



# Gender Pay

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2022 Report

*The 'snapshot' date for the data  
applied in this report is 5th April 2021*

*C. Hoare & Co.*

PRIVATE BANKERS SINCE 1672

# Introduction

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The relationship between the bank and its colleagues is central to the bank's continued growth and success. In order to attract and retain the widest pool of talent, we must ensure there is parity in the remuneration for all employees.

This report discusses our gender pay gap analysis and the methodology behind the calculations. In this, the fifth year of reporting, it is pleasing to see noteworthy advancement in bridging the gender pay gap at the bank. There is still work to be done, but we are confident that we have the right strategies in place to secure further progress in the years to come.

# What is the gender pay gap?

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The gender pay gap is the difference between the average pay of men and women across the organisation, irrespective of their role.

Analysis of a gender pay gap is not the same as an analysis of equal pay for equal work. The latter directly compares two or more individuals who carry out the same or similar work – or work of equal value – to check that their pay is equal.

We do have an average overall gender pay gap in favour of men but we are confident there are no issues or inequalities as regards equal pay for equal work. This is because we conduct a detailed annual review of all roles across the bank and we are satisfied that men and women are paid equally for performing the same and/or comparable roles. Any individual pay disparities that emerge (through job changes or external hires) are addressed through our annual remuneration review process.

# How is the gender pay gap calculated?

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Gender pay gap calculations are set out according to Government Gender Pay Reporting legislation.

The mean and median differences in the hourly rates of pay for male and female employees' ordinary pay and bonus pay are calculated as follows:

$$\frac{\text{average (or median<sup>1</sup>) male hourly pay rate} - \text{average (or median) female hourly pay rate}}{\text{average (or median) male hourly rate}} \times 100$$

<sup>1</sup> The definition of "median" is the "middle" value in the list of hourly pay rates. To find the median, hourly rates are listed in numerical order from smallest to largest.

## How do you calculate ordinary pay?

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Ordinary pay is not limited to basic salary. It includes other payments such as shift and duty allowances but excludes payments relating to overtime, redundancy or pay in lieu of holiday.

Ordinary pay is an employee's gross pay after any deduction(s) for, for example, a salary sacrifice scheme (even if the employee has voluntarily opted into the scheme).

## How do you calculate discretionary (bonus) pay?

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Gender Pay Reporting requires us to report on any bonuses paid between April 2020 and March 2021.

At the bank, bonus payments were made in May 2020 (our year-end bonus which covers performance year 2019/20); this is the bonus reflected in this report.

*The next few pages outline our gender pay and bonus gap results. Due to regulatory requirements, the data we have published relates to our 2020/21 performance year (April 2020 – March 2021), and principally our pay data on 5th April 2021, which is the 'snapshot' date determined by the UK's Gender Pay Reporting legislation.*

# Historic Results

In line with legislative guidelines, we have been reporting our gender pay gap since 2017. The results for previous years are shown below to give context to this year's reporting and demonstrate areas where we have improved, and areas where there is more work to do.

2016/17 Differentials between men and women		
	Mean	Median
Ordinary Pay	32.7%	28.3%
Discretionary Pay	27.7%	38.5%

2018/19 Differentials between men and women		
	Mean	Median
Ordinary Pay	25.2%	24.1%
Discretionary Pay	33.8%	34.8%

2017/18 Differentials between men and women		
	Mean	Median
Ordinary Pay	24.3%	22.6%
Discretionary Pay	36.0%	32.4%

2019/20 Differentials between men and women		
	Mean	Median
Ordinary Pay	19.1%	28.2%
Discretionary Pay	33.7%	32.7%

Year	Percentage of female employees at the bank
2016/17	38%
2017/18	43% (+5%)
2018/19	39% (-4%)
2019/20	40% (+1%)

Over the four year period evidenced above, there has been a continuous improvement in the mean ordinary pay differential. Managing down median differentials, whether it be ordinary pay or discretionary pay, will only be feasible once we have greater levels of gender balance at all levels of the bank.

# Our 2020/21 Results

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There has been a significant decrease in the mean pay gap and a slight decrease in the median pay gap. There were reasonable decreases in the mean and median pay gaps for discretionary pay.

As with many businesses across the UK, and particularly within the financial services industry, there are more men employed than women and, notably, more men employed in senior positions than women, as shown in the quartile distribution that follows (on page 8).

## 2020/21 Differentials between men and women

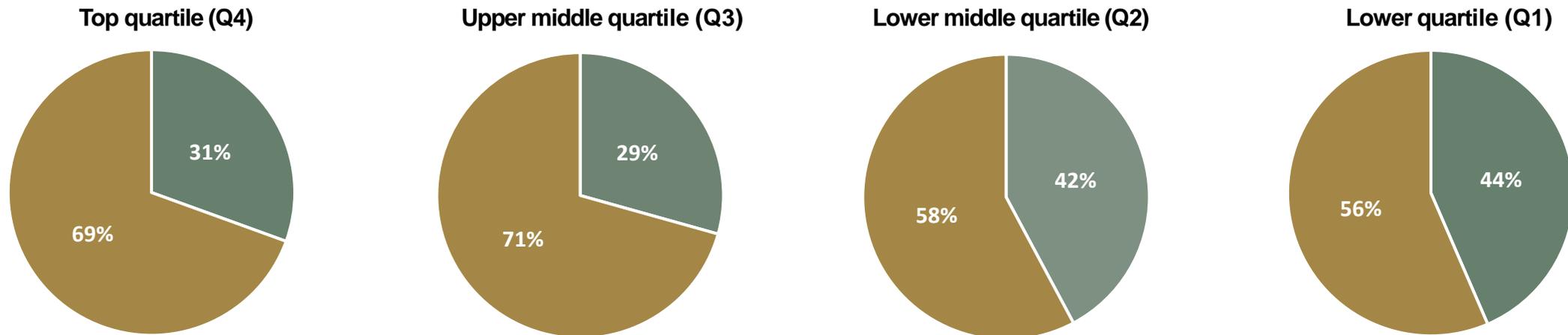
	Mean	Median
<b>Ordinary Pay</b>	2% (-17.1%)	28% (-0.2%)
<b>Discretionary Pay</b>	29% (-4.7%)	29% (-3.7%)

As of the snapshot date, 36% of the bank's employees are female. This is a decrease of 4% on last year though there are a number of female colleagues who are not currently receiving full-pay [due to maternity leave], which contributes to the decreased representation.

# What are quartiles?

Quartiles are determined by listing all male and female colleagues in order of pay from the highest paid to the lowest paid. This list is then split into four equal-sized groups, by number of employees, or 'quartiles'.

Distribution of gender at each quartile: Men  Women 

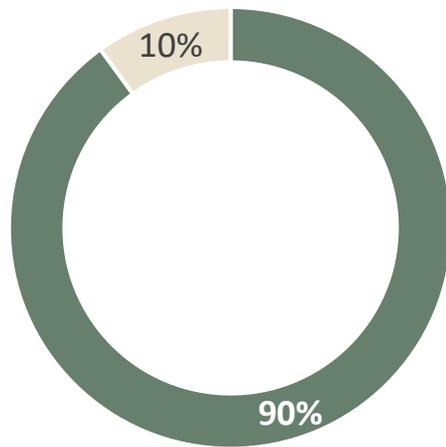


Our report shows that, compared with last year, the percentage of female colleagues in the lower and upper quartiles is less balanced compared with males. There has been an increase of 1% in favour of women in the top quartile compared to the previous year. This reflects our ongoing commitment to promote women from the lower quartiles into the upper quartiles and our commitment to hiring more senior women.

# Discretionary Pay (Bonuses)

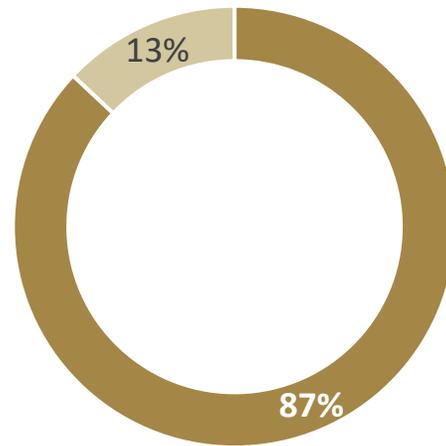
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## Percentage of each gender receiving a bonus:



Women receiving a bonus; 90%

Women not receiving a bonus; 10%



Men receiving a bonus; 87%

Men not receiving a bonus; 13%

Our data indicates that the proportion of women who received a bonus during the reporting period is higher (3 percentage points) than the proportion of men who received a bonus.

Nonetheless, both the mean and median discretionary pay differential favour men, not only because there are more men than women working at the bank, but also because there are more men than women in senior positions where bonus awards are typically higher.

# Next Steps

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We are proud to see the reduction in our gender pay gap for 2020/21. This is a demonstrable outcome of the hard work undertaken during 2019/20 to evolve our culture to attract and progress more women into roles at all levels at the bank.

We now have more women represented in the top two quartiles of roles at the bank, as we hire more women at senior level; our Board and Management Team have 50% female representation.

But there is more to do. We will continue to hire and progress women at the bank to ensure a more balanced gender profile amongst colleagues. While doing so, we will continue actively to encourage internal participation in our equality and diversity agenda at the bank and to sponsor external initiatives such as supporting our talented female colleagues with cross-company mentoring through the Mission Gender Equity programme [The 30% Club],

Together, as one team, we are determined to continue to narrow the gender pay gap still further at the bank and we will achieve this through the evolution of our culture and through the delivery of key initiatives that allow colleagues to bring their whole selves to work.



**Diana Brightmore-Armour**  
Chief Executive Officer

"I confirm that the data reported is accurate"

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