

MINDING OUR GAP REPORTING ON GENDER PAY



COOPER PARRY

HI EVERYONE,

As most of you will be aware, businesses with over 250 employees are required to report their gender pay gap. With over 400 people at CP, we're comfortably in that bracket, so we've calculated and published ours too.

Workplaces that are more gender-diverse and more inclusive show improved financial performance, higher job satisfaction, higher levels of innovation, more effective decision-making and greater productivity.

WE'RE DOING BRILLIANTLY

As the commentary below will show, our efforts to make CP as gender inclusive as possible are paying off. We don't have a gender pay gap, and we've got more females than males in management and senior management roles. On top of that, our new and improved maternity/paternity policy and flexible working mean there's never been a better time to be a parent at CP.

We also said we'd like to do more around inclusion, so that's why we're now working in partnership with 'Disability Confident'. Together, we're looking into new ways to ensure equal opportunities exist and removing any unconscious biases wherever we can.

BUT WE WON'T REST ON OUR LAURELS

Success in the present is great, but we're always looking for ways to make CP more inclusive in the future. It's never just been about gender for us. It's always been about finding the perfect fit for the job and the company. We believe in equality and inclusion across all areas.

This inclusivity is part of our culture, and it helps us attract and retain the very best people – those that live and breathe our values and understand what drives our passion. The best people provide the best client experience. And that's why you guys are the key ingredients in our recipe for success.

April Bembridge
People & Culture Director



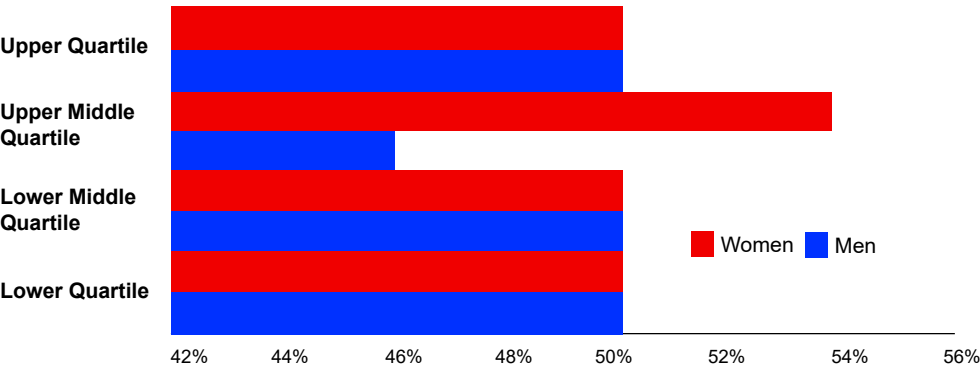
OUR GENDER PAY FIGURES

Put simply, we can't really call it a Gender Pay Gap. Why? Because that gap doesn't exist.

It's a 50/50 split across three of the four pay quartiles, with slightly more women being paid more in the upper middle quartile.

Similarly, our Bonus Pay recipients are split 50/50 between males and females, too.

Here's the proportion of people in each pay quartile:



And here's a further breakdown of the gender balance in each role:

	Women	Men
Team Member	52%	48%
Manager	54%	46%
Senior Manager	62%	38%
Director	44%	56%
Partner	15%	85%

This data is from 5th April 2018, which is the reporting date set for this year's gap. And the second table simply breaks down the number of women and men in each position – it has no reflection on the pay quartile they fall under.

12 months on, these figures are slightly different. Read on to find out what we've been up to.

EQUAL PAY VS. GENDER PAY GAP

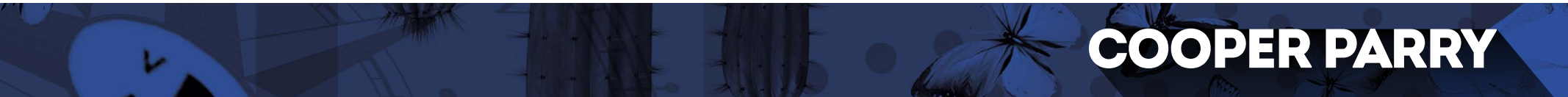
Even though we don't have a Gender Pay Gap, it's a good time to clear up this common misconception: Gender Pay Gap is not the same as Equal Pay.

Equal Pay is a legal requirement to pay people who are doing the same or similar work, an identical amount of money. And any unequal pay is something we have zero tolerance towards.

Gender Pay Gap focuses more on opportunities, and asks (when a gap is present): why are men in those higher paid positions?

HOW DID WE GATHER THE DATA?

To calculate the data, we worked out everyone's hourly pay, and exported the data using our HR system, Cascade, which has a built in Gender Pay Gap tool.



WHAT HAVE WE BEEN DOING ALREADY?

EQUAL LEADERSHIP

As the previous table shows, on the reporting date, we were very close to a 50/50 split across our directors. And we've also got an equal split of men and women on course to be future partners.

Since May 2018, we've promoted a further seven of our CP women to Senior Manager, two to Director roles, and two more to Partner.

WALKING THE WALK AND MAKING LIFE COUNT

Our goal to 'Make Life Count' is one of our core values and a part of everything we do here. It might even be the reason you joined us.

Whether it's parenting responsibilities, caring for a relative or anything else, we've got you covered:

- **Flexible working** – The freedom to choose your start and finish time day by day presents a lot of opportunities to make the most of your time away from work.
- **Agile working** – We've always encouraged you to work from home, one of our other offices or any location that takes your fancy. And with the recent announcement of our move into the WeWork space in London, being agile has never felt so good.
- **Part-time working** – We never close our minds to the possibility of someone joining us on a part-time basis. We just want the best person for the job, regardless of how many hours they're working. And that includes our senior hires, too. Currently, we have over 40 people working part-time, spread across different roles and areas – which is a really high percentage for a professional services firm of our size.
- **Enhanced maternity/paternity policy** – Our maternity policy now offers 12 weeks full pay and 12 weeks half pay, while our paternity policy covers 4 weeks full pay. We make sure when anyone returns to work after the birth or adoption of their child they're guaranteed to do so in the same position, on the same pay, with the same opportunities to progress.

HIRING ON MERIT

Closing a Gender Pay Gap isn't about purposely hiring more women or promoting them to higher positions out the blue. That would be discrimination against men. It's about equal opportunities and removing any unconscious biases. To make sure we're always getting the best person for the job, regardless of gender, we use cross-team interviewing, strengths-based questions and a real focus on our CP values.

Every person looking to join us for a role is tested equally and goes through the same process. We make sure we're flexible at the interview stage too, and we ensure nobody misses a chance to work here by having timeslots available for those who have childcare or other responsibilities to think about. We know life isn't 9-5, and we don't expect people to fit into this mould when it comes to hiring either.

WE CELEBRATE OUR CP WONDER WOMEN

For International Women's Day this year we reached out to a few of the countless female role models we have throughout the business. We asked them about which females inspire them the most, what they wanted to be when they were growing up, their proudest career moment and the advice they'd give their younger self.

We heard from women in a wide range of roles, across all our departments. And then we shared their stories to inspire, to teach and to put a smile on your face when you think about all the amazing women that we get to work with day in, day out.

[If you missed it, you can read our International Women's Day article here](#)

WHAT DO OUR PEOPLE THINK?

Suki Kaur – Tax Partner

“I’ve always hated working on Mondays. It’s the day I recover from the weekend and set myself up for the hectic week ahead with the kids. I’ve been at CP for over three years and I’ve had the flexibility to make this arrangement work. Yes, I’ve worked a handful of Mondays where things can’t be rearranged, but that really is the exception. P.S. I’m a partner, and we should lead the way with agile working because it’s going to become the norm”.



Gemma Edwards – Director, Service Charge

“Three words... BUSY, BUSY & BUSY! Two small children and a full-time job can be very challenging at times, especially when you’re trying to juggle both to the best of your ability. However, working at CP allows me to succeed at both.

I’m given the freedom to flex my working week around my family which means I get the best of both worlds. I’m able to move my hours around my childcare needs and whenever I’m needed at home, I’m able to drop what I’m doing to go and tend to my children with the support and understanding of my team.

Additionally, there’s not many businesses out there who provide all this support and focus on family as pushing new mums for promotion to Director the same year they return from maternity leave!

#YouCanDoBoth”.



Abi Bown – Chief Digital Officer

“On a personal note I’d say that being a working parent, irrespective of gender, if you want to play an active role in your kids’ daily lives you need to work within a culture which understands that, and is flexible enough to accommodate it.

It works both ways, CP gives me the flexibility I need – which is of huge value to me. And in return I give more loyalty and discretionary effort back to CP. This isn’t just good for individuals, it’s good for business. And it means we attract and retain more diversity. Business and teams with more diversity are proven to be more creative, make better decisions and generate better results”.



WHAT IS THERE TO LOOK FORWARD TO?

We’ll be doing all we can to maintain our Gender Pay balance going forward, and we’ve got a few exciting plans in the pipeline to make sure that’s the case. These include:

- Exploring technology and efficiencies across the business so that more work can be done at home to support female workers.
- And looking into creating a talent pool of mothers returning from maternity leave to do freelance work for us in a way that suits them.

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.

DISRUPT

LEAD

MAKE LIFE
COUNT

COOPER PARRY