

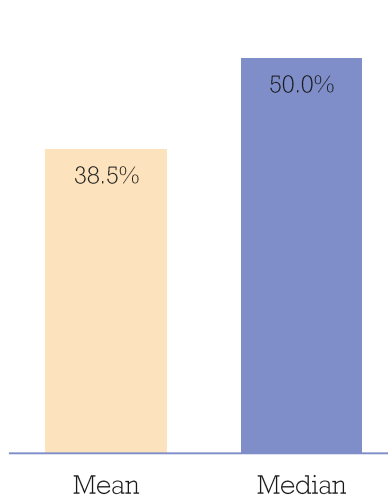
Gender pay gap report 2018

We are committed to inclusion and diversity and regard the Gender Pay Gap Reporting Regulations as helpful step in progressing societal and working norms. We have rigorous processes in place to review, benchmark and ensure that we pay our people fairly for the work they do.

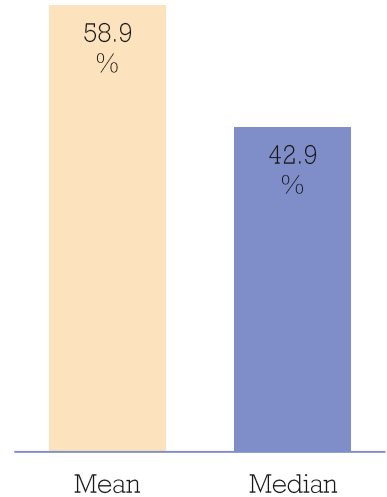
Our gender pay gap figures reflect the gender make up of our employees, with 34.5% of our people being women in support or administrative roles. Our location close to London and how we operate as a professional services business is also reflected in our pay gap figures.

We are committed to working to reduce gender pay gaps that exist and to our strategy to offer opportunities to work at Cripps Pemberton Greenish.

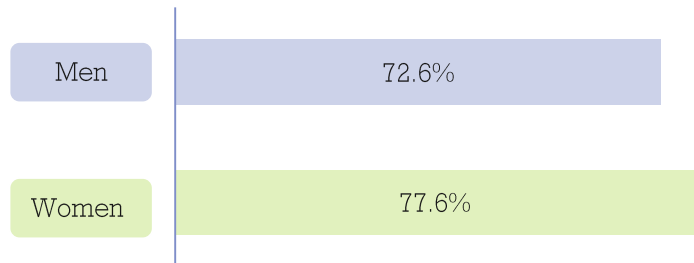
Hourly gender pay gap



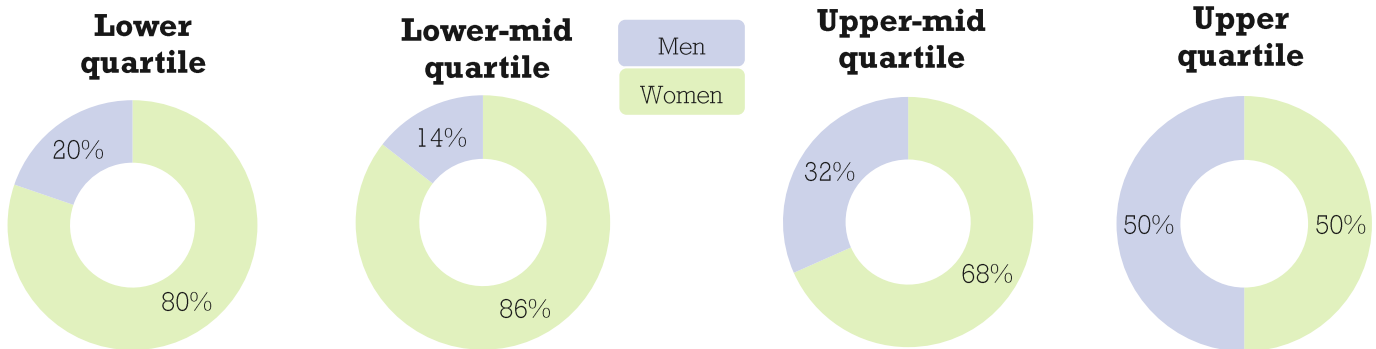
Bonus gender pay gap



Proportion of men and women who received a bonus payment in 2017



Gender make up by pay quartile



Definitions: Mean - the sum of values in a set of data divided by the number of items in the set. Median - the value found at the exact middle of a set of values arranged in ascending order. Quartile - one of 4 equal sized groups of data within a set calculated by dividing a set of data arranged in ascending order into 4 equal sections.

Improving our gender imbalance

At Cripps Pemberton Greenish we are passionate about our people and strive to employ, develop and retain the best. Our aim is to reduce our gender pay gap year on year.

We have already implemented a number of initiatives to foster positive changes and have others that we have plans to implement.

These include:

- Opportunities for career development for all, which has resulted in an increase in the number of female promotions year on year
 - Alternative routes for career progression to recognise the diverse working needs of our people
 - Flexible working opportunities for all
 - Encouraging and developing agile working practices including investing in ICT systems to support these practices
 - An internal forum which reviews and pilots different ways of working throughout Cripps Pemberton Greenish, focussing on opportunities and initiatives for agile working, career progression, mentoring and networking for all of our people
- Employee engagement surveys, formal and informal feedback mechanisms and an actively used employee suggestion scheme
 - Ongoing reviews of how our initiatives are working and considering what we can do better



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