

Gender Pay Gap 2018

Planning for the future





A changing landscape

Gender pay gap reporting and the bigger picture

Gender pay gap is calculated as the difference in average remuneration for all men and all women within a company, based on full-time hourly rate calculations.

In contrast, **equal pay gap** is the difference in remuneration between a man and a woman doing the same job.

The biggest challenge in gender pay reporting is that the figures often don't tell a full story on their own.

Seemingly inconsequential actions, such as hiring more women into administrative roles, or the appointment of a male senior leader, can be enough to produce widely different results from year to year.

There are a variety of careers in progression at Fisher German, including surveyors and planners, project and administrative support, as well as specialisms ranging from finance through to marketing.

We are investing in attracting the very best talent from a wider reach of backgrounds, including graduate recruitment from more universities, apprenticeship pathways, and reaching out to new industries to find the best operational support, regardless of gender.

Since 2014, the number of female undergraduates undertaking rural surveying courses - our traditional area of expertise - has steadily overtaken the number of male undergraduates. In the last three recruitment cycles, we are pleased to see the positive impact this has had on the offers we have made to graduates, which you can read more about on page 8.

There is a bigger picture beyond the figures required by Government mandate, and we are excited to be part of the changing landscape in our industry.

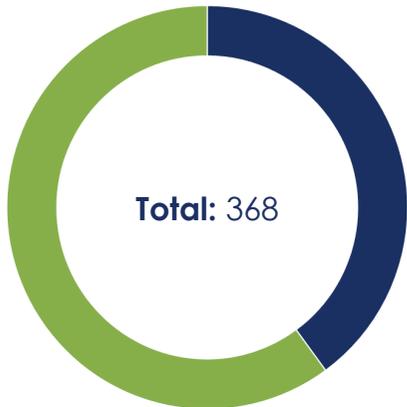
The gender pay gap in existence at Fisher German and among our competitors will not disappear overnight, but we endeavour to be part of the journey to empower women in leadership roles and encourage more diversity across all job roles in the firm and wider industry.

Maria Hawley, HR Director

Facts and figures

Our gender pay gap results for 2017/18

All relevant full pay employees



Women: 221 (60%) **Men:** 147 (40%)

Mean gender pay gap: 24.3% lower

Median gender pay gap: 27.5% lower



The mean percentage is the sum of all relevant female employees' salaries, divided by the number of relevant female employees and compared to the equivalent calculation for male employees. The mean female salary at Fisher is 24.3% lower than the mean male salary.

The median calculation represents the mid-point of all relevant female salaries, compared to the mid-point of all relevant male salaries. At Fisher German, the median female salary is 27.5% lower than the median male salary.

Fee earning employees



Women: 79 (38%) **Men:** 131 (62%)

Mean gender pay gap: 11.3% lower

Median gender pay gap: 11.3% lower

Examples of fee earning employees include surveyors, associates, graduates, negotiators.

Non-fee earning employees



Women: 142 (90%) **Men:** 16 (10%)

Mean gender pay gap: 23.9% lower

Median gender pay gap: 25% lower

Examples of non-fee earning employees include operational support, analysts, accountants.

Bonus gap results for 2017/18

At Fisher German, we operate a discretionary bonus scheme for which all colleagues are considered, which is generally a percentage of salary.

In 2017/18, 123 female and 96 male employees were awarded bonuses.

- **Mean bonus pay gap:** 52.8% lower
- **Median bonus pay gap:** 57% lower

The mean percentage is the sum of all female employee bonuses, divided by the number of women who received a bonus, compared to the equivalent calculation for male employees. The mean female bonus in 2017/18 was 52.8% lower in value than the mean male bonus

The median calculation is the difference between the middle value of all female bonuses compared to the male equivalent. The median female bonus pay gap was 57% in 2017/18.



52%
123 in total



63%
96 in total

Proportion of employees receiving a bonus

A closer look

Breakdown of employment within pay bands

Women Men

Lower quartile pay band



Lower middle quartile pay band



Upper middle quartile pay band



Upper quartile pay band



Quartile pay bands are calculated by arranging all relevant salaries in numerical order before dividing into four bands which each contain an equal number of employees. The charts represent the percentage of male and female employees within each pay quartile.

Analysis

What do these results mean?

- A gender pay gap emerges when there are more female than male colleagues in lower paying roles, or more male than female colleagues in higher paying roles, or a combination of both. A gender pay gap does not mean that male and female workers doing the same role are being paid differently.
- Overall, Fisher German employs more women (60%) than men (40%). Within non-fee earning roles, 9 in 10 roles are held by women, and 4 in 10 fee earning positions are held by women.
- Fisher German employs substantially more women in lower quartile pay bands. A large number of these roles are filled by administrative positions which are typically more flexible in hours and are candidate led, often by majority female interview candidates.
- As of 31 March 2018, 55% of the firm's upper middle and 64% of the upper quartile pay band positions were filled by men. There were more higher paying positions held by men within the firm within fee earning roles, however in non-fee earning positions there were more women in the highest paying roles.
- Within fee earning roles, the gender pay gap is 11.3%. This is considerably lower than the overall gender pay gap but there is still room for improvement.
- Within non-fee earning roles, the gender pay gap is 23.9% (mean) lower for female employees than male employees. This figure is reflective of the high proportion of female employees working in the lower (92%), lower middle (92%) and upper middle (95%) pay bands.
- More female employees overall received a bonus than male employees.
- The overall gender bonus gap is a reflection on the bonus scheme being calculated as a percentage of salary, where the highest earning people eligible for bonus will receive more in value than those eligible for bonus on lower salaries. This difference will exist until more women than men are employed in the highest paying roles, and more men are employed in lower paying positions.



The bigger picture

What we've done since March 2018

Our 2017/18 results were calculated based on what we looked like on 31 March 2018. Since then, we've already grown as a company, invested more money and resource into our recruitment programmes, and hired our next wave of graduates.

We have never refused a flexible working request and are proud to accommodate a high proportion of women who go on maternity leave to return to work in a manner which best suits their preferred family arrangements.



Female promotions dominate
with 64% in last 12 months going
to well-deserved women



Enhanced maternity leave
announced to provide more support
to parents and their families



Hired a female CTO
giving us a 50/50 gender balance
among operational directors



2019 graduate and placement
offers currently stand at 58%
female intake



300 training opportunities delivered
from business development to
mental health first aid



Hired new apprentices
with a 50/50 gender split
currently in place



More women join the Partnership
as we promote two more to
Partner from 1 April 2019

Recruiting new talent

A gender-balanced future

Fisher German's founding firms have a long history, in some part dating back to the 1800s. As Fisher German, we have existed since the year 2000 and grown substantially since then through a combination of mergers and organic growth, gaining a wealth of talented individuals along the way.

Unfortunately it has taken a long time to see as many female as male students joining the top universities for subjects leading to chartered surveying and planning positions, but in the last five years this had begun to change, with more female graduates than ever. In the future, this will lead to the promotion of more female candidates into the highest paying fee earning roles, but it takes time to develop all candidates to this level.

We can't change the past, but we can focus on creating a gender-balanced future.

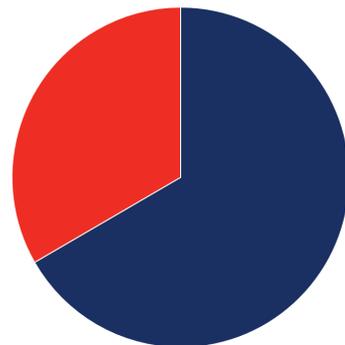
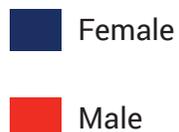
As we continue to nurture both female and male talent from our graduate and apprenticeship programmes, we are confident that our gender pay gap in fee earning positions will continue to diminish. We are already exploring new opportunities to develop our existing workforce in both fee earning and non-fee earning roles and will continue to invest in all employees' personal development so we retain as well as recruit only the best, regardless of their gender.

The introduction of more family-focused policies within Fisher German - alongside the Government's commitment to support working women who also want to raise a family - will help to remove blockers to women progressing into senior roles in the workplace.

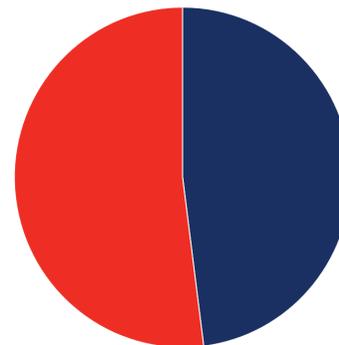
57%

of graduates and placement students from the past three recruitment cycles are female

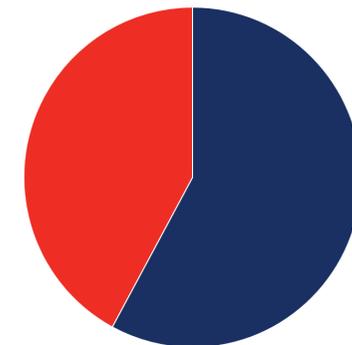
Graduate and placement student intake 2017-19



2017
Female - 14
Male - 7
Total - 21



2018
Female - 12
Male - 13
Total - 25



2019*
Female - 11
Male - 8
Total - 19

*Based on offers made and accepted by 31 March 2019



For more information about this report, please contact the HR team at Fisher German.

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