

# 2021 Gender Pay Gap Report

Fairness, equality and inclusion are important to us.

## Pay & Bonus Gap

Difference between men and women

	Mean	Median
Hourly Pay	33.7%	34.1%
Bonus Paid	32.9%	35.8%

The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (i.e. 5 April 2021). It also captures the mean and median difference between bonuses paid to men and women at Marsh & Parsons in the year up to 5 April 2021.

## Proportion of Colleagues Awarded a Bonus

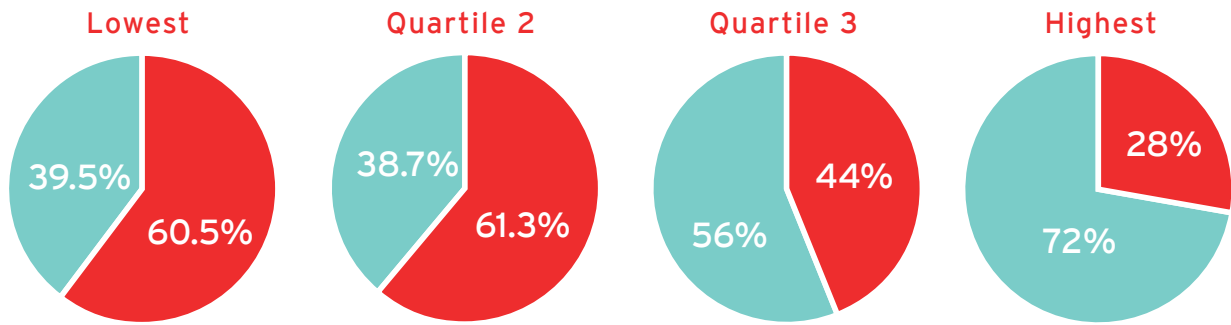


72.9%  
Bonus



75.0%  
Bonus

# Pay Quartiles



The image above illustrates the gender distribution across four equally sized quartiles.

Marsh & Parsons is proud to be an organisation that puts its people at the heart of every decision, so it is important to us to create and maintain an inclusive environment where all our employees can thrive. We are therefore proud to continue supporting gender pay gap reporting as a key process in promoting gender and equality inclusion within our business.

Marsh & Parsons has a balanced gender split across our network of offices, our HQ and support functions. As of 5th April 2021, 48.5% of our workforce were women and 51% were men.

Whilst we acknowledge that a gender pay gap does exist within the organisation, in terms of both salary and bonus, our mean gender pay gap has remained stable in comparison to last year. However, we are pleased to have experienced an increase in the number of women in the highest quartile, which is evidence that our strategy to attract and promote more women is progressing in the right direction.

In relation to the proportion of males and females who received a bonus in the last 12 months, we are very pleased to have taken positive steps towards bridging the gap between males and females receiving a bonus payment, with 75% of females and 72.9% of males being paid a bonus in this period.

Overall, whilst we have seen progress in the right direction over the last 12 months, the key factors for the gender pay gap continue to be a lower number of women in senior roles (although we have seen positive progress over the last 12 months) and a lower number of males in more entry level roles, rather than a different approach to rates of pay between males and females occupying the same role.

We continue to offer all our employees' development opportunities to increase both their personal and professional skills and are encouraged to do so with the support of a dedicated Learning & Development team who offer a range of resources. In addition, we have a strong culture of promoting individuals internally and there are many opportunities for our employees to progress into different roles.

When designing and rolling out of our talent attraction and remuneration policies, Marsh & Parsons' focus is on attracting, motivating, and retaining top talent within the competitive market we operate in, irrespective of gender or background. Over the last twelve months, we have rolled out a comprehensive Equality, Diversity and Inclusion (EDI) programme, which has resulted in changes to our people practices and policies, and we are committed to ensuring EDI remains at the forefront of our decisions as a business, whilst continuing to offer our people equal opportunities to advance their careers within our organisation.

**Patrick Littlemore**  
**Chief Executive, Marsh & Parsons**  
**12th January 2022**