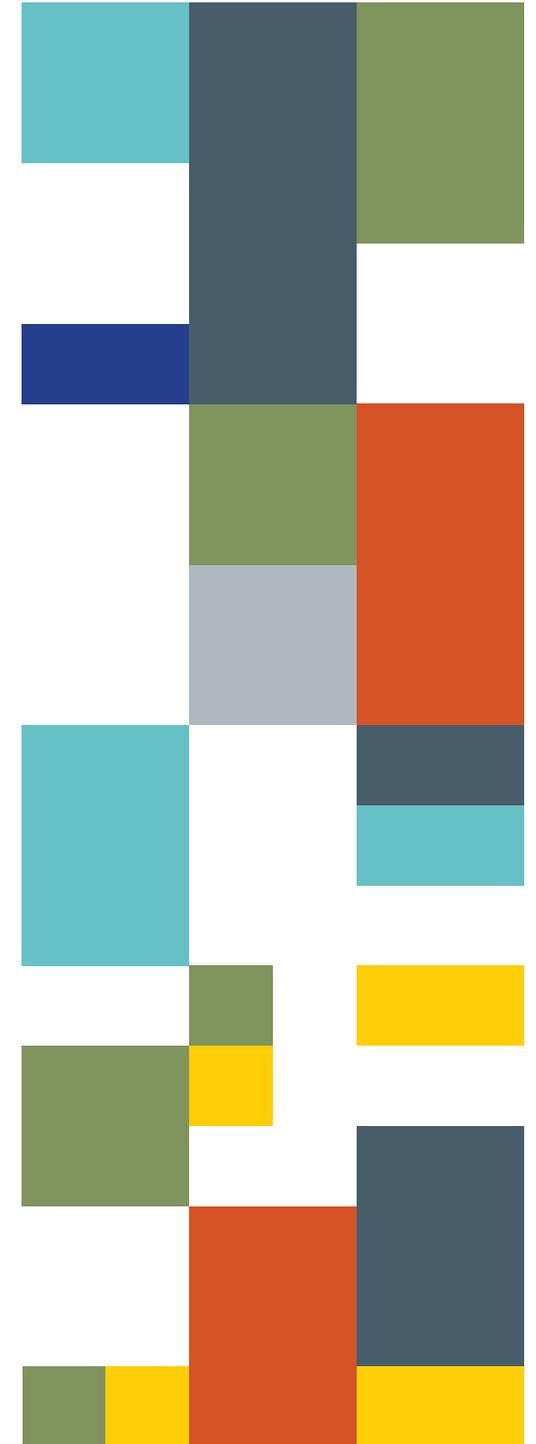


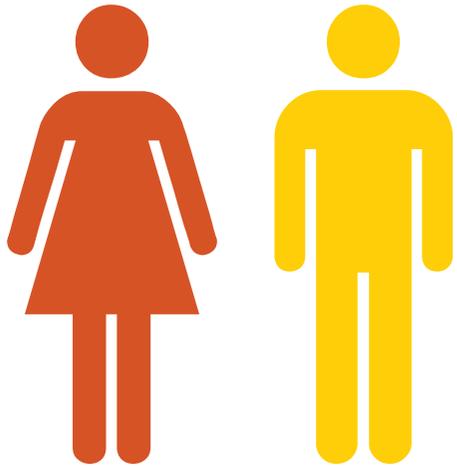
Our 2017 Gender Pay Gap Report



We are committed to ensuring we have an inclusive culture for all our people.

This year, for the first time, UK companies with over 250 staff on their monthly payroll have to report on their gender pay gap.

Our ongoing priority is to build a workplace where everyone feels welcome and all voices are heard.



The group

The median:
Difference at the middle in the range of men and women's pay or bonus.

The mean:
Difference in the average between men and women's pay or bonus.

The gender pay gap (difference in hourly average pay)

-3.9%
Median (middle)

18.4%
Mean (average)

The gender bonus gap

25.7%
Median (middle)

65.4%
Mean (average)

The workforce gender balance

61%
Female

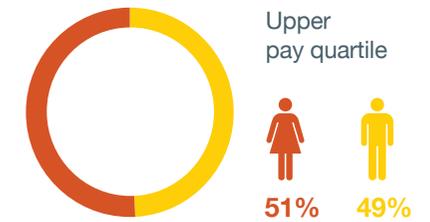
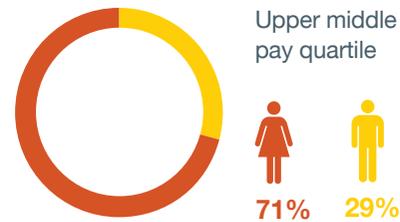
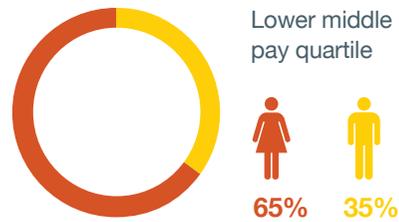
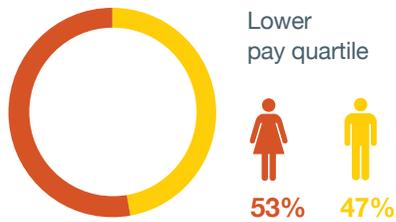
39%
Male

Who receives a bonus?

26.3%
Females

25.7%
Males

Proportion of males and females in each quartile salary bracket



Tackling our gender pay gap

We are proud that our senior leadership board in London encompasses an almost equal percentage of men and women.

In simple terms, the gender pay gap at H+K can be attributed to our current organisational structure; however, our review into gender pay analysis for this report has helped us to focus on why there is still a mean imbalance and what we now need to do to address this.

H+K London is the legal entity holding the employment contracts of H+K London, H+K Global staff based in London and SJR and this report for the snapshot date of 5th April 2017 includes all such staff.

We confirm that the information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



How are we working towards equality?

We are working to improve our gender pay gap and the gender balance of our most senior executives. We have a wide range of initiatives to help people develop, these include:

Regular salary audits and bench-marking and we have started to work this analysis into our pay review process.

We currently offer a **mentoring programme**, individual coaching for maternity returners and female leaders and compulsory leadership inclusion and unconscious bias training for our leadership board.

This year we will also be launching **EQUALL**, a new gender equality programme, as well as improved flexible working policies.

We are **100% committed to gender equality** but do recognise that women are under represented at the most senior level in our organisation and appreciate we need to address this.

Signed by Richard Millar, CEO
Hill and Knowlton Strategies London