



**PKF**  
Francis Clark

# Gender pay gap report 2022/21/20

Since 2017, any organisation that has 250 or more employees is required to publish and report specific figures about their gender pay gap information by reporting the percentage difference in pay between male and female employees annually. Since 2017, organisations with 250 or more employees have been required to publish annual data on their gender pay gap.

The gender pay gap is the measure of the difference in average pay between all men and all women across the organisation. It is important to note that this is different to the issue of equal pay – namely the legal requirement to pay men and women who carry out the same jobs, or similar jobs, or work of equal value – which is governed by the Equality Act.

The figures show our overall median and mean gender pay and bonus gap based on hourly pay taken at the snapshot date of 5 April 2022, and bonuses paid in the year to 5 April 2022.

## Actions

At PKF Francis Clark, our goal is to be recognised as a great place to work. An important part of this is being an inclusive firm where we embrace difference; where every individual feels valued, is encouraged to develop and to be the best version of themselves they can be. We recognise that our gender pay gap is not where we would like it to be.

We are working on several strategic projects and initiatives which will take time but are shown to reduce pay inequalities and improve female progression:

- We have embraced hybrid working, normalising greater home working, and providing everyone, including those with caring responsibilities, with more flexibility
- We use structured competency-based selection methods and train our managers on objective assessment
- Our current target is for 50% of new directors and 33% of new partners to be female – these are considered realistic and achievable, based on the existing composition of our workforce, at this point in our journey towards an equal gender balance
- We provide coaching to senior leaders preparing for and returning from maternity leave and run workshops to help new partners balance increased work responsibility with personal commitments
- We provide training to managers on the menopause and network groups to support and retain women through a critical time in their lives and careers
- We are working on a more objective approach to succession planning to consistently identify talent and development needs
- We are increasing the transparency and fairness of our pay

**PKF Francis Clark is ranked among the UK's Best Workplaces for Women (2023) by Great Place to Work, the global authority on workplace culture.**

**Here are some of the key findings, from our female colleagues, of our Great Place to Work Trust Index survey (September 2022):**



say this is a great place to work



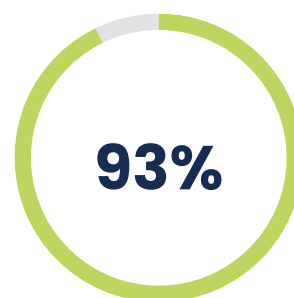
say "I am treated as a full member here regardless of my position"



say they are proud to work here



say "I can be myself here"



say people care about each other here

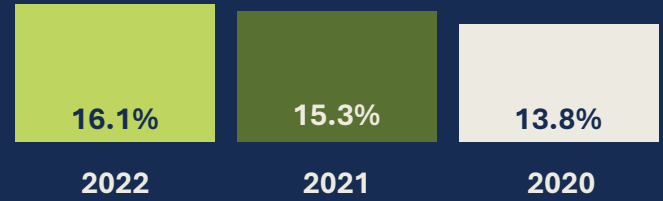


say "I am able to take time off from work when I think it's necessary"

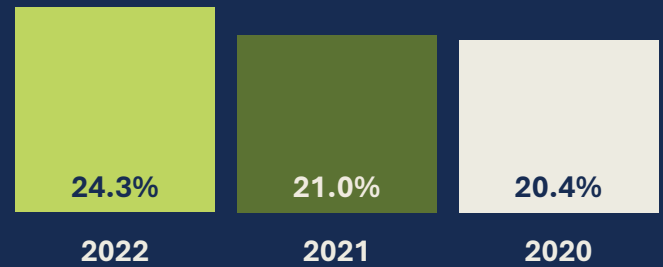
## Pay

We are committed to growing our own talent and we recruit many trainees each year. Over recent years, we have seen a higher proportion of women joining in these positions, and as these roles mainly sit in the lower quartiles, the percentage of women in this area is higher than men. It will take some time for these women to progress through the firm, however we are starting to see positive signs with 55.7% of those promoted to more senior roles in 2022 being women.

### Mean gender pay gap Ordinary pay



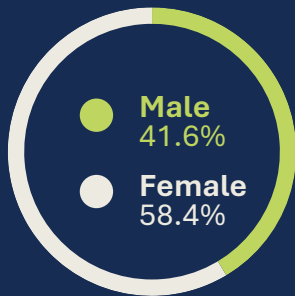
### Median gender pay gap Ordinary pay



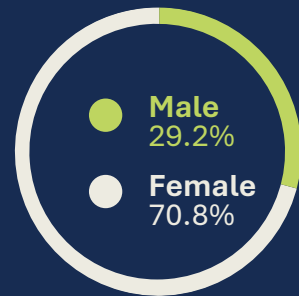
## Quartiles

2022

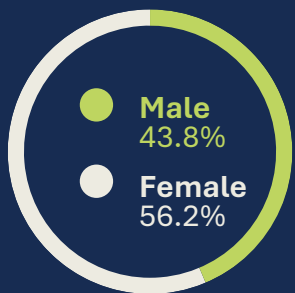
### Lower quartile



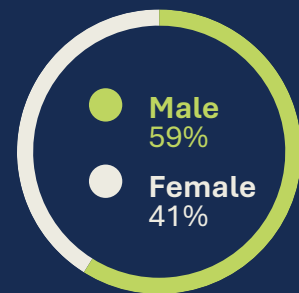
### Lower middle quartile



### Upper middle quartile



### Upper quartile



2021

|                       | Female % | Male % |
|-----------------------|----------|--------|
| Lower quartile        | 65.80    | 34.20  |
| Lower middle quartile | 67.50    | 32.50  |
| Upper middle quartile | 55.63    | 44.38  |
| Upper quartile        | 41.20    | 58.80  |

2020

|                       | Female % | Male % |
|-----------------------|----------|--------|
| Lower quartile        | 66.05    | 33.95  |
| Lower middle quartile | 68.10    | 31.90  |
| Upper middle quartile | 59.88    | 40.12  |
| Upper quartile        | 46.01    | 53.99  |

**Anonymous comments  
from our Great Place to  
Work survey:**



“The firm is very supportive of mental and physical wellbeing – regular webinars on many different subjects and we even have our own menopause group, which is actively supported by the partners by bringing in external speakers and paid time to attend meetings and webinars.”



“Family is always put first and we are given the flexibility to be able to work and balance family life.”



“I feel the only thing that matters here is my work ethic and ability, irrespective of age, experience or gender.”



“No matter what level you are at, people treat you like a human being.”



“Everyone gets on well with each other and genuinely cares for each other. There is no one in the firm that I don’t enjoy spending time with.”

## Bonus

In the year ending 5 April 2022, a final one-off bonus to reward colleagues for their exceptional efforts during the pandemic was paid to most employees, with eligibility based on their start date. This resulted in fewer employees receiving a bonus than in 2021, when everyone received a one-off bonus.

Other bonuses related to client and recruitment referrals and individual performance.

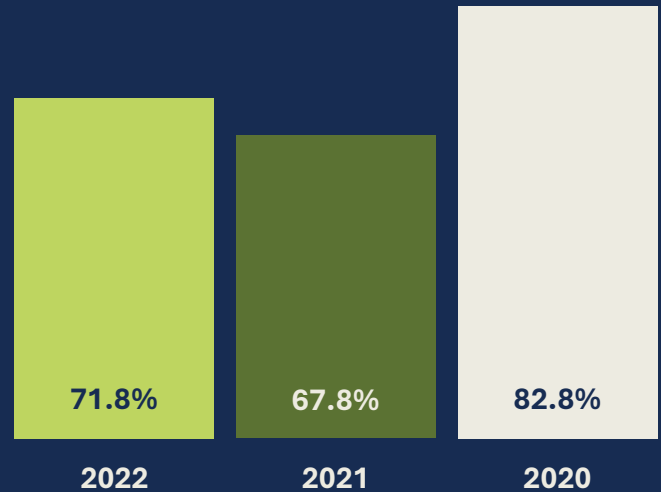
Client and employee introduction bonuses, which tend to be lower in value, are typically paid to more junior colleagues who, as our quartiles show, are more likely to be women.

Performance-related bonuses are typically awarded to employees in higher grades, who are more likely to be men due to the current make-up of our workforce.

Over time, as more women move into the upper middle and upper quartiles, bonus pay data will more accurately reflect the fair and robust processes we have in place to determine performance-related bonuses.

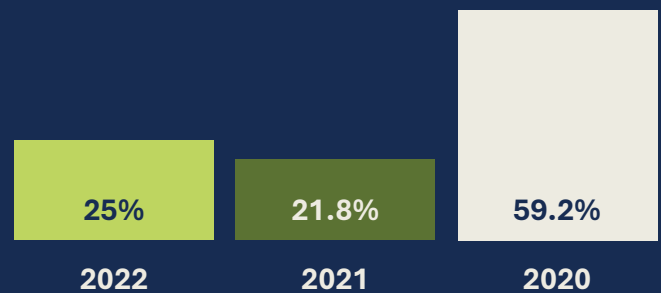
## Mean gender pay gap

### Bonus pay in the 12 months ending 5 April 2022



## Median gender pay gap

### Bonus pay in the 12 months ending 5 April 2022



The proportion of male and female employees paid a bonus in the 12 months ending 5 April 2022:

2022



2021



2020



Source: our quarterly employee engagement surveys – scores indicate average agreement on a scale of one to 10.

8 / 10

How likely is it you would recommend PKF Francis Clark as a place to work?

My manager cares about my opinions

8.1 / 10

8.1 / 10

My work schedule is flexible enough to deal with family or personal life

My manager cares about me as a person

8.4 / 10

8.7 / 10

I have the option to work remotely when I need to

I can count on my colleagues to help out when needed

8.3 / 10



“For me, making partner has been a journey of learning, growing and balancing life and work, and it’s really rewarding to reach this big milestone. The firm has been very supportive in accommodating my need for flexibility, as a busy working mother with three children, and giving me the opportunity to massively diversify my skillset in becoming a healthcare specialist.”

**Katie Skea**

Partner



“There is a very inclusive culture; no matter what office I spend time in, I find the people here are really down to earth and welcoming. I really enjoy my job because of our fantastic client base. There are clients of all different types and sizes across a wide range of sectors. The variety of work I can get involved in is second to none.”

**Victoria Hutson**

Tax Manager



“PKF Francis Clark has been very supportive of my studying and my career. Working here I have the opportunity to get involved in a lot of interesting and varied work and have colleagues who are willing to work together and share their knowledge.”

**Becky Walters**

Assistant tax manager

