



# Gender pay reporting

## 2018

Audit / Tax / Advisory / Risk

Smart decisions. Lasting value.

“Over the past year we have made great strides in enhancing and further developing our values and culture across our firm and the figures for 2018 are a reflection of that.

“At Crowe, our people agenda remains at the heart of everything we do, and we are building a progressive, dynamic and representative firm that gives everyone, no matter their background, the chance to succeed and to achieve their ambitions.

“It is a key initiative to provide a rewarding people experience as an important element of the firm’s strategy.”



Nigel Bostock, Chief Executive

## Crowe's values

As a national firm with global reach and local expertise, we understand that our clients and our people come from many different backgrounds. We are committed to providing a rewarding people experience for everyone at Crowe and to create an environment which is collaborative, which is supportive and one which recognises and promotes talent from across the whole firm.

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## What we are doing

The world in which we operate is changing. We understand that in order to meet the opportunities and challenges presented by developing technology, market disruption and a changing political and regulatory landscape, our people are critical to our long-term success.



**We care**



**We share**



**We invest**

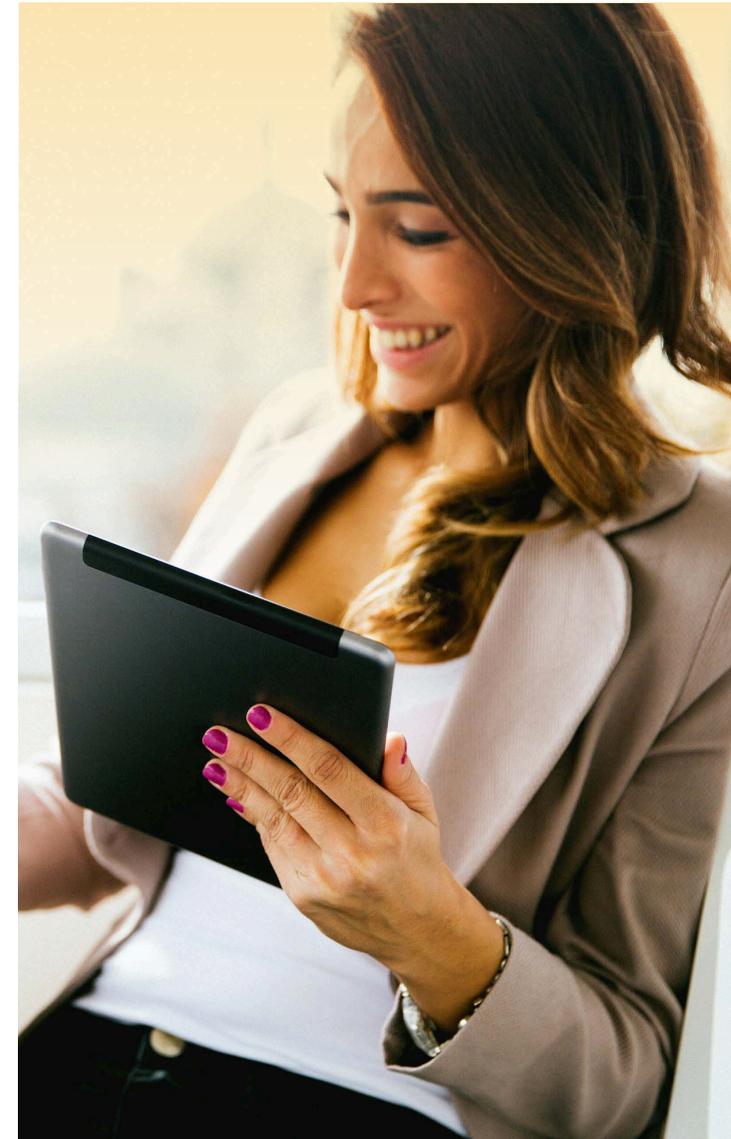


**We grow**

## Promoting greater diversity

Following the launch of our Women's Empowerment Programme in 2017, we set ourselves some ambitious, but achievable targets, to ensure its success and to promote greater diversity and representation at every level of the firm. Over the past year, the Women's Empowerment Programme has played a prominent role in:

- increasing the number of women at partnership level
- updating our parental leave policy, which recognises that we want to support all of our new parents
- updating our people pages of our website, to highlight our working practices and to help attract more female candidates
- developing female-focused networking events, to help our people build their internal networks and raise their profiles
- supporting International Women's Day
- recognising talent across our firm, with senior figures having been shortlisted in major national awards
- supporting the Women in Finance Charter and setting ambitious internal targets for greater diversity at every level of the firm.



## Women in Leadership

We aim to have a representative gender balance at every level of our firm. This is particularly important at leadership and strategic level, where our management team plays a vital role in shaping the culture of our firm.

On our leadership team, Jaki Mitchell and Tina Allison sit on our six-person executive team. Jaki joined the firm at 16 as a school leaver and now also heads up our Business Solutions team. Tina meanwhile is a partner and Head of Education in our Non Profits team.

Helen Drew sits on our three-person supervisory board and leads our charities and education teams in the Midlands, while across our strategic sectors and business units, Naziar Hashemi leads our highly-successful Non Profits team, Caroline Harwood leads our Share Plans and Rewards team and Jane Mackay is National Head of Tax.



Jaki Mitchell



Tina Allison



Helen Drew



Naziar Hashemi



Jane Mackay



Caroline Harwood

## Developing our people

We place great importance on developing our people. From our induction programmes available at every level of the firm, to the continuous learning opportunities we offer; our learning and development team runs comprehensive training programmes throughout the year.

### Reward and recognition

We recognise that maintaining a healthy yet rewarding work life balance is key to retaining and attracting talented people to the firm. We continue to review and enhance our reward and recognition programmes and are pleased that our family policies are among the best in our sector.

### Our key areas of focus include:

- enhancing our career pathways to ensure transparency regarding steps for promotion
- recognising and celebrating the achievements of our people through our internal Pinnacle Awards programme
- listening to our people through our annual YouCount engagement survey, the findings of which provide us with feedback of where we perform well and in what areas we can make further improvements to our working conditions.



## Looking forward – our focus for the next 12 months

Like every successful organisation we understand that we need to continuously evolve and that greater diversity – of people, of thought, of ideas – is an essential business objective. Over the coming year, we will be reviewing where we have performed well and in which areas we can improve even further. We look forward to expanding upon our work in this area and further progressing the initiatives we have launched to improve our gender balance at every level of the firm.



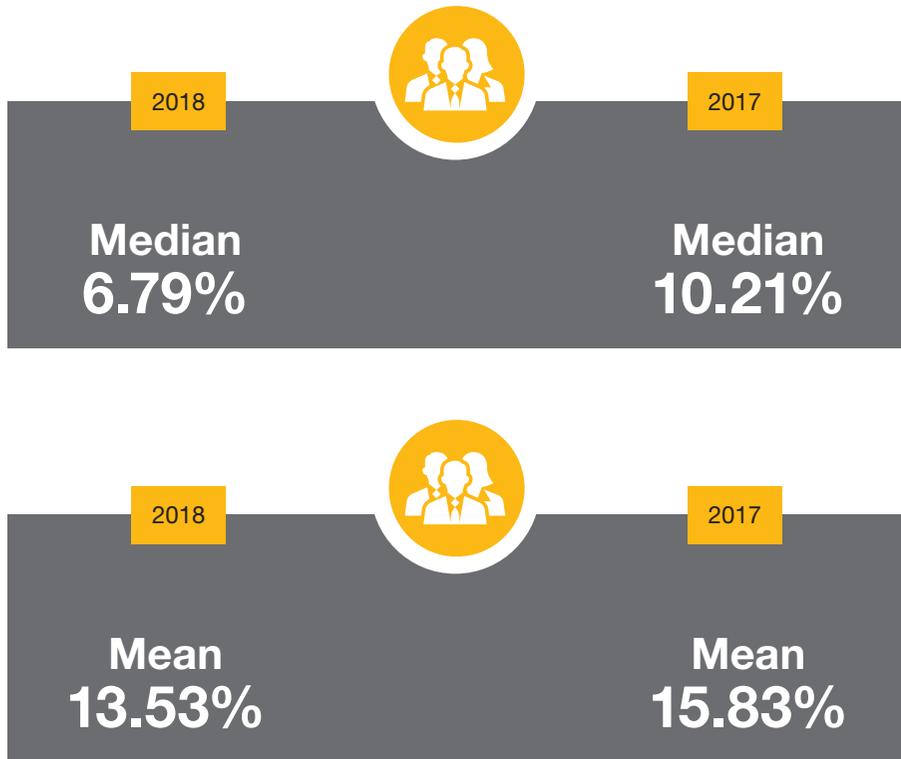


## Our gender pay reporting

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 2018 and are published in accordance with The Equality Act 2010 (Gender Pay Gap Information regulations 2017). The median figures take into account the pay of the firm's middle earners, giving the best representation of the 'the typical gender difference', while the mean figures take into account the wages of high and low earners.

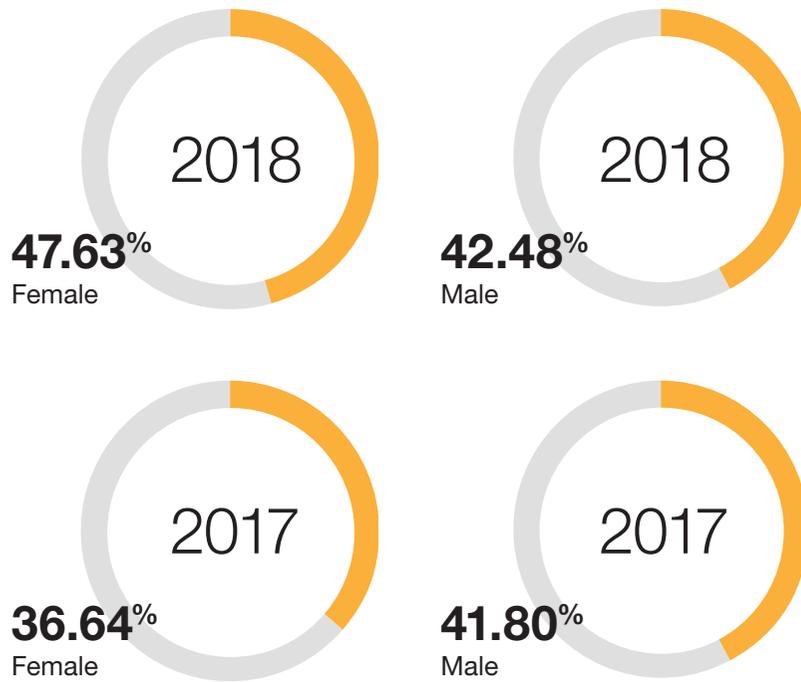
## Gender pay gap



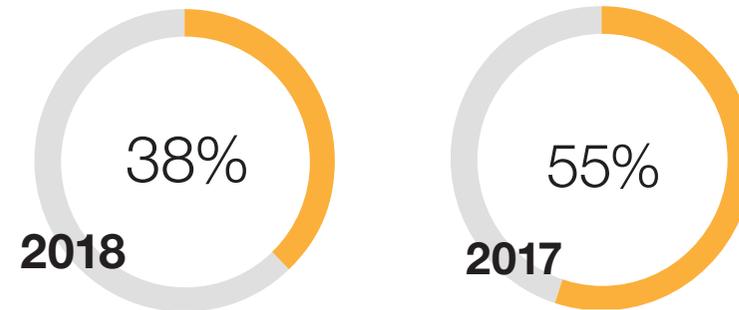
## Proportion of people in each earning quartile

	Upper quartile	Upper middle quartile	Lower middle quartile	Lower quartile
<b>2018</b>				
<b>Female</b>	36.84%	49.47%	51.31%	49.47%
<b>Male</b>	63.16%	50.53%	48.69%	50.53%
<b>2017</b>				
<b>Female</b>	38.90%	50.30%	51.20%	56.90%
<b>Male</b>	61.10%	49.70%	48.80%	43.10%

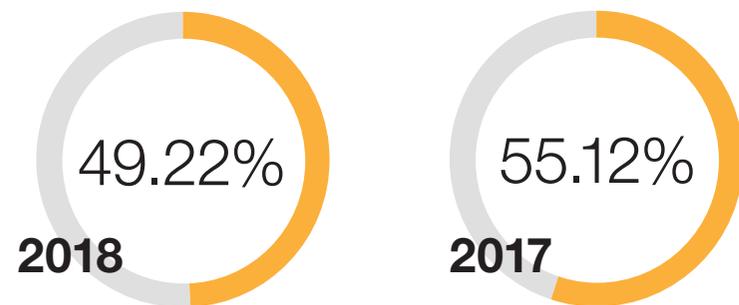
## Proportion of people earning bonuses



## Median bonus gender pay gap



## Mean bonus gender pay gap





“I can confirm that Crowe U.K. LLP’s gender pay gap calculations are accurate and meet the requirements for The Equality Act 2010 (Gender Pay Gap International Regulations 2017).”

*P. Sed*      *B. Boshenko*

[www.crowe.co.uk](http://www.crowe.co.uk)

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