



Gender Pay Gap Report 2022



Foreword and Declaration

TP ICAP is committed to building an inclusive culture that attracts and retains the best talent and enables everyone to thrive. We believe that this is essential to our future success, underpinning the execution of our strategy, our ability to continue to innovate and our relevance to our clients.

Our aggregate gender pay gaps reflect the current shape of our organisation, particularly with the disparity between remuneration strategies relating to our broking and our non-broking populations, with fewer women than men in senior, higher paid roles and more women than men in junior, lower paid roles.

The mean pay gap is 58.7%, which is an increase of 8.3 percentage points compared to the previous year, whilst the mean bonus gap has slightly decreased 0.5 percentage points from 2021 and is now 82%. Although there were particular factors at play which led to the increase for 2022 we recognise that this is significantly above the financial services sector average.

In line with UK regulations, we use April payroll data to calculate gender pay gaps. As TP ICAP pays bonuses for some businesses at this time, that data includes both salaries and cash bonus payments. Calculated on salaries only, our mean pay gap would be 34.1% and our median pay gap 35.0%.

We recognise that we have a lot of work to do. We have significant underrepresentation of women within our 'front office' functions and the majority of the women at TP ICAP (77%) are within the support functions, which have a different compensation structure to some of our revenue generators. Adjusting for distribution (seniority spread between men and women) and the payment of the April bonuses, our unaccounted for pay gap would be 11.8% - which we are seeking to understand further so that we can reduce.

We have made some progress, whilst we still have more to do. In 2018 we set ourselves a target to achieve 25% senior women in the business by the year 2025, from a starting point of 16%. As of September 2022, we have exceeded our midway target of 20% set and remain on track to meet our headline target. We recognise that there is no one solution for increasing gender parity and that this is a long term investment that requires continuous focus across all levels of the company.

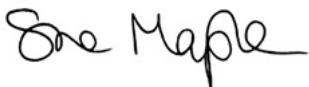
Our action plan includes :

- Attracting talented women to TP ICAP: We know that women have always been underrepresented in our sector. We are reviewing our recruitment reach and practice, as well as our employer branding messages to increase our ability to reach women and attract them across our organisation

- Women in senior levels: We are creating global gender action plans for each executive team to be accountable for and report on. We believe that if we continue to focus on gender parity at the top levels of our organisation, rather than just at the entry levels, we will start to make bigger gains in reducing the gender pay gap.
- Career progression: We are developing our systems for transparent and guided career progression, to ensure that we track and address barriers to progression. We are also undertaking a project to understand better the reasons women have left in the last 3 years to identify common barriers that we can address.
- Our culture: In 2022 we have launched a new global strategy that provides people with the opportunity to increase their understanding of difference, to build their inclusive leadership skills and ensuring a culture of psychological safety where colleagues feel empowered to be authentic and to communicate barriers to thriving.
- Data driven Insight : We have made significant improvements in our data capture, systems and processes so that we can understand outcomes for our women (and other groups) and use the insight to target our focus and improvements.

In summary, whilst we are aware there are many drivers behind our gender pay gap it is primarily caused by having significantly fewer women within our front office functions which also attract higher remuneration packages. Over-coming these challenges in a sustainable way requires a long term, multi-faceted approach. We are determined to do better and will continue to accelerate our progress in this area.

I confirm that the information and data reported is accurate.



Sue Maple
Group Head of Human Resources

Understanding the Gender Pay Gap

What is a gender pay gap?

The **gender pay gap** is the difference between the average pay of **all** men in a company and the average pay of **all** women in a company.

Is a gender pay gap the same as equal pay?

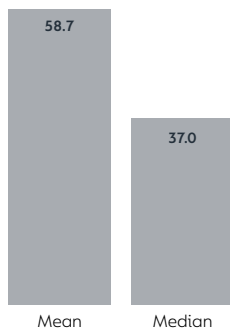
No. A **gender pay gap is a company-wide comparison** – it relates to the pay of all women and all men in the company, across all jobs.

An **equal pay gap is an individual comparison** – it compares the pay of a man and a woman doing the same or similar jobs.

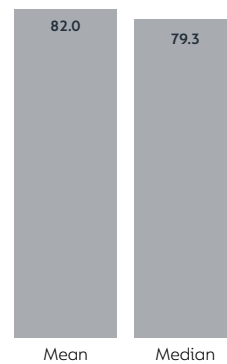
Results

The below data represents the combined results of TP ICAP Group Services Limited and ICAP Management Services Limited, our two employing entities in the UK.

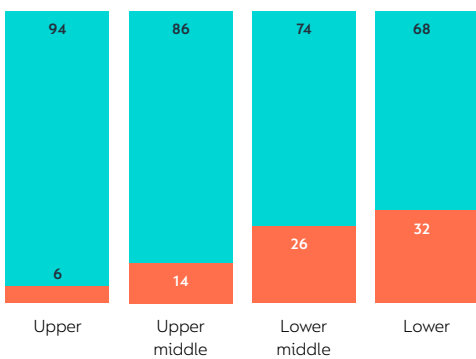
Hourly pay gap (%)



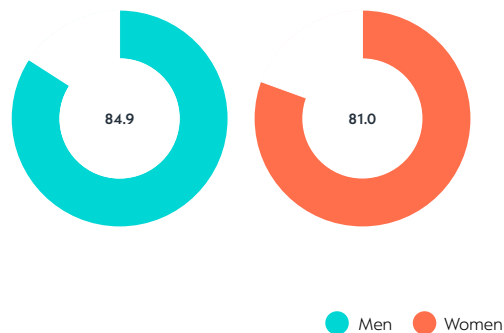
Bonus gap (%)



Proportion of men and women at each hourly pay quartile (%)



Proportion of men and women receiving bonus (%)



What are we doing to address the gender pay gap?

A comprehensive range of actions has been taken across the entire employee life cycle over the past five years to help improve diversity and inclusion ('D&I') at TP ICAP. We are proud to have exceeded our Women in Finance targets to achieve 25% senior women in the business by 2025. As of 2022, female representation in senior management roles was 25%.

We have continued to build on this work during 2022, reflecting our commitment to drive positive change over time.



Recruitment

We have continued to work closely with our recruitment vendors and executive search firms to ensure we have a diverse representation of candidates. Where possible, we have submitted 'diverse only' shortlists for review.

We have refreshed our external careers site to highlight the broad range of employees across our business, placing particular emphasis on female colleagues in the Group. Highlighting our female role models demonstrates to women – both within our firm and those considering joining our firm – that they can advance their careers at TP ICAP. By focusing on the career path of women in our business, we believe this will encourage more diverse applicants in the future.

Our long-term aim to positively influence women toward careers in broking has been demonstrated by our continued support of the "She Can Be" and the UK National Numeracy initiative.

We met the Hampton Alexander female Board representation target of at least 33% by the end of 2021. Four out of five of our most recent Board appointments were women and now female colleagues make up 36% of TP ICAP's Board. We have exceeded the Hampton Alexander target and the Board remains committed to cultural, ethnic and gender diversity, recognising that diverse Boards with different perspectives tend to make better decisions.



Development

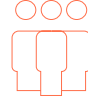
In 2022 we continued with our mentoring programme for women. We currently have 28 female mentees and 10 female mentors.

We enhanced our Employee Assistance Programme and continued to run a 'buddy scheme' support network for women returning from maternity leave to enable a more effective reintegration into the workplace.

We continued our global roll-out of D&I awareness training focusing on Inclusive Leadership.

We saw a 1% (to 4.5%) increase in female talent working in the Front Office. We're hopeful our range of initiatives, including experience days in Global Broking, will encourage women to join our industry and increase our female representation in both the front office and support roles.

We maintained a Women's Development Programme to support, empower and develop women in the workforce and promote a culture of equality, diversity and leadership development.



Culture

The five employee networks we established in EMEA continue to grow and have impact. These networks enable employees to share experiences focusing on Multicultural, LGBTQ+, Sports and Wellbeing, Veterans and Women-related issues. Our Women's Network aims to foster relationships between women within the Group so that individuals can share experiences and connect. The network also engages male allies, specifically senior individuals from the front office, to help drive positive change on the broking floors.

We harmonised our family-friendly policies, aligning the terms of our maternity, adoption, paternity and shared parental leave across all groups in the UK. This has built upon our existing benefits of comprehensive private medical insurance, virtual GP appointments, Childcare Vouchers and our Employee Assistance Programme. Building on this work, a programme to harmonise benefits across the Group, which will be implemented in the UK in April 2023, will be an opportunity to enhance our family friendly benefits offering further.

We subscribed to the McLagan pay benchmarking survey in 2022. This will ensure that managers and the HR/Reward team will be better informed during salary and bonus reviews to ensure that pay outcomes are gender neutral.

Other initiatives

Social target on diversity and inclusion

As part of our ESG focus and strategy, we have set a social target in relation to diversity and inclusion.

When it comes to diversity metrics, the brokerage industry faces significant headwinds due to the path dependency of the labour market in which we operate. Compared to investment banks and other financial services firms, which tend to bring in new analyst classes each year, there is very little employee turnover in our brokerage front offices roles.

We are focusing on increasing the diversity of our non-broking workforce, where we have more ability to make faster progress. This includes our support functions, Parameta Solutions and Liquidnet brands. Our initial focus will be on gender, but in the future, we plan to broaden our focus to include other categories of diversity important to our business and reflective of the communities in which we operate.

By the end of 2025, we have committed to increasing the gender representation of our non-broking employee base from 34% to 38%, aided by our efforts around recruitment and retention. As of 2022, this figure sits at 35%.