

# Gender pay reporting



“During my time with the firm I have seen many positive changes. I have always been proud to work for Crowe and equally proud of the position we are at today from when I started. We have many talented people across the firm, all of whom have something to offer. Through our unique values and culture we aim to support all of our people to reach their full potential.”

**Nigel Bostock**, Chief Executive

## Our values

At Crowe we understand that our people and clients come from a diverse range of backgrounds. In recognition of that we create a culture where everyone has the chance to succeed.

Over the past 12 months we have launched important initiatives across our firm. All of which have been designed to help us create a modern, flexible environment for all of our people, where each and every one can aspire to reach the pinnacle of their respective professions.

## What we are doing

As a firm we remain committed to our people and continually improving the representation of diversity across our firm. In 2017 we launched our Women's Empowerment Programme, led by Rebecca Durrant and designed to champion the representation of women in business; making sure everyone, regardless of gender or background, has the opportunity to advance their careers by offering them the necessary support:

- encouragement of flexible working
- helping to build internal networks
- career mentoring for those seeking advice
- pinpointing our future leaders.

## Women in leadership roles

Across our firm we aim to have a representative gender balance and where gaps exist, to understand their respective causes. This is no more important than at leadership and executive level, where decisions are taken for the management and strategic direction of the firm and where a variety of perspectives and experiences are essential.

We have strong role models within our leadership and executive teams and supervisory board. Jaki Mitchell is part of a six-person executive team and joined the firm as a school leaver at the age of 16. She now heads up our Business Solutions team. Tina Allison and Helen Drew are part of our three-person supervisory board, which is primarily responsible for facilitating the successful management of the firm. Tina is our Head of Education, while Helen heads up our charities and education teams in the Midlands office. She is also our Quality Assurance Partner.

## Developing our people

Crowe places a great deal of importance on developing its people. From the induction programmes available at every level of the firm, our learning and development team runs comprehensive training programmes throughout the year.

## Rewarding our people

Over the past 12 months we have made great strides in standardising our approach to reward and also in recognising people across our firm. In response to our annual people survey, we have reviewed processes for salaries, benefits and bonus opportunities with consistency and fairness. As part of this approach, financial year 2017/18 has seen the following developments:

- introduction of a national bonus structure, which should see the bonus gap reduce
- a standardised grading structure for each role and level across the firm
- consistent behaviour frameworks
- launched our first 'Crowe UK Pinnacle Awards' to celebrate the many achievements our people have made in the areas of innovation, leadership and client care.

## Listening to our people

Our first national people engagement survey, YouCount, was launched in 2016 and was repeated in 2017. With a response rate of above 80%, the findings provide a comprehensive review of what our people think about working for Crowe. The results gave us valuable feedback on which we are actively working. We have committed ourselves to conducting YouCount for the foreseeable future and sharing the results with our people to measure the progress we continue to make. YouCount has also enabled us to formulate our approach to how we enhance our programmes over the next 12 months.



## Our focus for the next 12 months

Having launched these initiatives, we will continue to look at what we are doing well and where there is scope to do even better. As a priority, we will look at the effectiveness of these initiatives and work to enhance and develop them to ensure they are meeting our people's needs.

A key area of focus for the firm in the next 12 months will be to review our working practices across our offices and will look to introduce more flexible working where possible. Through YouCount we will also review the barriers faced by our people in achieving a healthy work/life balance and work to address them.



# Our gender pay reporting

At Crowe we fully support the principle of equal opportunity in recruitment and employment. We value the differences that a diverse workforce brings to an organisation and oppose all forms of unlawful or unfair discrimination on any grounds.

The figures below provide a snapshot of our median and mean pay figures, from data collected on 5 April 2017 and are published in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The median figures take into account the wages of the firm's middle earners, giving the best representation of the 'typical gender difference', while the mean figures take into account the wages of high and low earners.

15.83%

Mean gender  
pay gap

10.21%

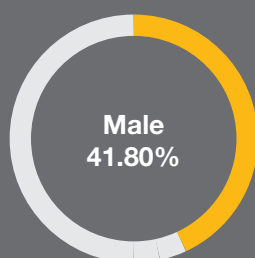
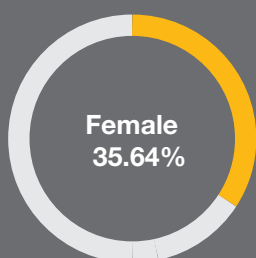
Median gender  
pay gap



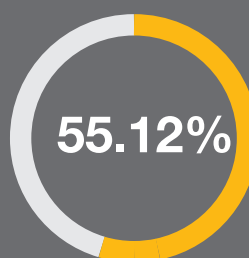
**Proportion of  
people in each  
earning quartile**

	Upper quartile	Upper middle quartile	Lower middle quartile	Lower quartile
Female	38.9%	50.3%	51.2%	56.9%
Male	61.1%	49.7%	48.8%	43.1%

**Proportion of people  
earning bonuses**



**Mean bonus  
gender pay gap**



**Median bonus  
gender pay gap**



"I can confirm that Crowe Clark Whitehill's gender pay gap calculations are accurate and meet the requirements for The Equality Act 2010 (Gender Pay Gap International Regulations 2017)."

**Nigel Bostock**, Chief Executive



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