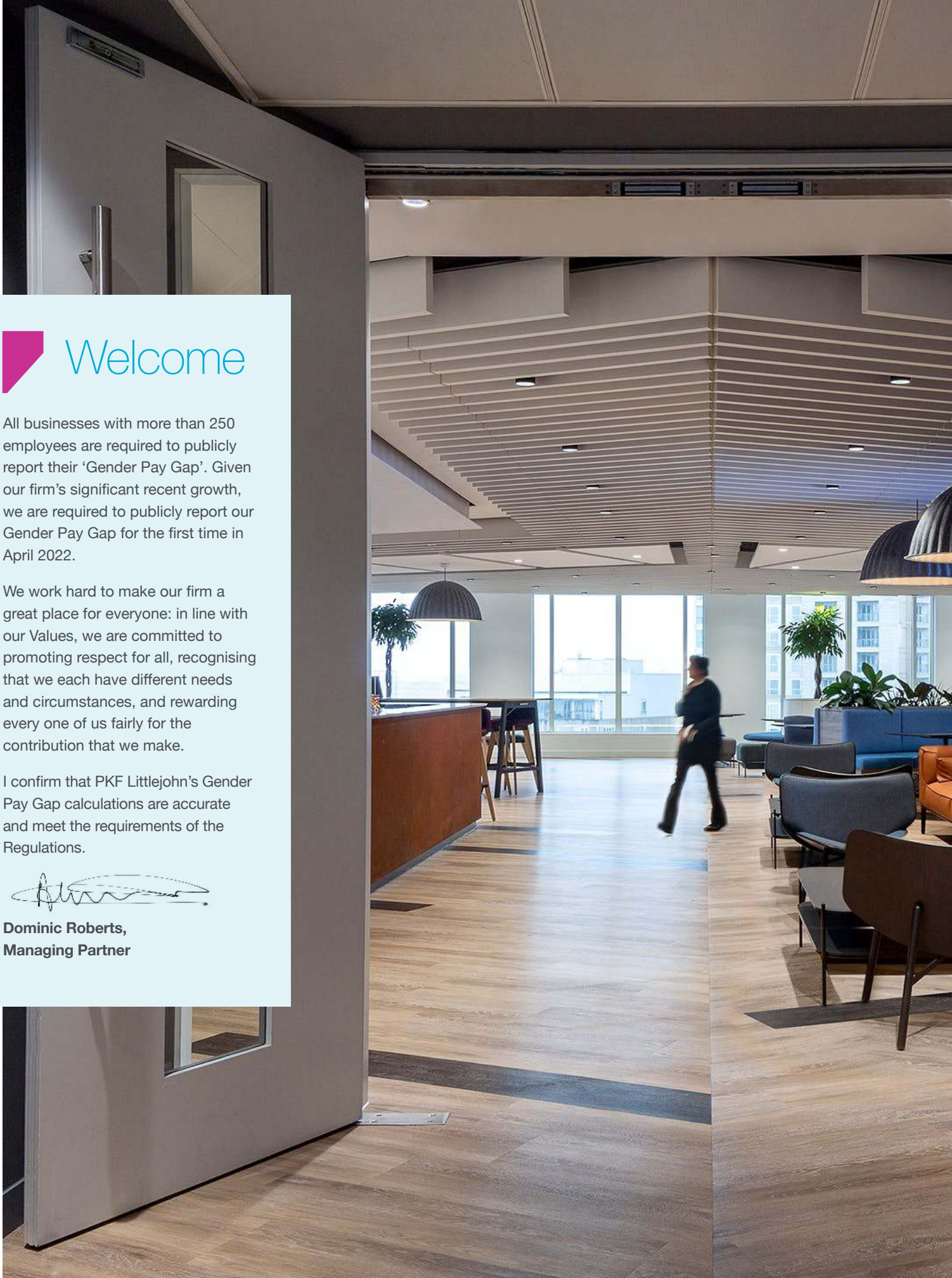
All businesses with more than 250 employees are required to publicly report their 'Gender Pay Gap'. Given our firm's significant recent growth, we are required to publicly report our Gender Pay Gap for the first time in April 2022.

We work hard to make our firm a great place for everyone: in line with our Values, we are committed to promoting respect for all, recognising that we each have different needs and circumstances, and rewarding every one of us fairly for the contribution that we make.

I confirm that PKF Littlejohn's Gender Pay Gap calculations are accurate and meet the requirements of the Regulations.



Dominic Roberts,
Managing Partner



The results

What is the gender pay gap?

The Gender Pay Gap is the percentage difference between the average hourly earnings between men and women within organisations regardless of their role or seniority.

This report does not say that women are paid less than their male counterparts in the same role – that is what equal pay legislation protects. It instead asks us to consider the balance of males and females across all levels within our firm and to measure the pay differential irrespective of grade or seniority.

Where we do have a gap, it is important to understand that this is not the result of differences in pay between men and women for equivalent work across our firm.

What are our headline results?

The following are the data required under the Gender Pay Gap Regulations, which we will explain further later, and relate to the financial year ending 5 April 2021:

- **Women’s mean hourly rate is 3.3% lower** than men’s.
In other words when comparing mean hourly rates, women earn 97p for every £1 that men earn
- **Women’s median hourly rate is 8.6% lower** than men’s.
In other words when comparing median hourly rates, women earn 91p for every £1 that men earn
- **Women’s mean bonus pay is 20.9% lower** than men’s
- **Women’s median bonus pay is 20.1% lower** than men’s
- **40.1% of women, and 37.7% of men received a bonus** in the year to April 2021

The comparison of our 2021 snapshot against our performance captured on the same date the previous year shows that we continue to make good progress in closing the Gender Pay Gap, with significant improvements in the mean and median performance due to a greater focus on female participation at our senior levels. These results also compare favourably to our peers. Our mean and median Gender Pay Gaps are lower than for many similar organisations, and we have a relatively high percentage of females in our top pay quartile.



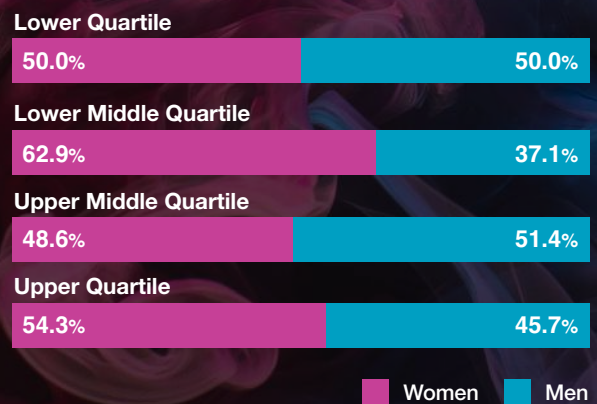
Gender hourly earnings gap

| | 2020 | 2021 | |
|-----------------------|--------------|-------------|-----------------|
| Mean Pay Gap | 7.3% | 3.3% | ↓ -4% |
| Median Pay Gap | 18.9% | 8.6% | ↓ -10.3% |

55% of those promoted to Partner & Director level in 2021 were women 

40.1% of women
37.7% of men

received a bonus
in the year to April 2021 



Note: The statutory data are for the year ending 5 April 2021 and have been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



How do we measure the Gender Pay Gap?

The mean Gender Pay Gap is a measure of the difference between women's average hourly pay and men's average hourly pay across the entire firm.

The median hourly rate is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly pay of the person in the middle. Therefore, the median gender pay gap is the difference between the middle-paid female and the middle-paid male.

Although our upper middle and upper quartiles have a fairly equal male/female split – and, in fact, we have more females than males in our top quartile of earners – we still have more females in junior and support roles, which creates a wider median than mean pay gap.

What do these results mean?

Our gender pay gap is driven by our gender mix: we have a reasonable balance of men and women at most seniority levels within our firm, although we have a greater number of women in the lower middle quartile. This reflects the fact that we have more women than men in support roles throughout the firm and in non-managerial roles more broadly.

This gender mix has started to evolve in recent years. For example, we now have 50% more female Directors across the firm than we did in 2019 and, for the first time, have more women than men in our top earnings quartile.


We expect this progress to be maintained as we continue to develop as a firm.

What are we doing?

We have transformed the firm's ability to embrace agile working practices, including greater opportunities for remote working, over the past couple of years. Our office move in 2019 (and the supporting investment made in IT and communications infrastructure) and the pandemic have changed how we can operate as a firm, increasing our move towards even more agile working for all our staff. We will continue to evolve and develop our working practices to drive an engaged and satisfied workforce. For example:

- ✓ We are continuing to **improve and extend our flexible working policies**, with a growing number of people throughout our business (including Partners and Directors) choosing to work reduced or more flexible hours
- ✓ We have introduced a new **Agile Working Policy to support greater remote working opportunities** for all staff. Our approach is designed to enable our people to benefit from a flexible working model while ensuring that we all are amongst colleagues on a regular basis to continually develop our on the job knowledge
- ✓ We continue to **develop our wellbeing activities** – in addition to the external Employee Support lines available for our people to request help confidentially, we also now have a number of staff and Partners trained as qualified Mental Health First Aiders to enable our people to speak in confidence with colleagues when they are looking for additional support or someone to talk to
- ✓ We recognise that it's important to have time away from the day job. This is why we are preparing a **programme of activities to support wellbeing**, provide opportunities to meet with colleagues and help our local communities
- ✓ Our Inclusion and Wellbeing Group supports the Leadership Team in continuing to **foster an inclusive working environment and culture**, and to ensure we provide opportunities for all our people to succeed and progress our careers and personal development in a variety of ways
- ✓ We are increasing our investment in developing our staff to support and **enable us all to progress our careers**, through the recently revamped Pathway programme and other initiatives
- ✓ We are continuing to **invest significantly in our IT infrastructure** to make working from different locations as effective as possible
- ✓ Our Littlejohn Complete **benefits package supports our diverse personal and family requirements** - flexibility to buy and sell holiday days, private medical care and a 'Return to Work bonus' for our staff returning from maternity leave to support their transition back into the workplace are just some of the benefits we offer. Supporting varied and healthy lifestyle choices, and promoting and maintaining the physical and mental health and wellbeing of our people, is key to enabling personal and professional success
- ✓ We continually monitor our compensation and benefits policies in line with the external market to **ensure we are rewarded competitively** for the roles we perform

We will continue to evolve our business and assess our performance in these important areas to see how we can do even better in the future. We look forward to sharing the results of this work with you in the future.



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