

# Killik & Co Gender Pay Gap Report 2024

*Published 2025*

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## Foreword

2024 saw Killik & Co undergo structural changes at leadership level, cementing a Senior Management team that is 40% female, the members of which report into the joint Managing Partners, Sarah Threadgould and Clem MacTaggart. It is our belief that improved representation at leadership level will drive top-down positive change for both the women and men in our business.

Further to this, a new governance structure includes a dedicated Culture and Conduct Forum, whose purpose is to safeguard a truly inclusive workplace by embedding diversity and equality in all operations. The Forum is currently focused on adding more detail to the company's Family Policies, to ensure adequate support for those staff taking or returning from maternity leave.

The Diversity, Equity & Inclusion team is focused on ongoing internal and external insight gathering, raising awareness and introducing initiatives, to encourage women into the world of finance, and ensure they have the best possible opportunity to thrive within it.

In addition, we are investing in extensive Line Manager training to enhance the overall working experience for our employees.

Supporting Managers to understand, and have empathy for, different types of needs, ensuring everybody feels understood, valued and listened to in the workplace. This is of the upmost importance for supporting women, who may have unique or complex needs, ensuring they feel understood, valued, and empowered in the workplace. We are also reviewing other potential learning and development initiatives to ensure that all employees are able to achieve their maximum potential.

Our goal is for these significant improvements to drive further momentum in our mission to close our gender pay gap.

We are passionate in our belief that a diverse workforce brings improved innovation, real collaboration and excellent outcomes – all of which are core principles of our business.



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

**James Hornett**  
Partner, Chief People Officer

# Understanding and addressing our gender pay gap

## Breakdown of figures (April 2024)

160 male employees, 120 female employees. NB these figures exclude Partners as per reporting guidelines.

Hourly rate			Bonus pay*		
	Mean	Median		Mean	Median
Pay gap	28.7% (2023 27.9%)	34.2% (2023 33.6%)	Pay gap	69.4% (2023 76.2%)	46.5% (2023 52.3%)

\* 81.7% of female employees receive a bonus. 83.8% of male employees receive a bonus.

Hourly rate		
	Male	Female
Upper quartile	78%	22%
Upper middle quartile	75%	25%
Lower middle quartile	44%	56%
Lower quartile	34%	66%

## 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

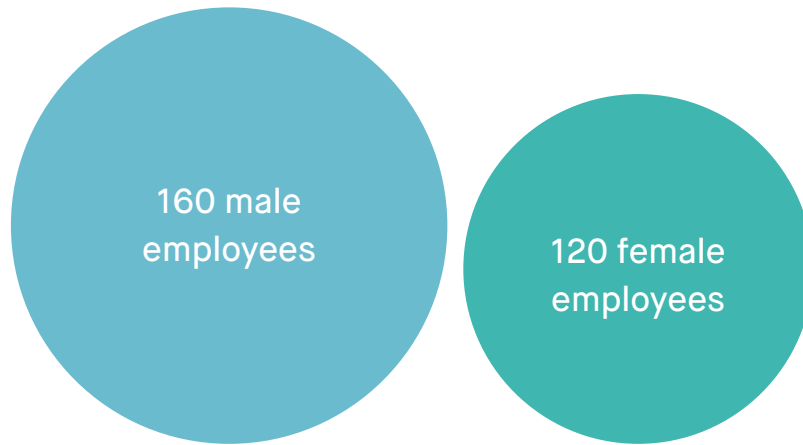
**Median gender pay gap** – the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees

**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

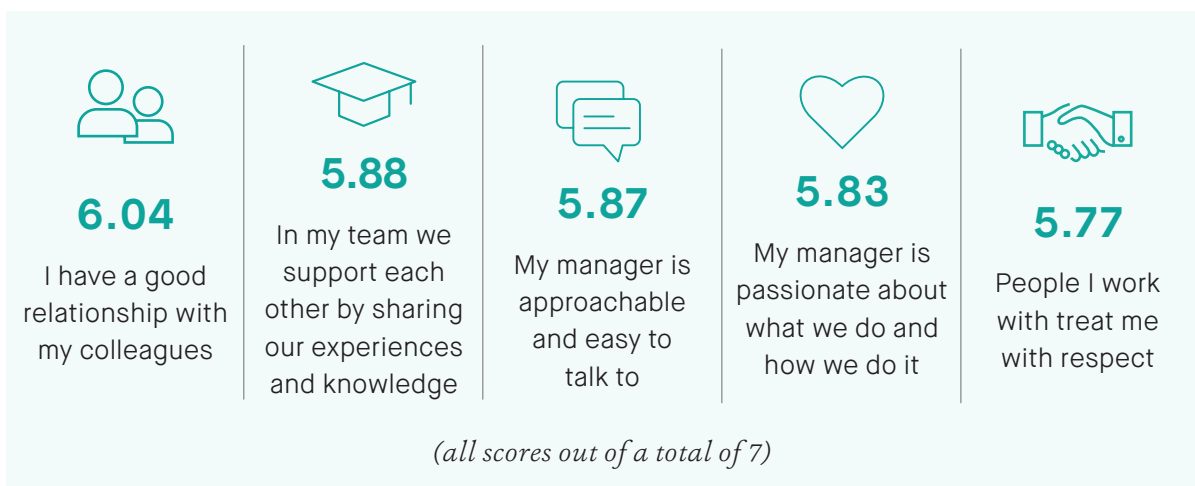
**Median bonus gap** – the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

During the period for reporting, the Killik & Co Partnership consisted of 323 individuals, made up of 280 employees and 43 Partners. Of those employees, 161 are based in London, and 119 in Ipswich. 57% 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	38	4	34	122
Female	5	1	17	102

Our annual staff survey results showed that 6.04/7 staff feel they have a good relationship with their colleagues and 5.8/7 feel comfortable approaching and speaking with their Line Manager.



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