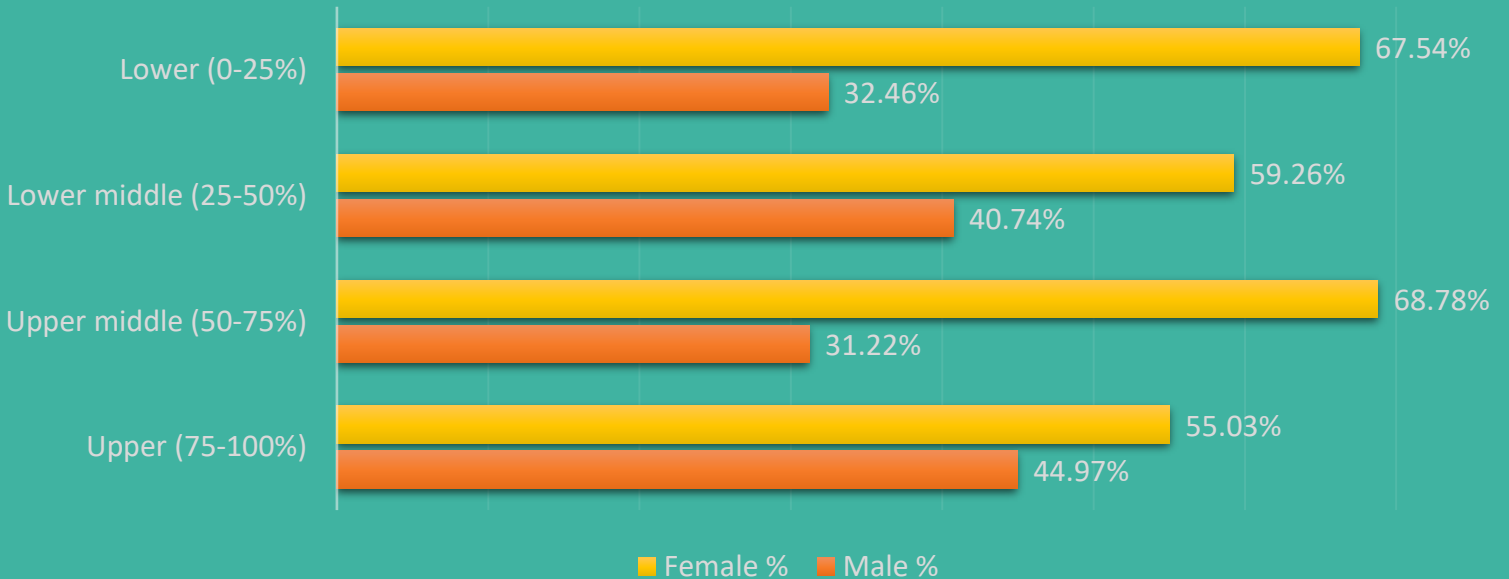


A great place to work, driven by values

## % men / women in each pay quartile



Relevant colleagues

894

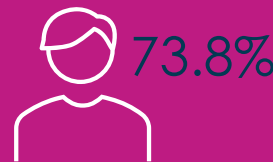
Regulations require colleagues be identified as male or female for reporting purposes. As an inclusive employer, we actively support colleagues of all gender identities.

## % pay and bonus differences between men / women

	Mean	Median
Pay	11.6%	1.9%
Bonus	60.2%	27.9%

Our mean gender pay gap continues to improve year on year. The bonus pay gap has increased, which is predominantly driven by the gender imbalance on our senior leadership teams.

## % men / women receiving a bonus



The percentage of male / female employees receiving a bonus is back to normal following the pandemic.

## Statement

We confirm that the information and data provided is accurate and in line with mandatory requirements.



David Grossman,  
Chief Executive



Michelle Cemm,  
Chief People Officer

## Forward looking statement

Since our last Gender Pay Gap report we have continued to work on our diversity and inclusion strategy and are pleased with the progress we are making and the various initiatives we have been able to deliver in the past 12 months. This work was also recognised externally, as we were shortlisted for the Modern Law Awards 2022, in the Diversity and Inclusion Award category. We have also recently launched our first Simplify Colleague Engagement Survey, which had a fantastic 81% response rate. We are now working with an external partner who is helping us to fully understand the results and supporting us to work with our colleagues to create meaningful action plans from the insights and feedback they gave.