

# Killik & Co Gender Pay Gap Report 2025

*Published 2026*

**KILLIK & Co**

## Foreword

Over the past year, Killik & Co has continued to strengthen its commitment to building a more inclusive and equitable workplace. We recognise that meaningful progress requires sustained focus, and we are encouraged by the positive momentum reflected in both our initiatives and our latest gender pay gap data. We are pleased to report that our gender pay gaps across both salary and bonus, have decreased over the past year. While we recognise that long-term effort is required to deliver lasting change, this improvement reflects the various actions we have taken to support progression, development and fair reward across the organisation.

A key milestone for 2025 was approval and pilot of inclusivity training. This programme was designed to deepen understanding, encourage open dialogue, and equip colleagues at all levels with the tools to foster an environment where everyone feels respected, valued and able to thrive. By doing this, we aim to reinforce a culture that supports equal opportunity and long-term progression for all. Our aim is for all employees to have received the training by the close of 2026.

We have also strengthened the way employee voices shape our leadership discussions. The Culture and Conduct Forum established the Female Insights Working Group, creating a clear and direct line of communication from

our female employees into senior leadership. This group provides a platform for sharing experiences, raising themes, and contributing ideas that inform decision-making and help ensure our policies and practices reflect the everyday experiences of our people.

Our remuneration processes have never been more rigorous. Since the establishment of the Remuneration Committee, oversight, governance and challenge have been further strengthened. The Committee plays a central role in ensuring that reward decisions are fair, consistent and aligned with both performance and our broader values, reinforcing our commitment to transparency and accountability.

By continuing to invest in an inclusive culture, clear governance and open dialogue, we aim to ensure that Killik & Co is a place where talent is recognised and rewarded fairly, and where everyone has the opportunity to succeed.



A handwritten signature in black ink, appearing to read 'James Hornett', enclosed within a large, thin, hand-drawn oval.

**James Hornett**  
Partner, Chief People Officer

# Understanding and addressing our gender pay gap

## Breakdown of figures (April 2025)

167 male employees, 140 female employees. NB these figures exclude Partners as per reporting guidelines.

Hourly rate			Bonus pay*		
	Mean	Median		Mean	Median
Pay gap	24.1% (2024 28.7%)	33.9% (2024 34.2%)	Pay gap	67% (2024 69.4%)	35% (2024 46.5%)

\* 87.1% of female employees receive a bonus. 92.3% of male employees receive a bonus.

Hourly rate		
	Male	Female
Upper quartile	73%	27%
Upper middle quartile	67%	33%
Lower middle quartile	48%	52%
Lower quartile	35%	65%

## The requirement

The gender pay gap is the percentage difference between average hourly earnings for men and women.

The reporting regulations came into force on the 6th April 2017, and requires all UK companies with an employee headcount of 250 or more to publish the following specific gender pay information:

**Quartile pay bands** - the percentage of male and female employees in each hourly pay quartile

**Mean gender pay gap** - the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees

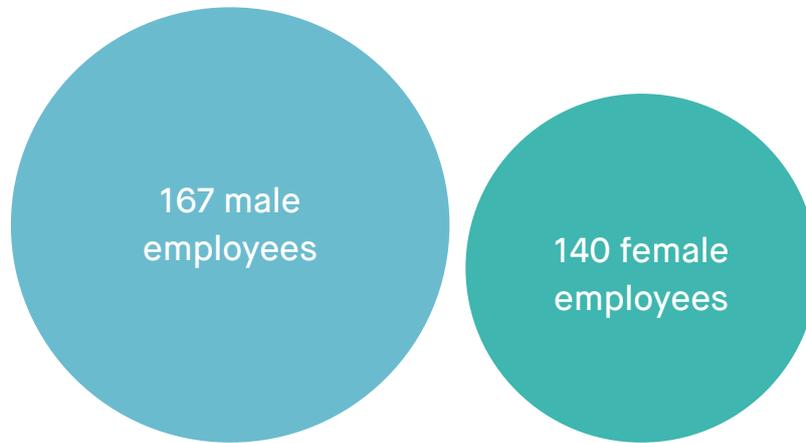
**Median gender pay gap** - the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees

**Bonus proportions** - the proportions of male and female relevant employees who were paid bonus pay during the relevant period

**Mean bonus gap** - the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees

**Median bonus gap** - the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

During the period for reporting, the Killik & Co Partnership consisted of 353 individuals, made up of 307 employees and 46 Partners. Of those employees, 166 are based in the London offices, and 141 in Ipswich. 58% of our female employees are based In Ipswich and the regional difference in salaries for London and Ipswich has a significant effect on our pay gap, so our focus continues to be on equal pay.



	Partner	Director	Manager/Line Manager	Below Line Manager
Male	41	2	36	129
Female	5	2	19	119

Our annual staff survey results showed that 6.12/7 staff feel they have a good relationship with their colleagues and 6.01/7 feel comfortable approaching and speaking with their Line Manager.



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