

# Duncan and Toplis – Gender pay gap report 2018

## Adrian Reynolds, Managing Director

I am pleased to provide this latest report on behalf of Duncan & Toplis which provides a comprehensive overview of our company's gender pay gap analysis for 2017-18.

Last year we reported that our data compared consistently to other organisations in our sector and set out our commitment for continual improvement going forward.

We have introduced a number of initiatives and the data for 2017-18 demonstrates that each area has significantly improved. That aside this remains an area for continual focus and our commitment to ensuring our team members have equal opportunities for progression, recognition, reward and development remains our top priority.

The challenge for attracting and retaining top talent remains at the top of the agenda for all organisations. Duncan & Toplis recognise the benefit of a diverse workforce with different backgrounds and experience and this is an area we always strive to improve year on year.

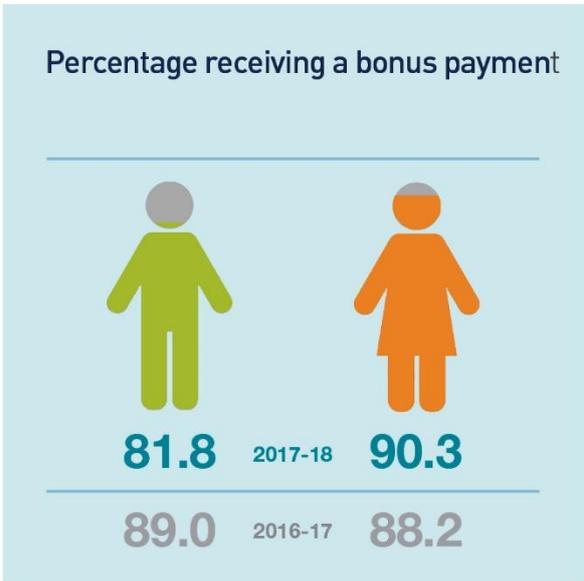
I confirm that Duncan and Toplis' gender pay gap calculations are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Adrian Reynolds**  
**Managing Director**

## Data overview

	2017-18	2016-17
Mean pay gap	<b>15.2</b>	19.0
Median pay gap	<b>9.4</b>	21.1
Mean bonus gap	<b>38.8</b>	77.2
Median bonus gap	<b>0.0</b>	0.0



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The figures within this document represent our whole firm and include all employees of Duncan & Toplis Ltd.

### Our remuneration policy

Firstly it’s important to note the difference between Equal Pay and Gender Pay Gap which can often be confused. Equal Pay means that men and women performing equal work must receive equal pay in accordance with the Equality Act 2010. The Gender Pay Gap conversely measures the difference between men and women’s average earnings across an organisation. In the UK the overall gender pay gap for 2016-17 was 18.1%.

As a company Duncan & Toplis ensures equal pay across all our team members in accordance with legislation and we are pleased that our Gender Pay Gap falls below the UK average, whilst remaining focussed to continue to reduce the gap year on year.

The reason generally for gender pay gap is based on the number of females in more senior (and in effect higher paid roles) being lower than males. At Duncan & Toplis we have a higher percentage of female employees within our Company and are pleased that our pay gap is has reduced from 19% to 15.2% for 2017-18. We are proud to note that the number of females within our company in more senior roles has significantly increased over the years and our robust recruitment, promotion and training plans ensure a transparent approach to further aid these increases.

As with any company, improvements have been made but we strive for more and this is reflected in our ongoing commitment to our team members who remain central to everything we do.

# Duncan and Toplis – Gender pay gap report 2018

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Below are just some of the key initiatives designed to support, develop and engage our team members

## Diversity and Inclusion



We rolled out a programme of Equality and Diversity training for all team members. Currently we have trained over half of the organisation with the remainder due to be completed by the end of 2019. These sessions have been very well received by our team members and will continue to grow into further training year on year.

## Employee Engagement



During 2018 we introduced a team member Engagement Group made up of representatives from all 11 of our offices. Our values are the bedrock upon which our strategy is built and we recognise this will only be achieved through a strong and unified culture. As part of this strategy this group are looking at a number of initiatives including Diversity, Corporate Social Responsibility, Employee Engagement and our work within the community.

## Flexible Working



At Duncan & Toplis we continue to support our team members who are returning to work following maternity, adoption and shared parental leave and have a number of flexible working arrangements available.

We are committed to a good work life balance and recognise that a flexible approach offers significant benefits. We are looking to make further improvements in this area and are carrying out an on-going review to ensure we are offering the most appropriate flexibility for our team members and clients.

# Duncan and Toplis – Gender pay gap report 2018

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## Developing Team Members



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At Duncan & Toplis we have a number of initiatives in place to support all team members. In 2018 we became an accredited training centre for the Institute of Leadership and Development (ILM) where we now offer internationally recognised qualifications for our managers and senior leaders. We continue to develop all team members through our competency framework, technical and soft skills training and support through our appraisal programme. Our aim is to ensure we equip all of our team members with the skills they need to succeed in the future and set us apart from our competitors.

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## Well Being



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We are passionate about the well-being of our team members and the support we can provide day to day. Whilst we currently have a number of initiatives in place such as an Employee Assistance Programme, monthly well-being newsletter and health checks this is an area of focus for us in the coming year. We are committed to building further on this foundation to create a firm wide strategy to promote physical and mental well-being as well as resilience skills for all team members.

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This report is published in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Data as of 5 April 2018\*