

Gender Pay Gap

2020-2021



Gender Pay Gap

Summary Statement

Keoghs remain highly committed to all aspects of diversity, equity and inclusion and we believe that sharing our 'Gender Pay Gap Report' is an integral step in having more meaningful conversations with our people about those areas. This year we have once again gone above the statutory requirements and have separately reported on our Partners and our full firm gender pay gap. We have again also taken the step to voluntarily report on ethnicity pay for our employee population. It is recognised by the government that the gender pay gap is not a quick fix and it is important we do not fall into the trap of focusing too heavily on the numbers as this could lead to regressive action, for example trying to fit people into roles which will influence the statistics. We will instead explore new opportunities to ensure that our people reach their full potential. As with any data its value is in the awareness it raises, the questions it prompts and the action we then take.

Understanding our Results

For the purpose of this report our gender pay gap is calculated using the approach required by the regulations. The gender pay gap is a measure of the difference in the average pay of men and women – regardless of their work, across the entire organisation and it can be driven by the different number of men and women across all roles. It should be noted that the gender pay gap is different from an equal pay comparison which would involve direct comparison of two people or groups of people carrying out the same, similar or equivalent work. **Our analysis shows that we have an overall gender pay gap percentage of mean 14.3% and median 17.4%. This is a reduction from last year's mean by 2.8 percentage points (mean) and represents a reduced mean gender pay gap for the third successive year, a continued positive move in our journey.**

The figures suggest we are below the national average which according to the recent provisional data published by the Office of National Statistics has risen to 15.4% mean.

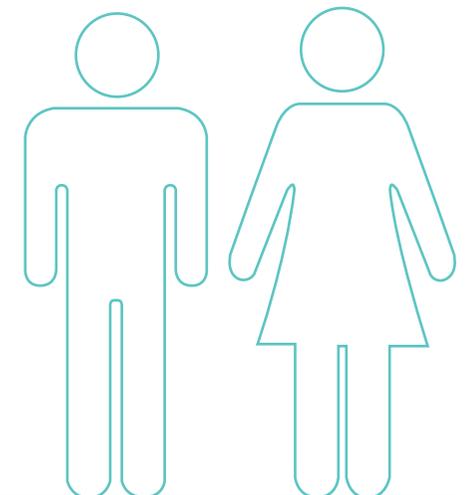
The most significant impact of our gender pay gap remains unchanged and reflects the makeup of our business; administrative and support roles continue to attract more female applicants and we have a higher proportion of women in these roles. As these roles are represented in the lower quartile of pay and women represent 68.8% of the lower quartile, this therefore contributes to the reported gender pay gap figure. However, we have seen a reduction in the percentage of women within both lower quartiles (1 and 2) and an increase in the percentage of women in quartile 3 which shows positive movement and progression as we continue to encourage and facilitate fair opportunities for promotion. As previously reported, the challenge remains that there are significantly fewer senior roles available and turnover at a senior level is much lower than is seen within junior roles. Additionally when we analyse our data further we can identify that within our administrative and support population the gender pay gap is much lower at 2.7% mean and 0% median. This is in direct contrast to our central support population where the mean is 26.4% and median is 37.4%; this being due to variations in market rates of pay between these functions, which contributes to the higher gender pay gap percentages.

Whilst not required to report on this, we have undertaken further analysis to establish the impact when combining our employee and partner populations. The data shows that our gender pay gap percentage for partners only is a mean of 19.7% and a median of 9.8%; which when combined with the employee figures gives a mean of 33.7% and median of 20.2% which is slightly lower than last year's figures.

It is also encouraging to see that our combined ethnicity pay gap has decreased from 22.8% to 20.3% mean and from 7.4% to 5.8% median.

Our data also shows that the opportunity to earn a bonus at Keoghs is reasonably equally spread, with 20.7% of men and 28.9% of women earning a bonus. Compared to the previous year, the mean has increased to 70.2%. This is however attributable to 1 individual – and if recalculated to discount this reduces to a mean of 2.7% (a reduction by 42.9 % points). The median figure has decreased to 0% (a reduction of 32% points) which is a more accurate reflection and measure of central tendency where there is a skewed distribution.

Whilst our results again indicate we have made positive inroads, they also remind us of the importance of continuing on our journey to further reduce and ultimately seek to remove our gender pay gap. We are confident that progressing our action plan and having a continued focus in this area will ensure that we continue to better understand and respond to any barriers that prevent anyone fulfilling their potential within our business.



Gender Pay Gap

Employee Gender Pay Gap in Hourly Pay

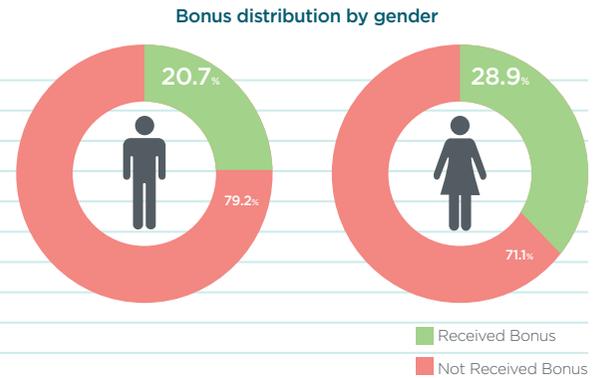
	Mean	Median
Difference between gross hourly earnings	14.3%	17.4%



Employee Gender Pay Gap in Bonus Payments

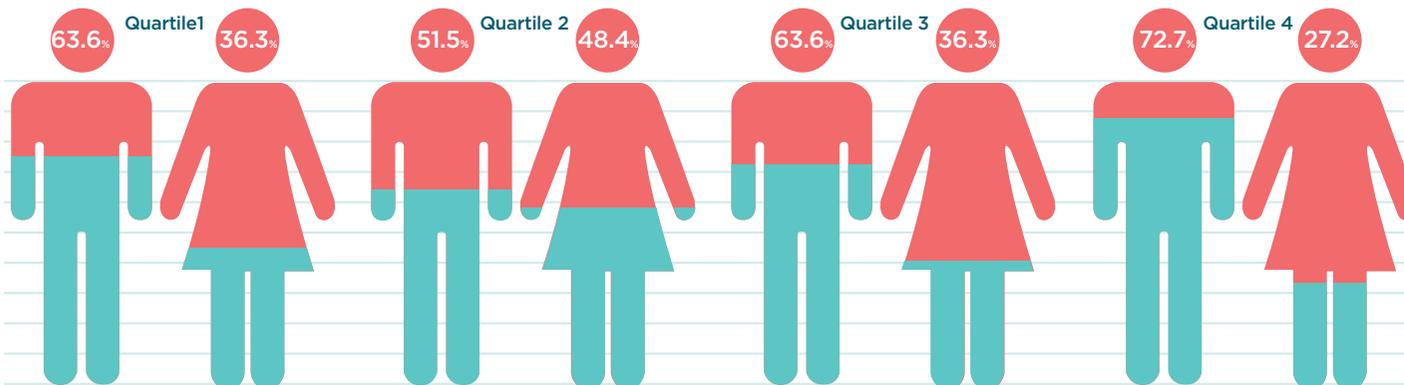
Difference between bonuses paid

	Mean	Median
Difference between bonuses paid	70.2%	0%



Partner Gender Pay Gap in Hourly Pay

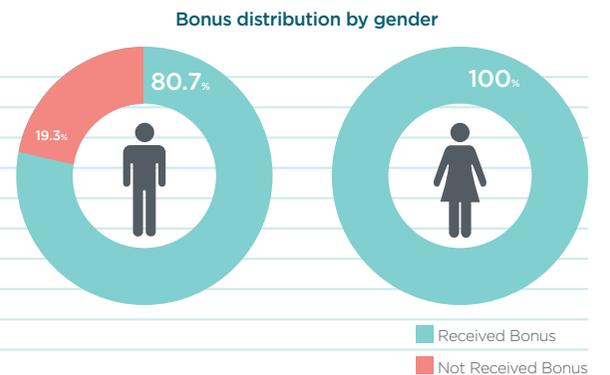
	Mean	Median
Difference between gross hourly earnings	19.7%	9.8%



Partner Gender Pay Gap in Bonus Payments

Difference between bonuses paid

	Mean	Median
Difference between bonuses paid	1%	0%



Gender Pay Gap

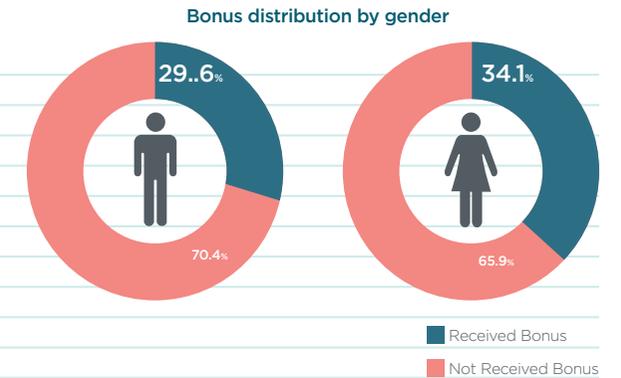
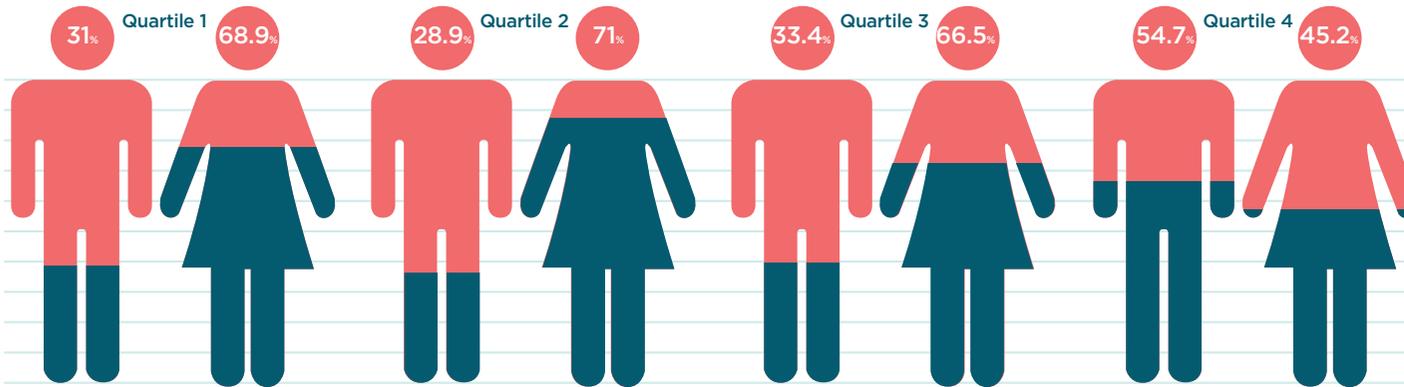
Combined (all firm) Gender Pay Gap in Hourly Pay

	Mean	Median
Difference between gross hourly earnings	33.7%	20.2%

Combined (all firm) Gender Pay Gap in Bonus Payments

Difference between bonuses paid

	Mean	Median
	60.4%	41.3%



Ethnicity Pay Gap in Hourly Pay

	Mean	Median
Difference between hourly pay for Employees	10%	3.9%

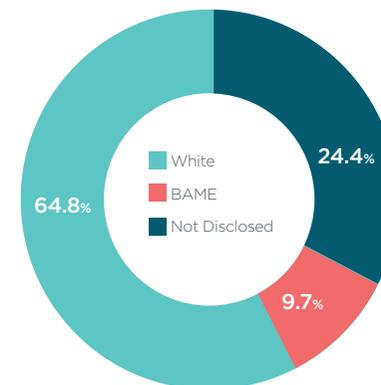
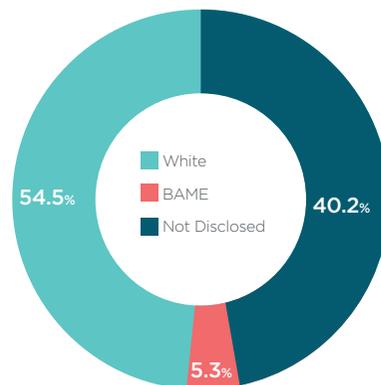
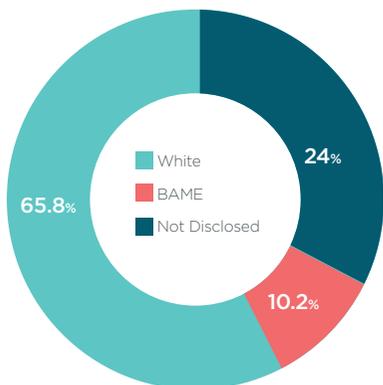
	Mean	Median
Difference between hourly pay for Partners	30.1%	9.9%

	Mean	Median
Difference between hourly pay for Combined	20.3%	5.8%

Ethnicity distribution of relevant employees

Ethnicity distribution of relevant partners

Ethnicity distribution of relevant combined



Gender Pay Gap

What we have already begun

Work has continued on implementing our inclusion and diversity strategy, which is sponsored by our dedicated executive steering group. We have now successfully re-launched two DEI groups across the wider Davies group and are in the process of relaunching a further two groups this year. The groups are tasked with working on the development and implementation of action plans focussed on supporting our people, raising awareness and creating a more inclusive environment through education and communication; where people feel they can interact with each other openly, with trust and with respect.

We have extended our commitment to maximising flexibility for our employees through the introduction of our agile working procedure, which provides opportunities for many of our people to choose how and where they work. We have also signed up to the ABI Making Flexible Work Campaign and Charter as part of which we support and promote different forms of flexible working.

Our unconscious bias training remains a mandatory requirement for our people to support their learning and understanding.

We continue to operate a clear procedure for our annual pay review process, underpinned by a fair and transparent set of guiding principles. Internal and external salary benchmarking and calibration is undertaken for all roles to ensure that our people are paid equitably compared to the market. During the salary review process we continue to measure the impact that salary review has on our gender pay gap.

Keoghs has always encouraged applications from internal applicants and have a good track record of developing and promoting people internally. We are committed to supporting a truly inclusive environment where everyone has equal access to career opportunities. We have enhanced this through the development and implementation of career and competency progression frameworks across a number of our business areas, with additional work on-going.

We confirm that the data in this report is accurate



Allison Carr
Chief Executive Officer



Hayley Fallows
HR People Lead

On-going action plan

Continuing to reducing our gender pay gap continues to be a priority for us and we are taking proactive steps to challenge our systems, processes and people involved. Our commitments to enabling people to reach their full potential include;

- 1. Recruitment** - we will continue to monitor inclusion and diversity at all stages of the recruitment process and will seek to ensure that our recruitment and selection processes have a balanced representation of candidates for all roles in terms of gender and diversity, where candidates meet the appropriate skill sets and qualification requirements. We will also be reviewing our hiring and promotion materials to ensure the wording is gender neutral.
- 2. Our data** - whilst we have always actively encouraged our employees to disclose and maintain their diversity information to allow us to further analyse our results to ensure parity, we will now in conjunction with our DEI action groups be running a targeted campaign to increase the level of data disclosed to allow us to better analyse our results to ensure greater parity.
- 3. Growing our internal networks** - we will continue to progress the work of our inclusion and diversity groups through the launch of two more actions focused on our working families and employees with mental, physical and invisible disabilities. Those groups will then work with our people to understand how we can provide greater support and how we can challenge ways of thinking and how we operate.
- 4. Policy review** - we are currently reviewing our family and well-being policies to ensure they are competitive and empowering.
- 5. Encouraging alternative ways of working** - as part of our work with ABI we will be actively exploring how we can offer even more flexibility in how and where work is done to support individual work-life balances which we hope will improve our gender representation at every level.
- 7. Working together with the wider Davies Group** - we will consider our future gender pay gap reporting and action plans as part of the Davies Group and will drive forward together in our collective pursuit of gender pay equality.