

# Our Gender Pay report 2017.

## Understanding the Gender Pay Gap.

### WHAT IS IT?

The Gender Pay Gap is an equality measure that shows the difference in average earnings between women and men in a company: the lower the number, the smaller the discrepancy.

### HOW DOES IT DIFFER TO EQUAL PAY?

The Gender Pay Gap is entirely separate to Equal Pay, which is the legal requirement that men and women in the same workplace be given equal pay for the same work. At Hoare Lea, we are confident that men and women are paid equally for doing equivalent jobs. We have a Career Paths Framework that ensures performance and pay are mapped against set factors and competencies, and is therefore gender neutral by design.

### WHY IS IT IMPORTANT?

The UK's Gender Pay Gap is currently at 18.1 percent. To try to reduce it further, the Government is requiring large employers to publish both their Gender Pay Gap and Gender Bonus Gap annually, with the hope that companies will take measures to reduce their gaps.

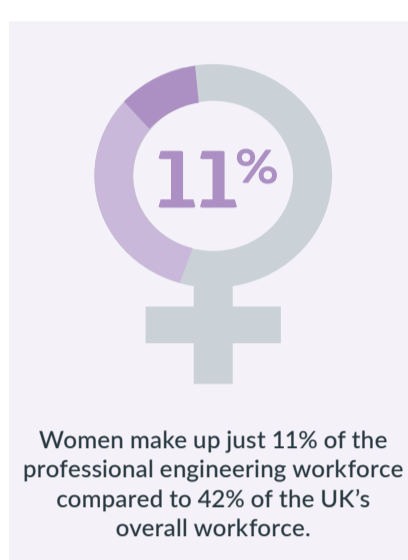
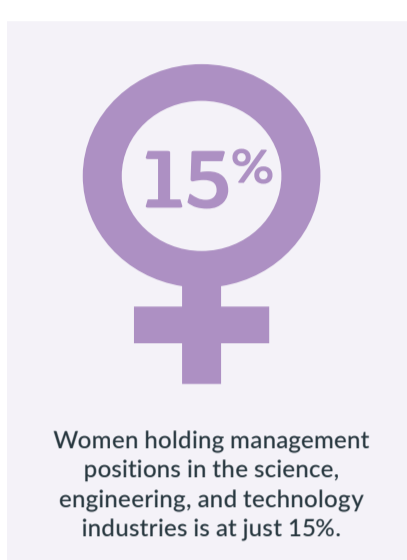
## With us, it's personal.

“People are at the heart of Hoare Lea – they make our firm the successful, dynamic, and welcoming place we know it to be. Our increasingly diverse workforce is already impacting positively on the firm, but we recognise we have a long journey ahead. We're committed to reducing our Gender Pay Gap every year, supported by a range of firm-wide initiatives. Yet, we also see the bigger picture... and we're determined to help our industry in its efforts to improve the perception of engineering, broaden its talent pipeline, and attract and retain more women.”



**Gary Tucker**  
Managing Partner  
Hoare Lea

## A wider look at gender pay & our initiatives.



It's important to understand and acknowledge the mix of factors that are causing the engineering industry's gender diversity issues. We have implemented a range of initiatives and programmes across our firm, to help tackle three key areas:

### Representation.

If women (and young people not yet in employment) don't see people of their gender succeeding in a company, they are likely to be discouraged from pursuing that career or attempting further progression. Women make up 24% of our firm's workforce. This is much better than the wider engineering industry, but is less than the 42% of the UK's national workforce. We're helping to change this, through:

- BOARD-LEVEL STRATEGY**  
Our Executive Board is implementing additional family-friendly policies, as well as setting and reporting against targets for a better proportion of women at all levels of the firm. A key target is to ensure women make up at least 20% of the firm's partners by 2035 (currently 2%).
- STEM AMBASSADORS**  
We have 45 people working as STEM ambassadors to engage young people with engineering. In response to survey findings that girls would be inspired to pursue engineering if there were more people like them in industry, 30% of our STEM ambassadors are female.
- INDUSTRY ACTIVITIES**  
We are actively engaged with associated industry activities, and co-vice-chair the CIBSE Inclusivity panel. The firm is participating in the 2018 Year of the Engineer to transform the perception of our industry for school-age pupils, in particular young girls.

### Inclusive culture.

If a fully inclusive culture isn't championed through company initiatives, flexibility, and behaviours, women are more likely to feel isolated, unsupported, and even unable to continue working. The percentage of women in our firm has increased over the years but the continued male skew has led to more male employees in higher positions compared to females. In response, we've implemented:

- DEVELOPMENT PROGRAMMES**  
The firm has committed to proportionate representation of women on all development programmes, and our Women's Development Programme was set up to help increase the number of women in senior positions, to create a culture that helps them to perform at their best, and to make us an employer of choice for top female talent.
- 121 TRANSITION COACHING**  
We have tailored coaching available to women and their line managers before, during, and on return from maternity/adoption leave, to offer support and guidance, and to manage any challenges they may experience throughout their transition.

### Unconscious bias.

Unconsciously, human beings are often drawn to people who are similar to them. These biases are therefore found in the workplace and can affect who gets hired, promoted, and developed.

- FIRM-WIDE TRAINING**  
We are rolling out a programme of unconscious bias training in 2018.
- POSITIVE RECRUITMENT**  
During the last three years, our average female graduate intake has been 19%, compared to the 15% studying an engineering degree. As a firm, we are committed to continually recruiting a higher proportion of female graduates compared to those graduating.

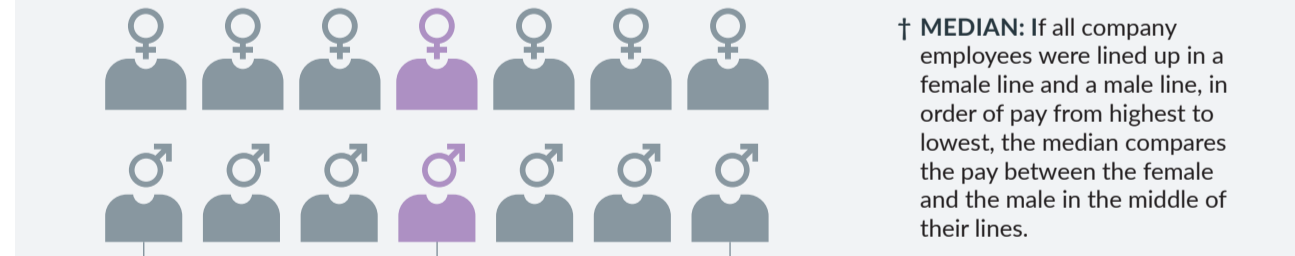
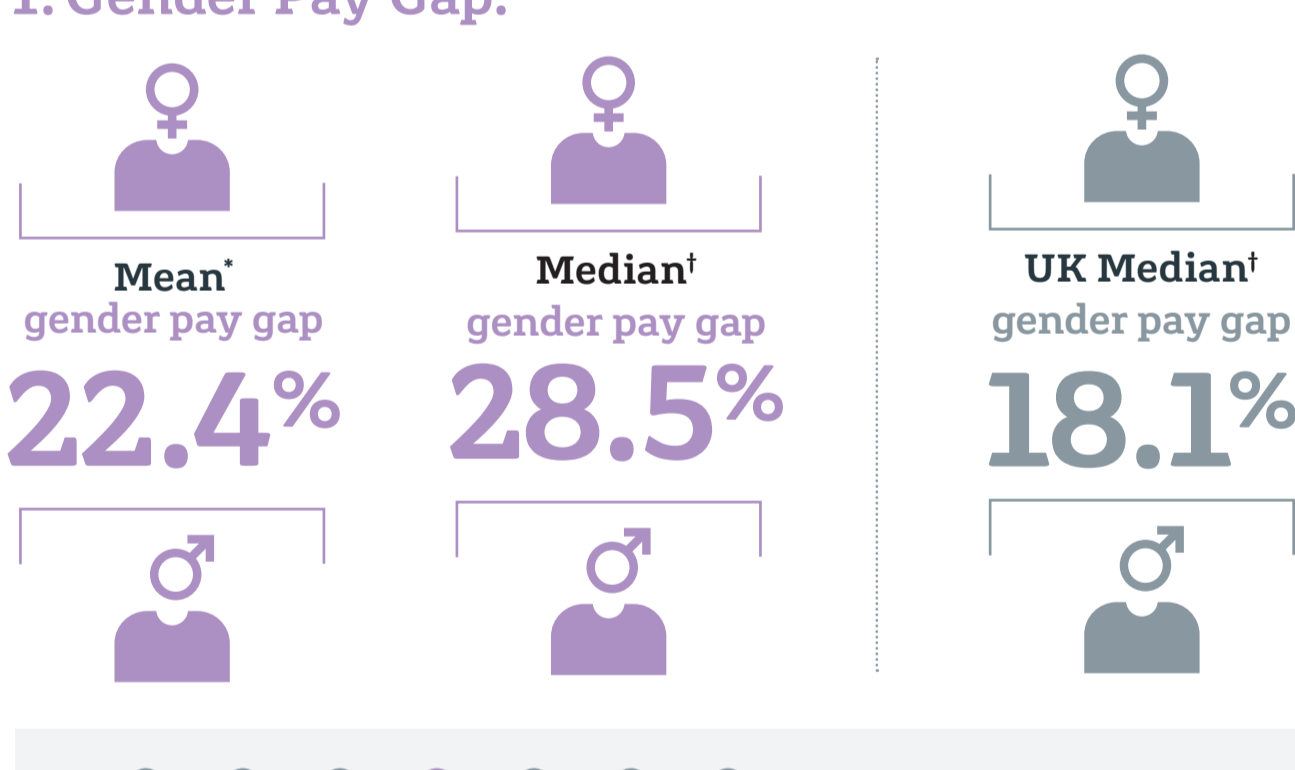
## Our gender pay data from 2017.

To create our full Gender Pay Gap report, in April 2017 we looked at:

1. Our firm's Gender Pay Gap
2. Our firm's Gender Bonus Gap
3. Our firm's gender split by pay quartile

We were required to exclude anyone who wasn't paid their 'normal full pay' during the month of April 2017 from the calculations. This includes anyone on maternity leave, paternity leave, sabbatical, or off sick during probation.

### 1. Gender Pay Gap.

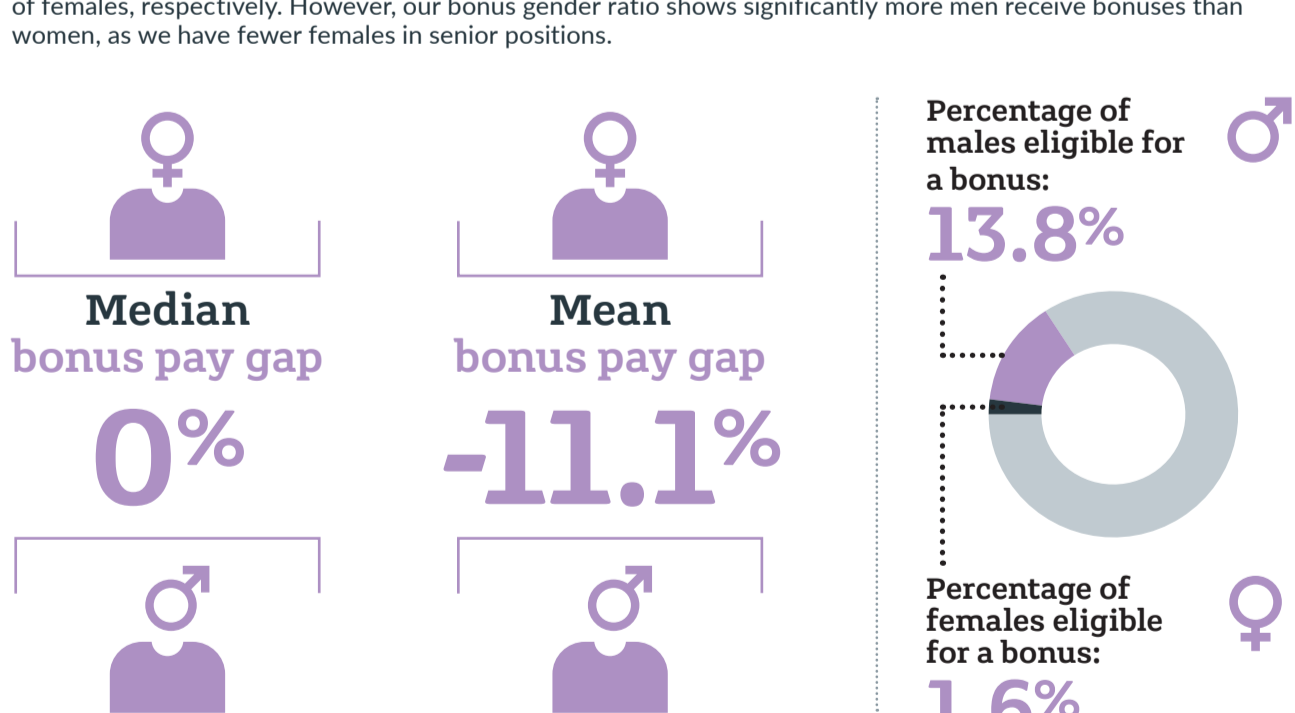


† **MEDIAN:** If all company employees were lined up in a female line and a male line, in order of pay from highest to lowest, the median compares the pay between the female and the male in the middle of their lines.

\* **MEAN:** The overall average pay of the whole sample.

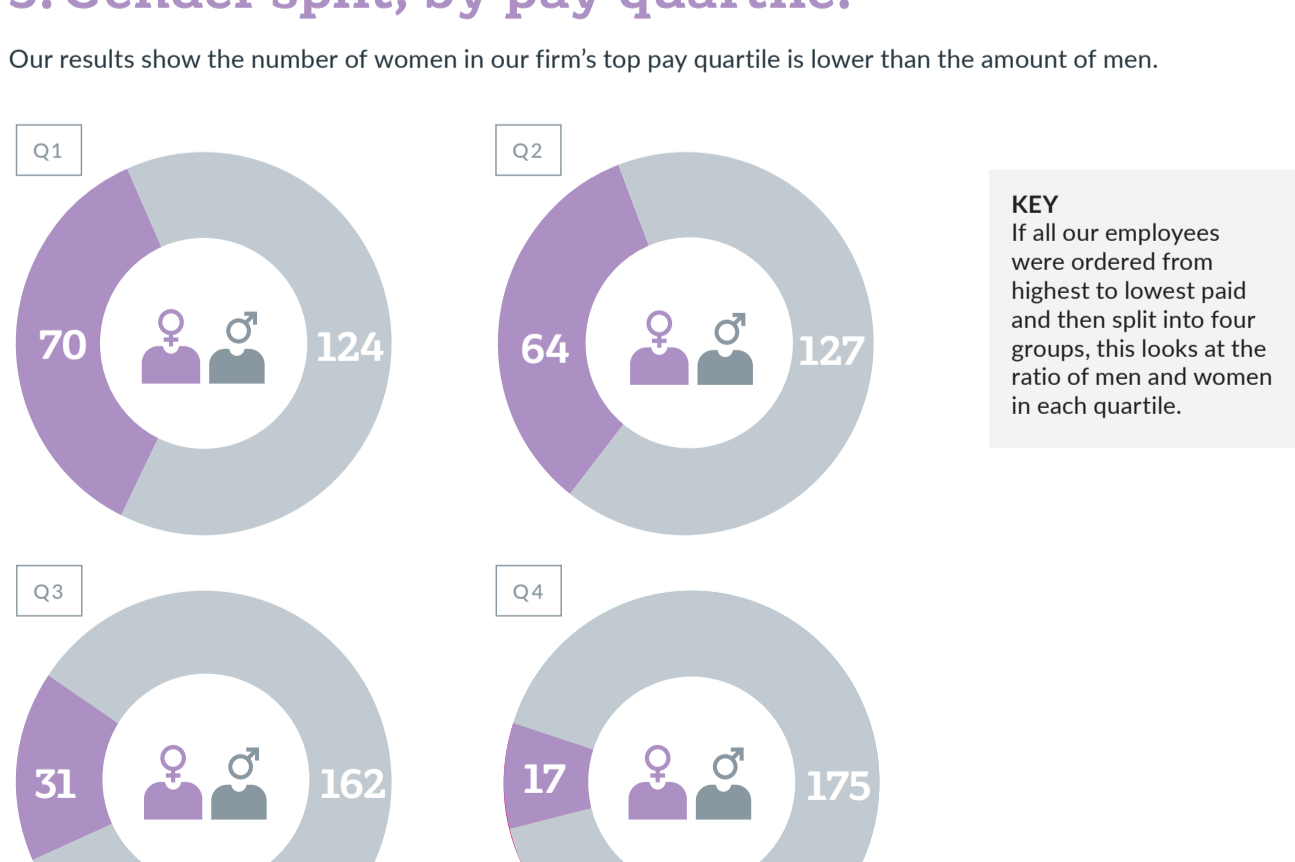
### 2. Gender Bonus Gap.

Our Gender Bonus Gap results show a positive story – with the median and mean gaps equal to and in favour of females, respectively. However, our bonus gender ratio shows significantly more men receive bonuses than women, as we have fewer females in senior positions.



### 3. Gender split, by pay quartile.

Our results show the number of women in our firm's top pay quartile is lower than the amount of men.



## Our commitment.

Diversity's positive impacts are far reaching, from increased motivation to better performance. Our firm is dedicated to creating an inclusive environment that allows everyone to perform at their best and that people want to be part of. We know there are many young girls and women out there who could make a big impact on both our firm and industry, and we're committed to providing better opportunities to empower them to reach this potential.