GENDER PAY AT A GLANCE - APRIL 2022
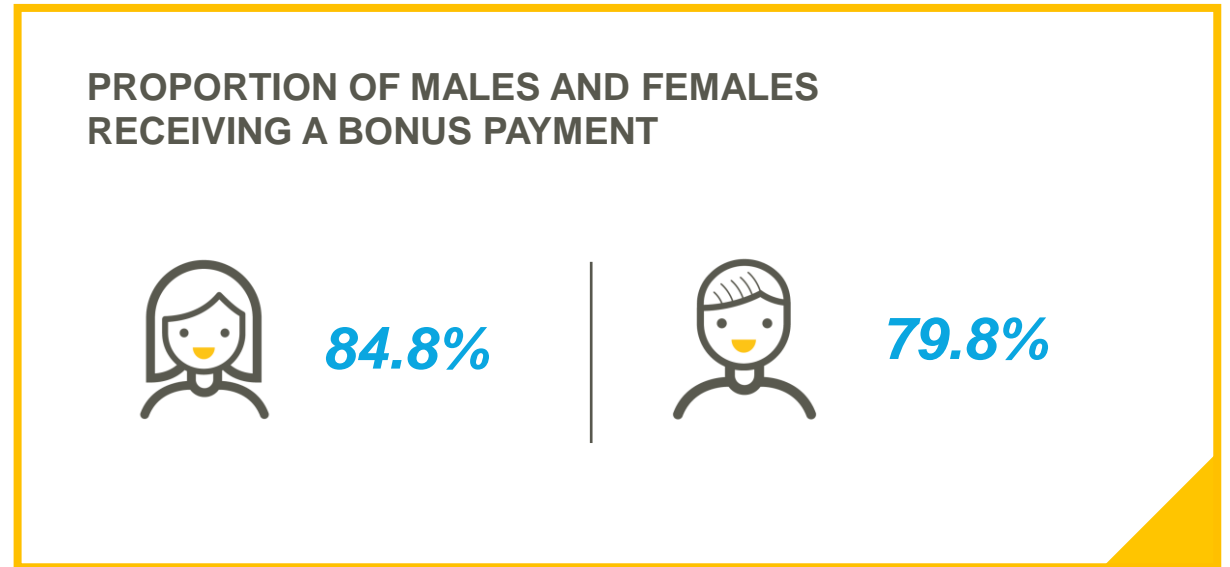

**Simon Massey,
Managing Partner**

"We are proud of the continued progress in this area as it demonstrates the importance of everybody to the success of the Firm".

Since 2019, the Firm has gradually increased its approach around sustainability within Menzies in terms of environmental impact and as a place for employees to thrive. The 'Better Place to Work' project has expanded to include a team, working closely with employee advocates representing the diversity of our workforce to ensure that our DEI education, training and employee wellbeing communications are relevant to our whole community.

2022 Pay Gap	Mean	Median
Gender Pay Gap	**10.0%** (2021 – 10.9%)	**18.2%** (2021 – 14.1%)
Gender Bonus Pay Gap	**13.8%** (2021 – 24.9%)	**11.4%** (2021 – 19.0%)

2022 Quartiles	Females	Males
Upper	**45.6%** (2021 – 42.9%)	**54.4%** (2021 – 57.1%)
Upper Middle	**58.3%** (2021 – 63.0%)	**41.7%** (2021 – 37.0%)
Lower Middle	**64.1%** (2021 – 62.0%)	**35.9%** (2021 – 38.0%)
Lower	**54.8%** (2021 – 55.4%)	**45.2%** (2021 – 44.6%)

PROPORTION OF MALES AND FEMALES RECEIVING A BONUS PAYMENT

 84.8%

 79.8%

DIVERSITY, EQUITY AND INCLUSION (DEI)

MENZIES' STRATEGY

In 2021 we rebooted our DEI programme. The aim was to move the dial with both representation and inclusion. We conducted our first DEI survey in December 2020 to assess our base case and have just closed our third survey. The analysis is underway but initial responses show noticeable progress to achieve our goals. Our strategy is based around the '5 Rs':

1. **Recognise**: *surveys to measure and understand who we are and where we are as a business.*
2. **Recruit**: *recruiting fairly and inclusively and accessing new or less represented talent pools.*
3. **Retain**: *delivering education and training for our partners and employees which will contribute to making Menzies a place where all can thrive.*
4. **Reward**: *focusing on tools such as gender pay gap reporting so that all employees are rewarded fairly.*
5. **Relate:** discussion amongst our communities, reflecting on the importance of different voices being listened to.