

# Knights' Gender Pay Gap Report 2019

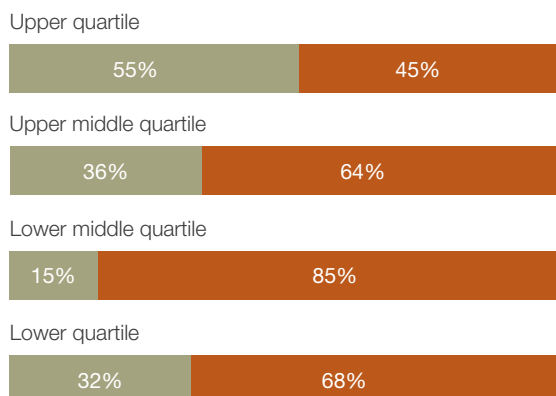
At Knights, we are committed to maintaining a culture of fairness, openness and trust. By continuing to foster our environment of balance and positivity, we will enable all of our people to strive to fulfil their own potential on an equal footing.

As a corporate entity, rather than a traditional partnership, Knights is unusual within the legal sector, and as such all of the data within this Report incorporates the remuneration of everyone within the business, including all partners and Board members. During the reporting period we acquired 4 law firms, our data set included all those who joined us within the reporting period, whether through organic growth or acquisition.

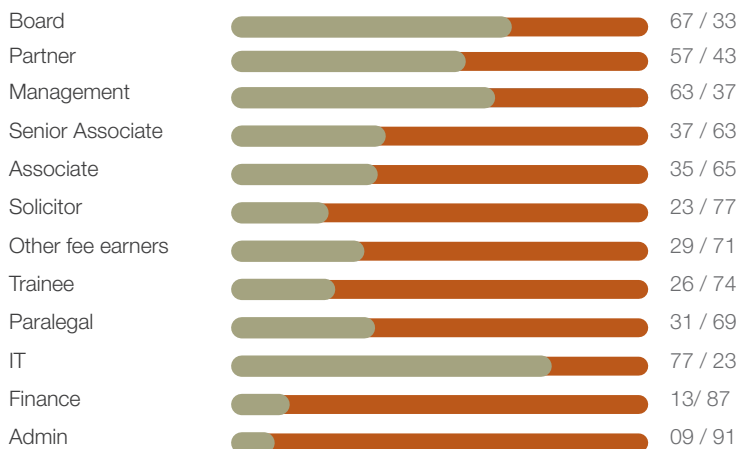
The information provided in this Report therefore clearly reflects the position at Knights and the analysis demonstrates our even handed approach across all elements of the business.

## 1. PAY QUANTILES

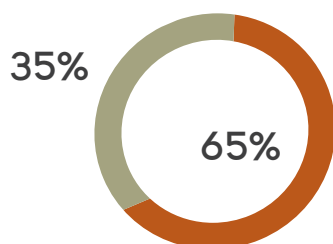
### Workforce gender split percentage



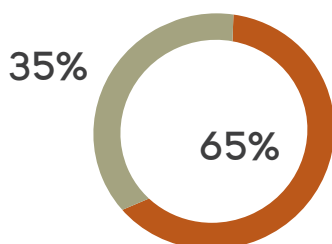
### Gender split across each group percentage



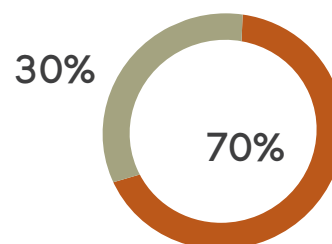
Whole Business



Fee Earners



Non-Fee Earners excluding management

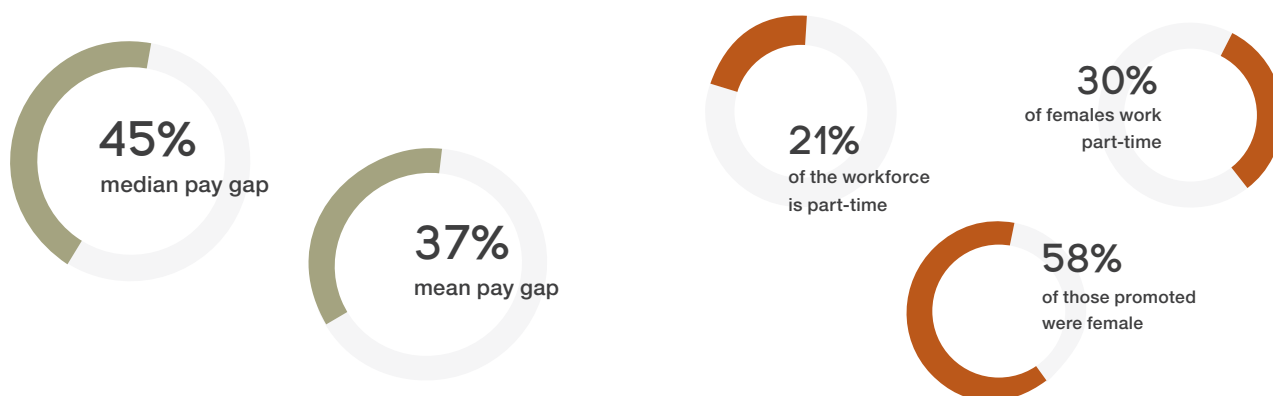


## 2. GENDER PAY GAP

Under the law, men and women must receive equal pay for the same or broadly similar work, work rated as equivalent under a job evaluation scheme or work of equal value. Knights has a clear policy of paying employees equally for the same or equivalent work.

While Knights' gender pay gap has increased slightly since the 2018 report, we remain committed to ensuring that our colleagues are paid fairly for the work that they do. We are confident that our gender pay gap does not stem from paying women differently for the same or equivalent value work, rather that the gender pay gap is a result of the roles in which men and women work within our business and the salaries those roles attract.

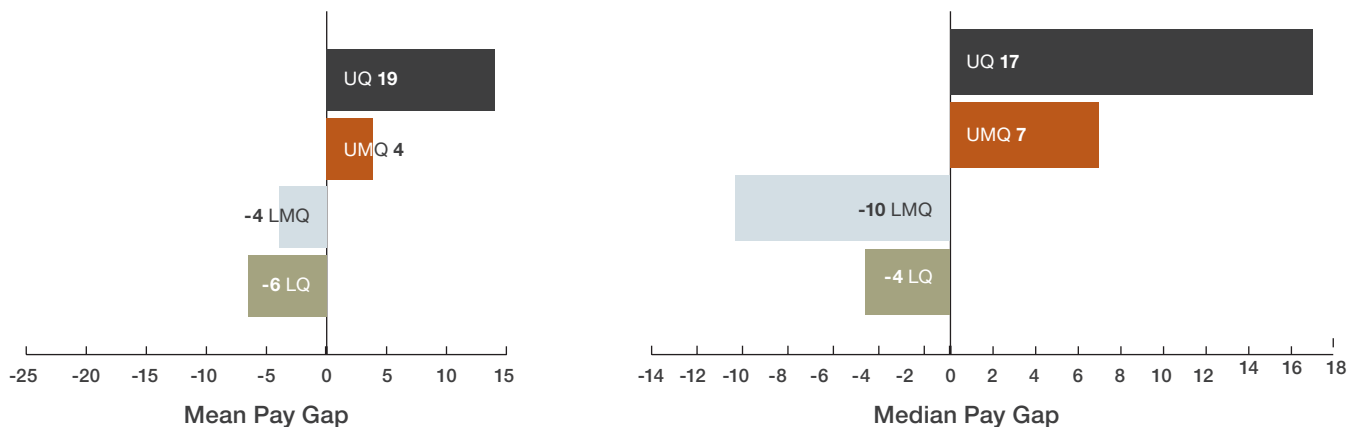
Knights continues to be committed to fairness and equality to all of its workforce, we are working hard to continue to erode historical gender pay gaps arising through restricted access to the legal profession generally, demonstrated by the balance of number of male and female colleagues at Partner level. We are proud of our progress, with 43% of our Partners being female putting us in the top ten percentile in the industry (source The Lawyer UK 200: Top 100 Report 2020). We continue to promote on merit alone, which has resulted in a greater proportion of promotions to Trainee Solicitor for female colleagues as compared to male. Furthermore, Knights has focussed on family friendly rights within the business, improving maternity pay and accommodating a wide variety of flexible working arrangements, with 21% of the workforce working part time. While it is still the case that a greater proportion of women as compared to men work part time, we seek to ensure there is no impact on salary resulting from working part time hours.



Hourly Pay Gap

Knights supports flexible working arrangements and promotes on merit.

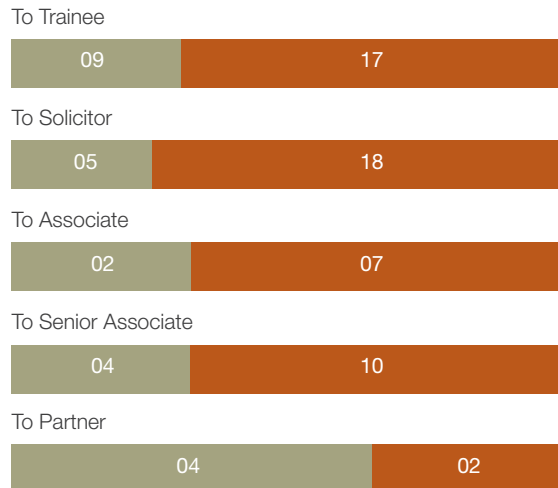
### 3. GENDER PAY GAP ACROSS THE QUARTILES



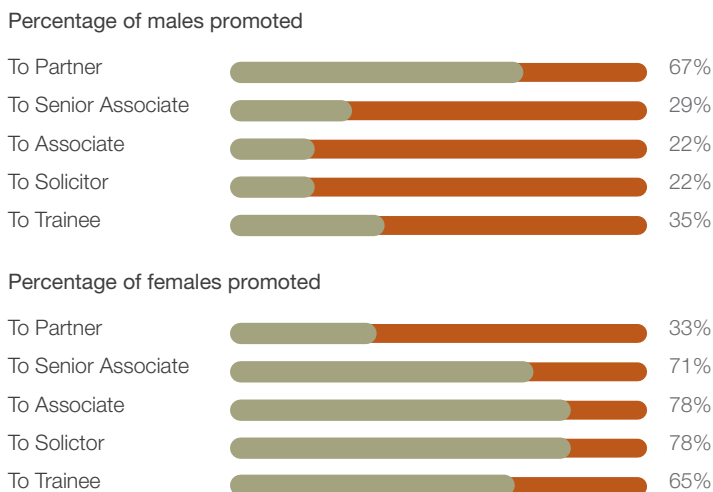
### 4. PROMOTIONS



#### Promotions by gender



#### Promotions as a proportion of the gender (% of category population)



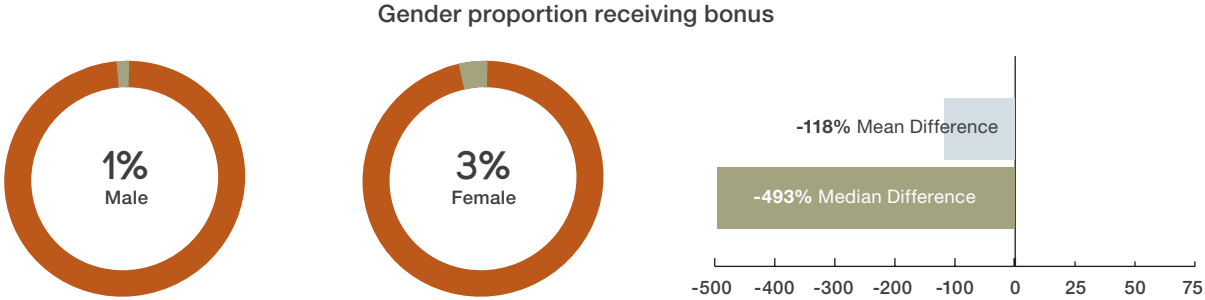
### 5. REMUNERATION

Knights takes care in its review of remuneration across the business, as our colleagues do not have monetary targets, pay increases are awarded based on merit, taking into account the contribution made to the business over the preceding 12 months. We continue to strive to reward our colleagues based on merit alone and feedback from our colleagues has been consistently in favour of salary reviews to reflect performance rather than using set criteria or pay grades. Colleagues are invited to challenge any decisions about remuneration without fear of reproach, and we pride ourselves on our transparent and even handed approach to remuneration across the business as a whole.

When acquiring other businesses, Knights takes particular care when reviewing the salaries offered, and seek to make adjustments where appropriate to ensure that colleagues are rewarded for the work done including non-financial measures of performance.

6. BONUSSES

As a general rule Knights do not pay bonuses as we prefer to pay a higher non-discretionary salary and offer improved employee benefits such as enhanced maternity pay and company sick pay. However, we do from time to time inherit bonus schemes when acquiring other businesses, and the data includes those individuals who were contractually entitled to a bonus payment arising out of a historical arrangement.



A greater proportion of female members of staff received a bonus, and the value of those bonuses was higher than for the male members of staff receiving a bonus.

Where a contractual right to a bonus exists we usually seek to buy out this right and instead reward those members of staff through a guaranteed salary at a higher level.

DECLARATION

I confirm that the data in this report has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Mark Whitehouse**  
HR Director, Knights Professional Services Limited