



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 men are paid less than their female 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?

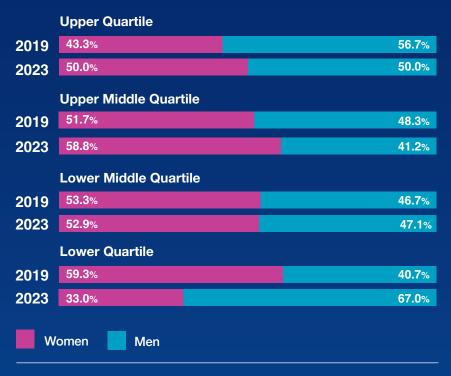
The following data are required under the Gender Pay Gap Regulations, which we will explain further later, and relate to the year ending 5 April 2023:

- Women's mean hourly rate is 6.5% higher than men's. In other words, when comparing mean hourly rates, women earn £1.07 for every £1 that men earn
- Women's median hourly rate is 36.6% higher than men's. In other words, when comparing median hourly rates, women earn £1.37 for every £1 that men earn
- Women's mean bonus pay is 15.2% higher than men's
- · Women's median bonus pay is 17.9% higher than men's
- 48.7% of women, and 51.3% of men received a bonus in the year to April 2023



The results

How women and men's role seniority has changed within the firm from 2019 to 2023



Note: The statutory data are for the year ending 5 April 2023 and have been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

When comparing mean hourly rates women earn...



that

men

earn

The mean and median hourly rates for women in our firm are higher than for men for the second year in a row

The comparison of the 2023 snapshot with prior year results shows the progress we continue to make. This is **indicative of the support that we provide to all of the people in our workplace** irrespective of gender.

The evolution of our Gender Pay Gap results over time also reflects **our firm's growth and the changing demographics** of the people in our data set. For example, in this time period, we have increased female representation in our senior level roles, whilst our trainee intakes in this time period attracted a greater number of males than females, as well as **more new joiners than ever before and record number of promotions**.

We explain some of these trends in more detail on the following pages.

The results

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.

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 men in this data set in the lowest quartile.

This gender mix has evolved in recent years. For example, we now have a greater proportion of females in the top two quartiles than we did in the past. We also have significantly more senior female employees across the firm than before, with 68% of the people promoted to Manager level last year being female.



What are we doing?

We have transformed how we operate as a firm over the past few years, increasing our ability to embrace agile working and developing our benefits to create a rewarding and engaging working environment for all. This is reflected in our results. We will continue to evolve our business and assess our performance in these important areas to ensure that we are inclusive and supportive to everyone in our organisation. We look forward to sharing the results of this work with you in the future

Our Littlejohn
Complete benefits
package is
re-launched.
It brings together all of our
benefits to provide more
flexibility and to better

support our people

Our investment in developing our people is increased and our new Pathway training programme is launched. This enables us all to progress our careers according to our specific needs and preferences Our first team of Mental Health First Aiders is trained to enable our people to speak in confidence with colleagues when they are looking for additional support Our Inclusion and Wellbeing Group is launched to help foster an inclusive working culture. It helps ensure we provide opportunities for all our people to succeed and progress our careers and personal development in a variety of ways

Our Management
Development Programme
and Leadership
Development Programme
are launched to support our
next generation of leaders to fulfil
their potential

Mean: -1.7% Median: -2.3% Our flexible leave policy is introduced. This enables us to combine holidays abroad with the opportunities to work remotely, supporting everyone with extended time abroad and especially our colleagues with family overseas

Mean: -6.5% Median: -36.6%

Gender Pay Gap

Results above the baseline indicate that hourly rates for women are higher than for men

Mean: 11.0%
Median: 23.3%

Mean: 7.3% Median: 18.9%

Mean: 3.3% Median: 8.6%

Our Littlejohn Complete benefits package is

upgraded. Upgrades included increasing holiday buy levels and entry level holiday entitlements, along with increasing the maximum holiday duration that can be taken at once. We increased our enhanced maternity/adoption/ shared parental leave pay levels and updated qualifying periods and introduced additional benefits for everyone too

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

Our flexible working policies are improved and extended, with some choice provided to start/finish times and a growing number of people throughout our business (including those at a senior level) choosing to work reduced or more flexible hours Our move to new offices, and the associated investment in IT infrastructure, gives us the flexibility to work in a more agile way to better suit individual requirements

Greater remote working opportunities are introduced

for all our people. This us to benefit from a flexible working model while ensuring that we are all amongst colleagues to continually develop our on-the-job knowledge Our Pathway learning and development programme is expanded with additional modules to make it relevant to more of our people



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