

Gender pay report

2023

2.5%

Mean pay gap

9.3%

Median pay gap

53.7%

Mean bonus gap

0.0%

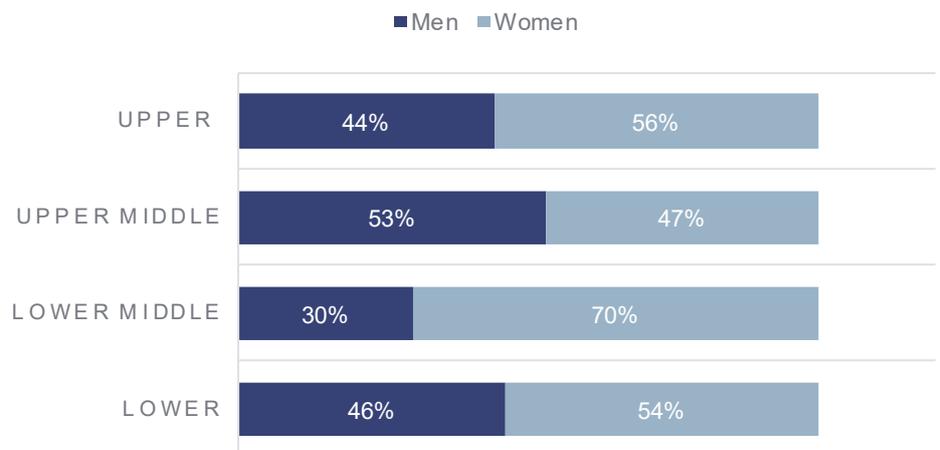
Median bonus gap

To help our clients thrive, it is vital we recruit and retain focused, high performing, diverse and committed people.

Our values and our vision are integral in all that we do and are embedded throughout the firm. We have three clear principles which guide our vision for the future.

- People are at the centre of everything we do including our employees, clients, local communities and other stakeholders.
- Constant investment is necessary for us to continue to grow sustainably and to provide career development opportunities for our people.
- Everything is for the long term.

QUARTILE PAY BANDS

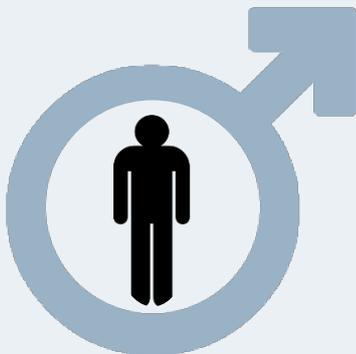


**PERCENTAGE RECEIVING
A BONUS**

8.6%



10.7%



Our mean gender pay gap of 2.5% represents the difference in men and women's average earnings, regardless of their role or seniority. Last year our mean pay gap was 6.6%.

Our analysis shows that the pay gap has improved since last year and the year before reflecting our commitment to no unconscious bias to either gender.

Last year we introduced employee profit sharing, a reward in recognition of an employee's contribution to the performance of the firm. Next year we will be able to include this within our bonus gap calculations.

Our new diversity and inclusion policy and our training sets out our key commitments and the responsibilities of our people which complements our ongoing journey with D&I. As we continue to evolve and grow as a firm, it is inevitable that we will become more diverse. This is a great thing and allows us to really embrace and represent the diversity of our clients and our people.

Our training reminds us about what we mean by diversity and inclusion and to make us better at we do collectively and individually in creating an inclusive culture. A culture where everyone can be true to their authentic self.

Our remuneration practices are designed to reward and recognise the contribution of all employees, and be free of gender bias. We complete regular salary benchmarking exercises, using external agencies and consultants, to help standardise and inform pay recommendations.

We aim for continuous improvement in our employment practices. We will:

- Continue with our flexible working practices for all our people and promote a healthy work life balance.
- Structured learning and development programmes have been embedded and we will continue to evolve and develop these programmes over the coming months with robust and structured training for our manager and leadership population.
- Continue to develop policies and frameworks to help people balance their lives. We will continue to review our family friendly policies and the benefits aligned to these to encourage and support a better working environments for our people.

Jon Cartwright
Managing Partner

We confirm that we have reviewed the Hazlewoods pay data provided which has been collated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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DRIVING LIFELONG PROSPERITY

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