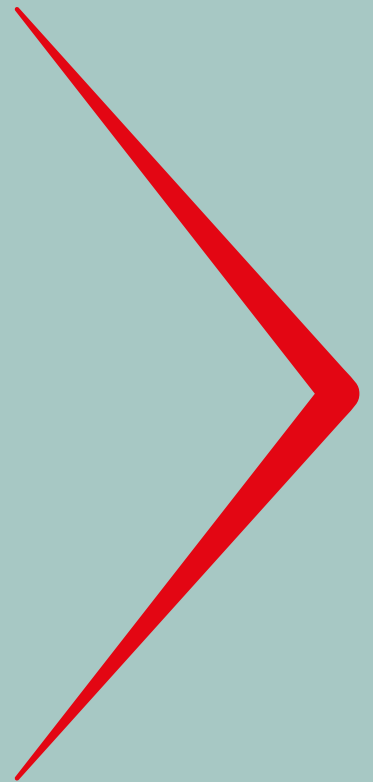




# GENDER PAY GAP



# Our gender pay gap

Organisations employing more than 250 staff must publish specific data annually with regard to their gender pay gap. The gender pay gap is defined as the difference between the average earnings of men and women in the organisation on the annual 'snapshot date' of 5 April, expressed relative to men's earnings.

The ICAEW mean gender pay gap



(2017 = 33.6%)

The ICAEW median gender pay gap



(2017 = 36.8%)

In both calculations there has been an improvement in our gender pay gap compared to the 5 April 2017 snapshot date.

## EQUAL PAY...

is defined as men and women being paid the same for same/similar work. We are confident that this is not an equal pay issue as we regularly benchmark salaries to ensure that our male and female staff are rewarded equally for the same or similar work.

## WHY DO WE HAVE A GENDER PAY GAP?

At ICAEW we have more female staff than male - 64.2% of employees were female on the 5 April 2018 snapshot date. However, we have more men than women in senior roles. The distribution of male and female staff between levels of seniority in an organisation has the greatest impact on gender pay gap reporting.

## QUARTILES

The chart below illustrates the gender distribution across ICAEW in four equally sized quartiles on 5 April 2018.

### Lower Quartile



### Upper Middle Quartile



### Lower Middle Quartile



### Upper Quartile



## MEAN AND MEDIAN

The mean figure is the difference between the average of men's and women's pay or bonuses. The median figure is the difference between the midpoints in the ranges of men's and women's pay or bonuses.

## QUARTILES

The gender pay regulations require us to report equal numbers of staff in four ascending groups based on average pay.

# Bonus

Organisations must report on bonus payments made during the 12 months prior to the snapshot date of 5 April 2018.

The ICAEW mean bonus gender pay gap



The mean bonus gender pay gap has reduced by 2.6% since 2017.

The ICAEW median bonus gender pay gap



The median bonus gender pay gap has reduced by 33.3% since 2017.

## BONUS RECIPIENTS

---



The difference in the amount of men and women receiving a bonus is still under 1%, demonstrating bonus is distributed equally between genders.

The ICAEW mean bonus gender pay gap remains high because there are more women than men who:

- work part time; and
- are employed in the lower quartiles.

Bonus is usually paid proportionate to salary and therefore a lower salary will result in a lower bonus. These factors mean more women than men receive a lower salary, and therefore a lower bonus payment.

# Closing the gap

**As an employer, ICAEW treats all employees equally. We promote a culture of inclusivity that significantly enhances our ability to achieve success. We are committed to closing the gender pay gap.**

Whilst we know that it will take a number of years to achieve parity, we will continue to explore ideas that will help address the challenges we face and take action where needed to ensure that our policies and practices remain fair. We recognise the significance of our gender pay gap. Although we have made some progress since 2017 we know we must continue to improve.

## WOMEN IN FINANCE - ICAEW'S 2020 TARGET

Since our 2017 gender pay gap report, we have further demonstrated our commitment to gender diversity by becoming a signatory of the Women in Finance Charter. ICAEW commits to have 40% of our senior management team made up of women by March 2020. On 5 April 2018, ICAEW had 37.2% women in senior management, compared to 33.3% on 5 April 2017.



### GUIDANCE AND TRAINING

- We have established a Diversity Advisory Group, chaired by the Deputy President, that provides guidance and support to the organisation on diversity issues.
- We have supported the creation of a Diversity and Inclusion group, run by staff for staff. The group has already held one event, to explore an inclusive work environment for all employees, understanding how differences may affect or influence relationships at work.



### TALENT DEVELOPMENT

- We help our female staff to progress and reach their full potential by providing leadership and development training through our Aspire and Women in Leadership programmes.
- We provide one-to-one coaching to address individual development needs.



### ORGANISATIONAL STRUCTURE

- We continue to work to ensure that there is a better gender balance across all teams in the organisation, especially those where one gender is particularly strong.
- We ensure flexible working opportunities are open to all staff at all levels within the organisation.

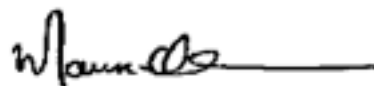


### RECRUITMENT

- Where possible we have introduced gender-balanced shortlists for senior positions within ICAEW.
- There is now always at least one female and one male on all senior management interview panels.



Michael Izza  
Chief Executive



Maura Owens  
Director, Human Resources

There are over 1.7m chartered accountants and students around the world – talented, ethical and committed professionals who use their expertise to ensure we have a successful and sustainable future.

Over 178,500 of these are ICAEW Chartered Accountants and students. We train, develop and support each one of them so that they have the knowledge and values to help build local and global economies that are sustainable, accountable and fair.

We've been at the heart of the accountancy profession since we were founded in 1880 to ensure trust in business. We share our knowledge and insight with governments, regulators and business leaders worldwide as we believe accountancy is a force for positive economic change across the world.

[www.charteredaccountantsworldwide.com](http://www.charteredaccountantsworldwide.com)  
[www.globalaccountingalliance.com](http://www.globalaccountingalliance.com)

## **ICAEW**

Chartered Accountants' Hall  
Moorgate Place  
London  
EC2R 6EA  
UK

T +44 (0)20 7920 8100  
E [generalenquiries@icaew.com](mailto:generalenquiries@icaew.com)  
[icaew.com](http://icaew.com)

