

GENDER PAY GAP REPORT 2024/25

ArmstrongWatson®

Accountants, Business & Financial Advisers

www.armstrongwatson.co.uk



STATEMENT

At Armstrong Watson, we believe in creating a workplace where everyone feels valued and has equal access to opportunities. We are dedicated to fostering an environment of collaboration, continuous learning, and professional growth.

Our commitment to equality, diversity, and inclusion is at the core of who we are. In today's competitive market, attracting and retaining diverse talent is essential to our success. Our regular workshops and training sessions ensure that everyone, including those returning from a period out of work, has the tools they need to succeed.

Achieving gender pay equity is not just a legal requirement for us; it is fundamental to our mission of ensuring a prosperous and secure future for all our employees. We are committed to making significant progress and will continue to report our advancements transparently. Our Gold Investors In People (IIP) accreditation reflects our deep commitment and shows that our employees share this sentiment.

We are incredibly proud to be consistently ranked as a 'Top 100 Apprenticeship Employer'. This recognition isn't just a badge of honour; it's a testament to our heartfelt commitment to social responsibility. Through diverse training and development opportunities, we nurture the next generation of talent. Our mentorship program pairs new apprentices with experienced professionals to guide them through their career journey.

Our goal is to be recognised as the best Accounting and Financial Advisory firm in the UK, delivering the best client experience. We know that we can only achieve this if Armstrong Watson is a great place to work, where our core values are lived every day, and our colleagues are happy and engaged.

We look forward to continuing our journey towards excellence and making Armstrong Watson a place where everyone can thrive.



A handwritten signature in black ink, appearing to read 'Paul Dickson'. The signature is stylized and fluid, with a large initial 'P' and 'D'.

Paul Dickson
Chief Executive & Managing Partner
Armstrong Watson LLP

OVERVIEW

The gender pay gap indicates how much less women earn on average than men within an organisation. A higher percentage indicates a larger disparity, meaning a more significant earnings difference.

It is important to note that gender pay is not the same as equal pay. Equal pay refers to the pay differences between men and women who perform the same jobs, similar jobs, or work of equal value.

The gender pay gap is measured using six key metrics based on the hourly pay rates and bonuses of all eligible employees as of the snapshot date. The snapshot date is April 5th annually.

Eligible employees include 'workers' with an employment contract (as defined under the Equality Act 2010) who are employed on the snapshot date. Partners paid according to profit-sharing arrangements are excluded from the calculations.

The six key metrics reported are:

1. Mean gender pay gap in hourly pay
2. Median gender pay gap in hourly pay
3. Mean bonus gender pay gap
4. Median bonus gender pay gap
5. Proportion of males and females receiving a bonus payment
6. Proportion of males and females in each pay quartile



OUR HEADLINE FIGURES

OUR GENDER PAY GAP

The below figures are based on the snapshot date, April 5th 2024.



3% MEAN GENDER PAY GAP

The difference between the average hourly earnings of men and women



4.8% MEDIAN GENDER PAY GAP

The difference between the median hourly earnings of men and women

PAY QUANTILES

The distribution of men and women across four equally sized pay quartiles.

QUARTILE	MALE	FEMALE
UPPER	49.1%	50.9%
UPPER MIDDLE	36.8%	63.2%
LOWER MIDDLE	37.7%	62.3%
LOWER	43%	57%

OUR BONUS GAP

59.4% MEAN

The difference between the average bonus payments received by men and women

33.7% MEDIAN

The difference between the median bonus payments received by men and women

EMPLOYEES RECEIVING A BONUS

6.8% MALE

Out of 190 men, 13 received a bonus

9% FEMALE

Out of 266 women, 24 received a bonus

BONUS SUMMARY

- 27 bonus payments made to employees for introducing new clients to our business
- 12 bonus payments made to employees for recommending their friends or families to a vacancy
- 3 other bonus payments made to employees

UNDERSTANDING OUR GAP & OUR COMMITMENTS

Our gender pay gap calculations follow the guidelines set out by the relevant regulatory bodies. We analyse the median and mean pay gaps, as well as the distribution of bonuses and other forms of compensation across different gender groups. This ensures we have a comprehensive understanding of pay disparities within our firm.

We are pleased to report a significant reduction in our pay gap, with our mean gender pay gap decreasing from 10% to 3%. However, we recognise that further work is needed to ensure an equal distribution of men and women across all pay levels. We are committed to achieving a mean gender pay gap of 0% within the next five years.

The data reveals that our gender pay gap is influenced by several factors, including the representation of genders in different roles and levels within the firm. Historically, certain roles have been predominantly occupied by one gender, which impacts the overall pay distribution. We are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work.




We actively involve our employees in our processes. Their input and feedback are invaluable in shaping our strategies and ensuring that our initiatives are effective and inclusive to all. To address gender pay disparities and close our gap, we have implemented and planned the following actions:


- ✓ **Transparent Pay Review Processes:** Conduct regular pay audits and benchmarking activities to ensure fairness and transparency in compensation.
- ✓ **Equality, Diversity & Inclusion Training:** Provide regular training sessions and create accessible resources to educate employees on these critical topics.
- ✓ **Addressing Unconscious Bias:** Use tools and training programs to help employees recognise and mitigate unconscious biases in their daily interactions and decision-making.
- ✓ **Equal Opportunities:** Ensure all employees have access to the same opportunities for growth, development, and advancement within the firm.
- ✓ **Enhanced Recruitment Strategies:** Train hiring managers on best practices and implement strategies to attract a diverse and talented workforce.
- ✓ **Mentorship Programs:** Establish mentorship programs that pair experienced leaders with emerging talent to nurture leadership skills and career growth.
- ✓ **Continuous Review Process:** Regular performance reviews and feedback to ensure continuous improvement and alignment with goals.
- ✓ **Positive Learning Culture:** Offer access to online courses, workshops, and encourage knowledge sharing amongst colleagues.
- ✓ **Smart Working Policy:** Develop policies that support efficient and effective work practices, leveraging technology and flexible arrangements, to enhance productivity and help employees balance their work and personal lives.
- ✓ **Employee Resource Groups:** Support and encourage the formation of employee resource groups focused on wellbeing, technology, culture, and other relevant topics to foster community and awareness.
- ✓ **Qualitative Feedback:** Regularly solicit and act on qualitative feedback from employees to improve the workplace environment and address any concerns.
- ✓ **Strategic Succession Planning:** Identify and develop future leaders within the firm to ensure continuity and growth.
- ✓ **Transparent Reporting:** Maintain open communication on the firm's performance, goals, and initiatives to build trust and transparency.

By taking these steps, Armstrong Watson is dedicated to closing the gender pay gap and creating a workplace where everyone can thrive.

COMPARISON OF OUR FIGURES

FIGURES	2024	2023
MEAN GENDER PAY GAP	3%	10%
MEDIAN GENDER PAY GAP	4.8%	11.6%
MALE BONUS PAY	6.8%	14.4%
FEMALE BONUS PAY	9%	8%
MEAN GENDER PAY BONUS GAP	59.4%	50.4%
MEDIAN GENDER PAY BONUS GAP	33.7%	66.6%

	QUARTILE	2024	2023
 MALE	UPPER	49.1%	55.3%
	UPPER MIDDLE	36.8%	39.4%
	LOWER MIDDLE	37.7%	34.6%
	LOWER	43%	38.5%

	QUARTILE	2024	2023
 FEMALE	UPPER	50.9%	44.7%
	UPPER MIDDLE	63.2%	60.6%
	LOWER MIDDLE	62.3%	65.4%
	LOWER	57%	61.5%

The information provided in this gender pay gap report is accurate and has been calculated in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.