

FRP Advisory Trading Limited Gender Pay Gap Report 2022

Introduction

At FRP, it's our strong belief that a diverse and inclusive culture is crucial to the long-term success of our business. Bringing people together from a wide range of backgrounds with different experiences, expertise and skills is a key element in the continued growth of our firm.

We published our gender pay gap for the first time in 2021. We recognize that the pay gap is driven by lower representation of women at senior levels in our business, and work hard to continue addressing this imbalance each year. At FRP, we provide an inclusive working environment and respect the roles and value that all Colleagues, both women and men, bring to our company. We encourage our people to be the best they can be by providing development opportunities, training and mentoring, and appreciate the importance of balancing a successful career with personal commitments.

We know there is more work to do and are committed to developing initiatives and projects to make progress and keep our meritocratic culture. We know that the full impact of our approach and actions taken now will benefit the future, and this has the support of our Senior Leadership Team.

Our numbers

FRP monitors pay at all levels of the organization and is firmly committed to equal pay as set out in the Equality Act (2010). We are committed to ensuring that a man or woman doing the same or similar role within our business are paid equally across gender.

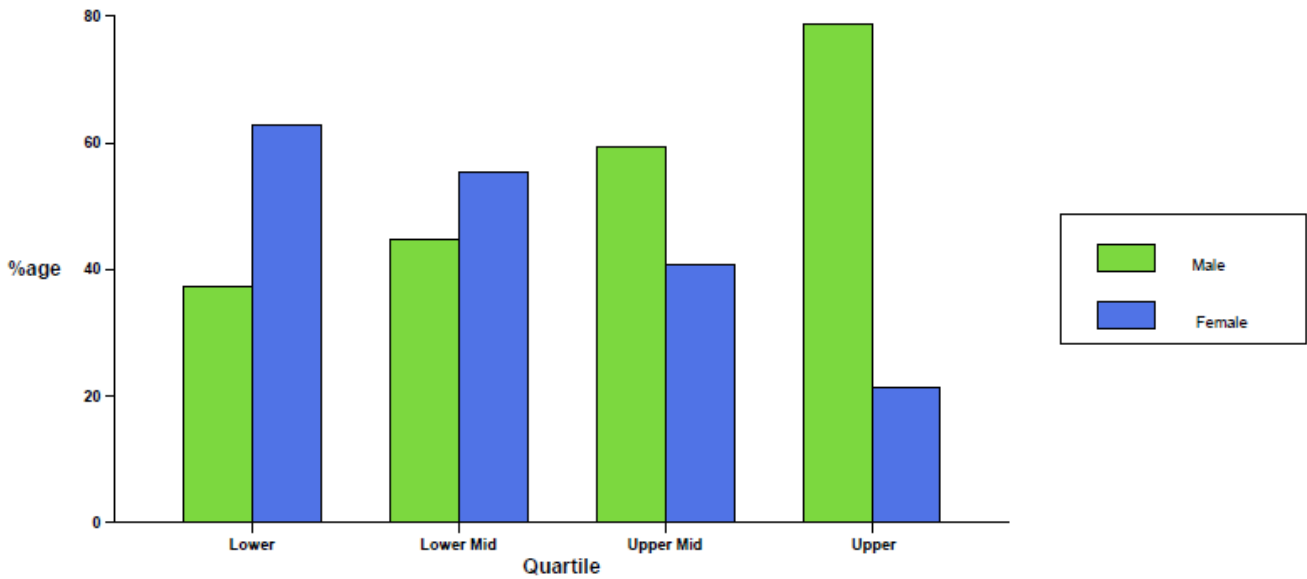
Hourly Rate Gaps

	Male	Female	Percentage Difference
Mean	30.98	22.41	27.66%
Median	28.91	19.42	32.83%

Hourly Rate Quartiles

Gender	Lower (102)		Lower Middle (103)		Upper Middle (103)		Upper (103)	
Male	38	37.25%	46	44.66%	61	59.22%	81	78.64%
Female	64	62.75%	57	55.34%	42	40.78%	22	21.36%

Proportion of male and female employees per quartile



Bonus Gaps

	Male	Female	Percentage Difference
Mean	11,229.35	5,584.28	50.27%
Median	6,500.00	3,000.00	53.85%

Bonus Proportions

Number of Males receiving bonus:	179 / 231
Proportion of Males receiving bonus:	77.49%
Number of Females receiving bonus:	145 / 188
Proportion of Females receiving bonus:	77.13%

What does our pay gap data tell us?

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles with a variety of technical skillsets and accordingly, those roles have different salaries.

Proportion of women in each pay quarter

The 'Hourly Rates Quartiles' table above shows our workforce divided into four groups based on hourly pay rate. Band A includes the lowest-paid employees (the lower quartile) and band D covers the highest-paid (the upper quartile). If we had no gender pay gap, there would be an equal ratio of men to women in each band. However, instead, 62.75% of the employees in band A are women and 37.25% men. The percentage of male employees increases throughout the remaining bands, from 44.66% in band B to 78.64% in band D and the percentage of female employees decreases throughout the remaining bands, from 55.34% in band B to 21.36% in band D.

Women occupy 21.36% of the highest quartile paid jobs and 62.75% of the lowest quartile paid jobs.

Who received bonus pay?

77.49% of men at our organization received a bonus in the 12 months up to 5 April 2022. For women this was 77.13%. Our bonus scheme applies to all levels of staff and relates to discretionary bonuses being paid annually in June. The snapshot data was taken in April 2022 and shows a positive step towards the gender pay gap narrowing considerably.

Our approach

Our remuneration strategy states that FRP takes the following approach when reviewing salaries and bonuses. We:

- Carry out regular pay and benefits audits.
- Provide support with ensuring equal pay for all Line Managers who are involved in pay reviews, should they request it.
- Review job roles and pay grades to ensure fairness.

We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership status, pregnancy/maternity, sexual orientation, gender reassignment or disability.

In 2022, our HR Analytics agenda included increased gender monitoring which showed us that:

- Out of 65 promotions in 2022, 30 were for women across all levels.
- We support working flexibly as required and accommodate hybrid working to fit in with personal commitments, whenever possible.
- All women returned to their original role following maternity leave due to our flexible working arrangements.
- All women are still working a year after they took maternity or other parental leave.

Actions we are taking

Our strategy is to develop our senior employees through our leadership program, and to continue our recruitment search in compliance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

FRP has five service 'pillars' Corporate Finance, Debt Advisory, Financial Advisory, Forensic Services and Restructuring. The largest of these are Restructuring and Corporate Finance. The historic talent pool within the Restructuring and Corporate Finance industry was and to some extent still is, predominantly male. Therefore, in order to improve gender balance, our efforts and inclusive succession planning to progress our people internally are especially important.

FRP is also actively working on developing a more diverse team through acquisition and recruitment. We have policies to support our people such as Fertility Treatment, Shared Parental Leave, Adoption Leave, Enhanced Maternity and Paternity pay, and Diversity and Inclusion.

Our culture and working environment

We are aware that to achieve our objective for improved gender balance, our culture and working environment must be inclusive.

Diversity is an inherent part of our inclusive culture. At every opportunity, the senior management refers to the importance of diversity in our company, through internal video communication, team meetings, events and internal newsletters. All our people are welcomed in the same way. Line managers receive coaching and mentoring on diversity and inclusion, as required.

Inclusion

Our inclusion objectives include providing the right opportunities to enable women to thrive, develop their skills and be successful in their career, irrespective of their contractual hours and personal commitments. This includes:

- Developing business skills, management, business development and leadership programmes.
- Establishing a Senior Female Colleagues (SFC) network to discuss ideas and initiatives to drive forward, and support and mentor women across our locations.
- Supporting the 10,000 black interns' initiative.
- Committing to at least 33% of attendees being women on our next bespoke leadership programme.
- Where they have the relevant knowledge and experience, expanding the practice of including a female appointment taker alongside a male colleague for joint insolvency appointments.
- Supporting International Women Day with regional talks and workshops.
- Partnering with a diverse range of organisations which supports young people with an alternative route to university and corporate training through professional apprenticeships.
- Within larger location(s), local committees (D&I, Wellbeing, Innovation and Social), have been established to progress initiatives locally.
- With regards to Board diversity, we have recently appointed a second female non-Executive Director.

It may be several years before some of these actions have the desired impact. In the meantime, every year we will publish what we are doing to reduce the gender pay gap and the progress that we're making.

I, Jeremy French, Chief Operating Officer, confirm that the information in this statement is accurate.

A handwritten signature in black ink, appearing to read 'J French'.

Jeremy French
Chief Operating Officer

4 April 2023