

MINDING OUR GAP **REPORTING ON** **GENDER PAY**



MIND THE GAP

PKF Cooper Parry
Discover the difference

HI EVERYONE,

As you might know from our recent communications, it's now a requirement for businesses with over 250 employees to report their gender pay gap. And because we're a business of over 400 people now, that means we've published ours too. Just a few things from me before we get to the data.

THIS IS A GREAT THING

As we say in our website article, closing the gender pay gap is not only the right thing to do; it's also good for business. Research shows that a more diverse and inclusive workforce helps businesses by bringing in new skills, creativity and innovation. It leads to sounder decision-making and will help us keep our best people here.

WE'RE DOING SOME BRILLIANT THINGS

You'll see in the commentary below that we're doing some great things already. Our culture and flexible working mean CP is a great place to work for parents. From May, we'll have an equal split of females and males on our Exec team. Our gender split at Director level is almost 50/50 and we have an even spread for those on course to be future partners. Read more on what we're doing below.

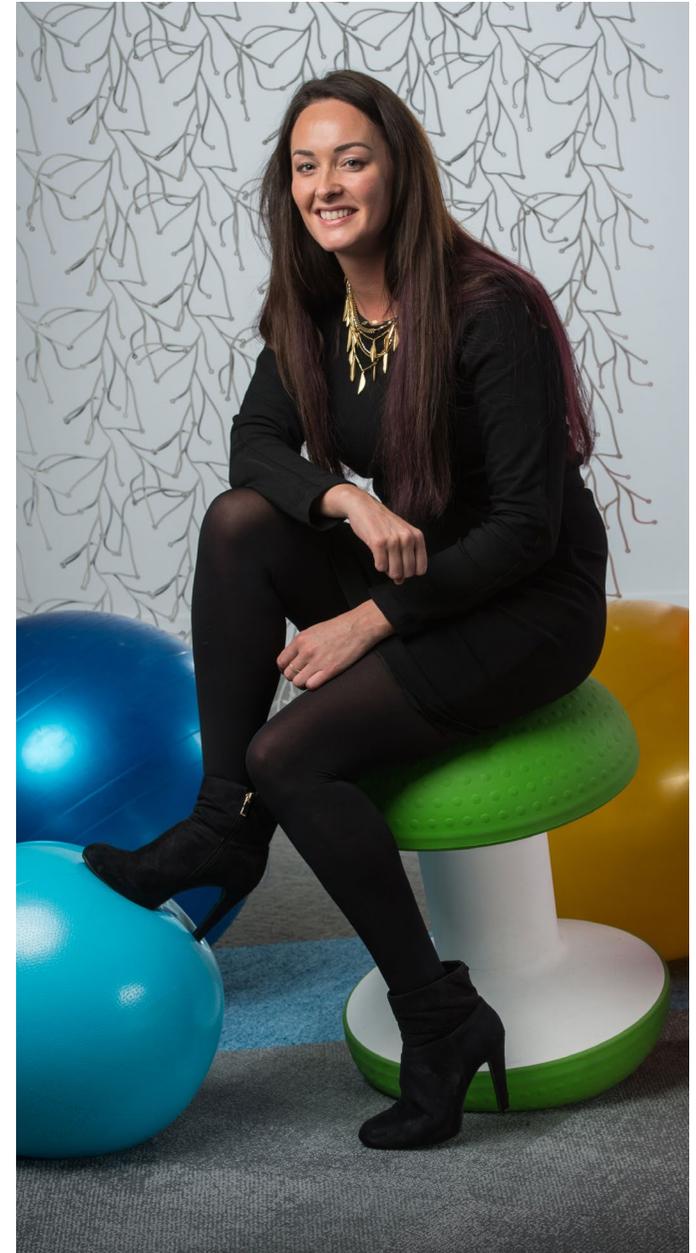
WE NEVER REST ON OUR LAURELS

Although we're doing some great things, it's never been just about gender for us. It's always been about the best person for the job. Full stop. We believe in equality and inclusion across all areas. Gender is part of this in addition to ethnicity and minority groups. So in the future, we'd like to do more work with our communities to ensure our workforce is as representative of those communities as possible.

We talk a lot about the fact that it's culture that drives our strategy and that with a great culture we can attract (and retain) the very BEST people. This will mean we provide a great client experience, which ultimately leads to business success. A great culture for us is one that is diverse, and the very BEST people don't come in carbon copy, so equality in the workplace is very important to us. It's why we put culture at the heart of everything we do.

Lastly, it's the differences that make us strong. So, everyone, dare to be different.

April Bembridge
People & Culture Director



GENDER PAY GAP FIGURES

Women's mean hourly rate is 7.6% lower than men's

In other words when comparing mean hourly rates, women earn 92p for every £1 that men earn.

Women's median hourly rate is 3.5% lower than men's

In other words when comparing median hourly rates, women earn 96p for every £1 that men earn.

This data is from 5 April 2017, which is the reporting date set for this year's gap.

Enhancing our data even more

We only had a legal obligation to report on our core business for Gender Pay Gap, but that doesn't feel right to us. Transparency is one of the six cornerstones of our culture and so we're enhancing our data to include our partners too.

It was really important for us to hit our legal deadline for Gender Pay Gap reporting, so now we have that over the line we can work on our partner data and make sure we include that in the future too.

EQUAL PAY VS GENDER PAY GAP

First, let's cover this common misconception: Gender Pay Gap is not the same as Equal Pay.

Equal Pay is a legal requirement to pay people who are doing the same or similar work, the same amount of money. Our report isn't saying that women are paid less than their male counterparts in the same role or a role of equivalent responsibility and accountability. We have zero tolerance to unequal pay.

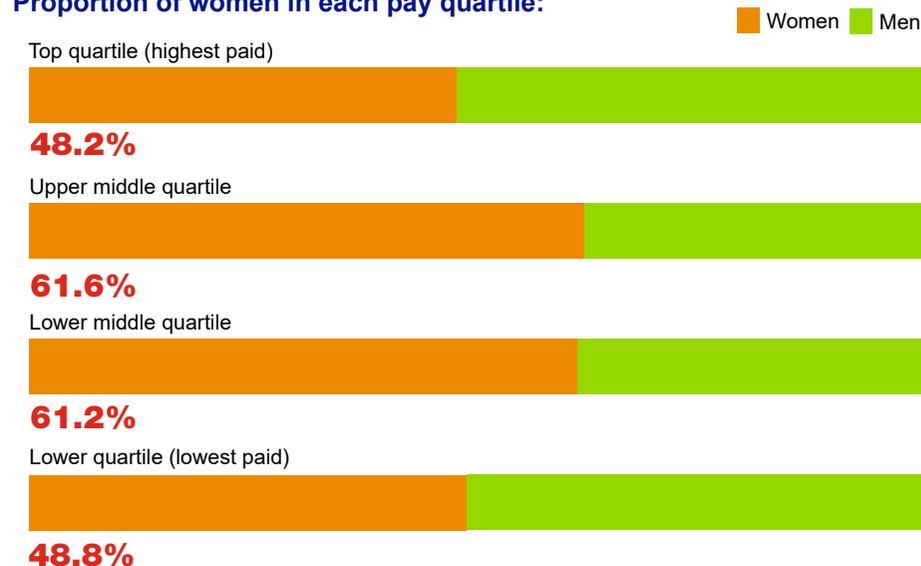
Therefore, Gender Pay Gap focusses much more on opportunities, and asks the questions: why are men in those higher paid positions?

SO, WHY DOES THE GAP EXIST?

The main reason for the gap is because we have a larger number of women working in team member positions than men. This is despite having a close to equal amount of men and women working in the higher paid positions and lower paid positions.

This middle group of people, where there are roughly 60% of women and 40% men, means there's a gender pay gap. This also means that, because of people's roles and how the percentage calculation works, a greater percentage of men receive a bonus pay.

Proportion of women in each pay quartile:



A further breakdown

On the reporting date, 5 April 2017, women and men occupied these positions:

	Women	Men
Team Member	57%	43%
Manager	55%	45%
Senior Manager	62%	38%
Director	35%	65%
Partner	21%	79%

12 months on, these figures are a little different. Read more on what we've been up to below.

HOW DID WE GATHER THE DATA?

Calculating the data involved the complicated task of working out everyone's hourly pay. To help us accurately export the data, we used our HR system, Cascade. It has a built in Gender Pay Gap tool.

WHAT HAVE WE BEEN DOING ALREADY?

EQUAL LEADERSHIP

We've a 50/50 split of male and female directors across the business. Our Executive is also soon to be three men, three women. We've also an equal split of men and women on course to be future partners.

SUPPORTING 'MAKING LIFE COUNT'

A big part of equal opportunities is how businesses support equal parenting, making it possible for men or women to return after paternity/maternity leave into the same positions, on the same pay, with the same opportunities to progress.

This is often made more achievable through flexible and agile working, maternity and paternity arrangements. However, we've gone a step further than this, and our policies support lots of other areas in life. So, be it parenting responsibilities, caring for a relative or other responsibilities, we've got it covered:

- **Flexible working** – we've never turned down a part-time working request. And on the reporting date, there were 42 people working part-time, which is a high percentage for a professional services firm. The split of part time workers is across different roles and ranges from partner and director level to team member.
- **Agile working helps too** – people don't have to sit at a desk or be in the office every day, which makes managing commitments outside of work so much easier.
- **Leaders show the way** – we've lots of people, including leaders, who leave the office early to fulfil their parenting responsibilities. Leaders role model working flexibly to make life count.
- **We hire people working part-time** – some of our greatest superstars are part time workers. We never close our minds to the possibility of someone joining us on a part time basis. We'd rather get the best person for the job and then drive the greatest outputs rather than concern ourselves with hours worked. And this includes senior hires too, many of which, have joined the business on a part-time basis.

WE DON'T DISCRIMINATE

It's not about paying women more or hiring women in higher positions either. Because then we'd be discriminating against men. We don't believe in discrimination in any shape or form.

Therefore, when it comes to the hiring process, we hire completely on merit. And, to remove the possibility any unconscious biases, we have a robust hiring process. This includes cross-team interviewing, strengths-based questions and really focusing on the CP values.

WE CHAMPION WOMEN LEADERS

As well as having women in our leadership team, we also fly the flag for female leaders in business. Having launched CP Talks at the end of last year, we've already hosted entrepreneur and TV star, Jenny Campbell, and will no doubt have more female leaders joining us in the future.



HOW DOES IT FEEL AT CP?

We think it's much more powerful to hear from some truly inspirational women in our own business. So here are Katie Warrington and Sally Spencer talking about how it feels to be a woman working at CP, how it compares to elsewhere and how they've found our approach to flexible working.



Katie - on moving from the Big 4 to CP - [CLICK TO VIEW](#)



Sally - being a Mum at CP - [CLICK TO VIEW](#)

And here's a few lines from auditor, Nick Pogson, who's recently opted to take Shared Parental Leave. Having already taken the standard two weeks of paternity leave, Nick will take a further three months unpaid leave later this year. Here's what Nick had to say:

“ My line manager was enthusiastic about the decision, and agreed it was an opportunity not to be missed out on. As a parent herself, she thought it was a great idea, and was fully supportive of the choice I'd made.



“My return to work date has already been agreed with HR, and there are jobs on my schedule for next year already. Overall it's been great to be able to make use of the Shared Parental policy, and has given me a chance to spend time with my first child that I probably wouldn't have had the chance to do a few years ago! ”

THINKING AHEAD

We'll be reporting this every year from now on. To show our commitment to closing our gap, here are some targets we'll be working towards:

By 2020 – we're looking to reduce the gap to 5%

By 2025 – we're looking to reduce the gap to 2.5%

WHAT'S TO COME?

- **A new maternity/paternity package** – we're launching this in the new financial year.
- **Busy Bee parents group** – leadership coach, Sarah Johnston, will soon be running group sessions for working parents. This will be accessible to all of our superheroes working hard to balance work and family life.
- **Progressing to Partner** – we're going to be working on a more robust process around pre-assessment. This means everyone will have the same opportunities for progression.

To see all our statistics, as well as the figures from other businesses, visit the government website [here](#).

If you have any questions, please get in touch with People & Culture Director, April Bembridge.