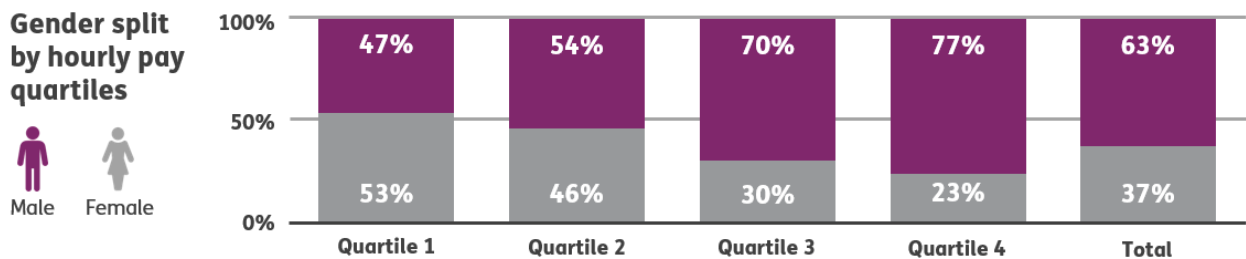


Baringa Gender Pay Gap Report

At Baringa we believe that diversity is paramount to driving creativity, innovation and value – not just for our clients but for our people. Our focus on diversity and inclusion is key to our culture and the environment we want to foster.

We strive to create a business that embraces people from all backgrounds, offering each and every one equal opportunities to develop, and be recognised and rewarded. Our journey is founded on unanimous recognition that we are not where we want to be but are committed to pushing our boundaries to get there.

Below is our gender pay gap data as at 05th April 2017 – these are presented in accordance with the UK Gender pay reporting legislation.



What these numbers mean

- As is common across our industry, at Baringa we have more men than women in senior roles. We continue to work hard at addressing this imbalance.**

Our Gender Pay statistics show a mean gap of 19.8% and a median gap of 23.5%. This is a direct result of there being less women working at senior levels (as shown in the gender split by pay quartile results). A pay gap is likely to persist until we have a better balance of men and women at every level — something we are passionate about addressing.

The statistics below show that we are working hard towards a more balanced organisation and we have set out our 2020 ambition to show the commitment to improving our balance.

	2015	2017 (@ 1 st April)	2020 Ambition
Female % (all Baringa)	28%	37%	40%
Female % (Partner and Director)	10%	17%	25%

2 All employees at Baringa receive a bonus.

Our success as a business is based on our people and therefore every employee (male or female) receives a bonus. The bonus pay gap is also reflective of the smaller representation of women in senior roles and is compounded by more women being in part-time roles or taking maternity leave.

3 At Baringa we are 100% behind equal pay.

Equal Pay comparison for Female vs. Male earnings per pound by grade

Grade	Analyst	Consultant	Snr. Consultant	Manager	Snr. Manager	Director
Female £ earned per Male £ earned	£1.00	£1.05	£1.02	£0.99	£1.00	£1.04

**As an LLP our Partner level remuneration is variable based on company performance and therefore cannot be presented here*

Gender representation by grade

Grade	Analyst	Consultant	Snr. Consultant	Manager	Snr. Manager	Director	Partner
Female	46%	48%	47%	35%	27%	18%	15%
Male	54%	52%	53%	65%	73%	82%	85%

Baringa pay men and women equally across all grades. We are 100% committed to providing equal pay for men and women performing the same role at all levels of our business and our data backs this commitment up. We are also committed to fair and balanced performance management and career progression (last year 37% of women were promoted and 37% of men were promoted across the business).

The challenge we know we need to address is not pay disparity, but creating better gender balance at senior levels. Our focus on recruiting and retaining talented women in senior roles is central to this, as is ensuring we continue to develop and promote female talent from within.

What we are doing

Our long-term goal is to achieve better gender representation at all levels of our organisation, however we recognise that it will be a journey that requires on-going commitment and effort to achieve. Our ambition, by 2020, is to have at least 40% of our company and 25% of our senior leadership (Directors and Partners) positions filled by women.

This is one, vital, part of our broader commitment to providing a work environment that is **truly inclusive** (welcoming, respectful and engaging) where we **value differences** in people and **diversity within our teams**. Our Diversity & Inclusion programme is actively driving this agenda and has delivered a number of exciting initiatives, including:

- ▲ **Baringa Returners Programme:** In 2018 we're partnering with Women Returners Ltd to run a 20 week programme providing a route for those returning to the workplace following a career break of 2yrs+
- ▲ **Gender Network:** We have a gender network that provides a forum for women to come together from across the firm and discuss topics that are relevant to them, helping shape future initiatives and promote understanding
- ▲ **Education & Awareness:** We have rolled out and mandated unconscious bias training across the organisation to help people at all levels understand how they can help support our ambition
- ▲ **Celebration:** We continue to promote diversity across the organisation through personal stories (see our D&I blogs [here](#)) that celebrate the differences that we all have and the value that diversity brings to our business

Do look at our Diversity & Inclusion video to find out more about what D&I means to us at Baringa.