



FLETCHERS

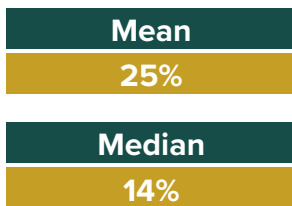
EST. 1987

Fletchers Solicitors 2021 Gender Pay Gap Report

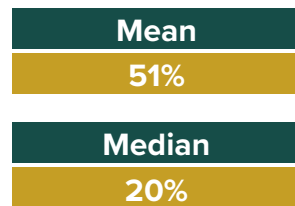
We believe that our continued success depends on putting our people at the heart of everything we do. We cannot achieve that goal without valuing diversity and ensuring equal treatment of all our team members. We remain committed to reducing our gender pay gap overall and are pleased to note that our median pay gap is below the national average.

Whilst we have increased the overall proportion of our workforce that is female (as well as the proportion in each of the quartiles), there are still proportionately fewer women in our most senior roles. We have made some progress in addressing this, including the appointment of our first ever female CEO, Alexandra Hatchman. Alex is openly committed to equalising opportunities for female talent, and has written a number of articles on the subject.

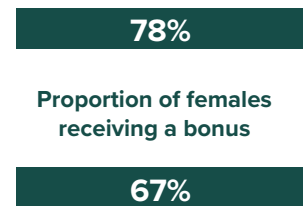
Difference in pay between male and females



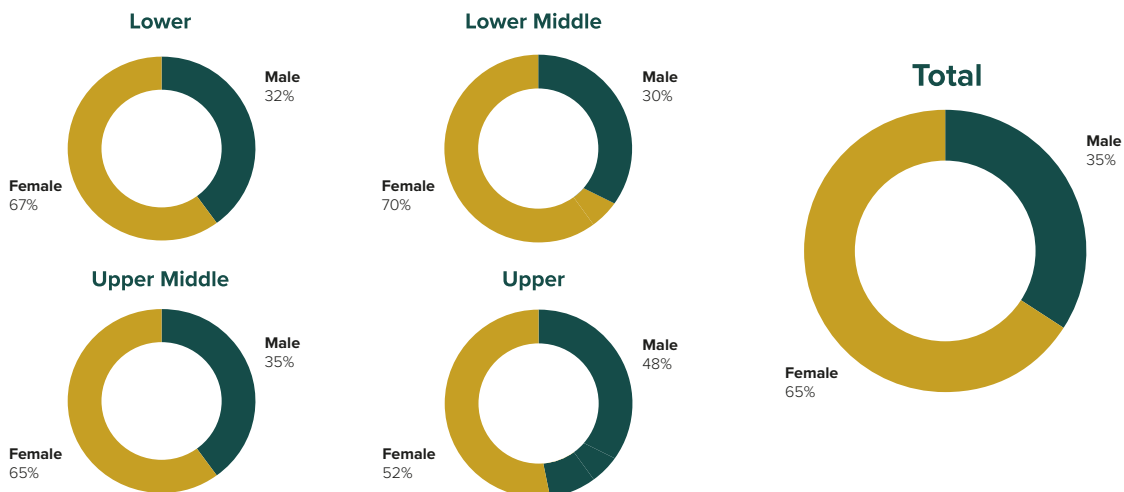
Difference in bonus pay between male and females



Proportion of males receiving a bonus



Proportion of males and females in each quartile band



Declaration

As required by the regulations, we confirm the data in this report is accurate.

Tim Scott, Director of People

Alexandra Hatchman, CEO