

Percentage change in remuneration of Directors

The table below details how changes to the Directors' pay compare with the change in the average pay across all employees of the Group. Each figure is a percentage change of the values between the previous financial year and the financial year under review. The total permanent workforce has been selected as the comparator for salaries and fees and short-term incentives. The comparison of the increase in taxable benefits has been made for UK permanent employees only as their remuneration packages are most directly comparable to that of the Chief Executive.

Percentage change	Salaries/fees	Taxable benefits ¹	Short-term incentives
Benoît Durteste	0.0%	1.7%	22.9%
Vijay Bharadia ²	0.0%	52.3%	23.0%
Antje Hensel-Roth ³	N/A	N/A	N/A
Lord Davies of Abersoch	0.0%	N/A	N/A
Virginia Holmes	0.0%	N/A	N/A
Rosemary Leith	0.0%	N/A	N/A
Kathryn Purves	0.0%	N/A	N/A
Amy Schioldager	0.0%	N/A	N/A
Andrew Sykes	0.0%	N/A	N/A
Stephen Welton	0.0%	N/A	N/A
All employees	1.6%	27.4%	4.1%

1. Excludes average taxable expenses for both the Directors and all employees.

2. The figures for Vijay Bharadia for FY20 are for part of the year to reflect his actual time in role as an Executive Director.

3. The figures also reflect that it is Antje Hensel-Roth's first year as an Executive Director.

The increase in salaries and short-term incentives for employees arise from demographic changes in the employee population including a number of senior hires over the last couple of years. This demographic change means that employees are more likely to receive more substantial short-term incentives compared to a more junior population. The significant increase in taxable benefits for Vijay Bharadia and all employees is largely due to an improved medical insurance offering. Short-term incentives for all employees grew by 4.1%, although the variable pay for these individuals has increased by 12.4% when new awards of DVB are included.

Gender pay

We are required by law to publish data on the following:

- Gender pay gap (mean and median)
- Gender bonus gap (mean and median)
- Proportion of men and women in each quartile of the Group's pay structure
- Proportion of men and women receiving bonuses

The gender pay gap is a UK comparison across the pay of all men and all women regardless of their level or role. This is different from an equal pay gap, an individual measure comparing the pay of a man and a woman in the same or a similar role. We have equal pay for equal work regardless of gender.

Both the pay and bonus gaps have increased during the financial year. The hourly pay gap has risen slightly after a period of steady decline over the previous four years of gender pay gap reporting. The mean pay gap is now 30.9% and the mean bonus gap has also risen slightly compared to last year.

Whilst there has been an increase of women in all parts of the Group, including at the most senior level, and promotions as a percentage of the overall gender population have been equal between men and women, a small increase in the proportion of men occupying senior roles in the organisation has led to the overall increase in our gender pay gap. Given our relatively small headcount, those small year-on-year changes in headcount can have a significant impact.

The mean bonus gap has increased largely as a function of long-term incentives granted several years ago and being paid out now. At the time of grant, the occupation of senior roles by women was much lower across the Group. Given the long-term nature of these incentive plans and the methodology for gender bonus gap calculations, we expect to see this dynamic continue for some time.

	2017	2018	2019	2020	2021
Mean pay gap	39.8%	33.6%	28.9%	26.2%	30.9%
Mean bonus gap	81.7%	67.7%	78.3%	66.6%	68.8%

The Group is nonetheless pleased with the overall progress that has been made over the last five years and continues to be committed to addressing our gender pay gap with a number of initiatives which are now well established. It continues to increase talent diversity and foster a culture of inclusivity through:

- Recruitment: improving hiring diversity through extending the reach of our search and selection activities; pressing for balanced candidate short lists for all roles; maximising diversity on our interview panels to moderate bias; continuously developing the interviewing skills of our staff
- Development: supporting individuals in their career progression through extensive mentoring and training; as well as holding managers accountable for the development and progression of their teams
- Retention: creating a culture of inclusion driven both from the top-down and the bottom-up, through formal initiatives and informal networks; continuously developing our offering in terms of parental benefits, mental and physical wellbeing, and career sustainability

Benchmarking

Remuneration awards are benchmarked against the following peers in the major jurisdictions where the Group operates:

- Listed and unlisted alternative asset managers
- Listed and unlisted asset managers
- Investment banks
- Listed financial service companies
- Other organisations as appropriate for the individual role

The Group carries out an extensive annual exercise to benchmark proposed salaries, bonuses and deferred awards for all employees globally.

Our Executive Directors are benchmarked against equivalent individuals at a range of relevant public and private companies globally. While it is extremely challenging to obtain publicly available data on many private companies, we are able to gain insight into this area by commissioning bespoke research by leading external compensation and recruitment consultants and other independent providers of compensation data.

Due to the unique nature of the Group's business as a UK-listed alternative asset manager, which competes for talent against other alternative asset managers which are not listed in the UK or indeed at all, it is imperative to obtain a wide range of benchmark data.

Hence, while we do consider other UK-listed financial services companies in our benchmarking, they can be a less relevant comparator.

Fees paid to NEDs (audited)

In the financial year under review, NEDs' fees were as follows:

Non Executive Directors	Date appointed	Board membership fees £000	Board and Committee Chairman fees £000	Senior Independent Director fee £000	Audit Committee £000	Remuneration Committee £000	Risk Committee £000	Total for year ended 2020 ⁴ £000	Total for year ended 2021 £000
Lord Davies of Abersoch (Chairman) ¹	November 2019		275.0					96.7	275.0
Virginia Holmes	March 2017	76.5	20.5				12.3	109.3	109.3
Rusty Nelligan	September 2016	76.5	20.5				12.3	109.3	109.3
Rosemary Leith ²	February 2021	12.8				2.1	2.1	N/A	17.0
Kathryn Purves	October 2014	76.5	20.5		12.3			109.3	109.3
Amy Schioldager ³	January 2018	76.5	20.5		12.3		12.3	121.6	121.6
Andrew Sykes	March 2018	76.5		15.5	12.3	12.3		116.6	116.6
Stephen Welton	September 2017	76.5				12.3		88.8	88.8

1. The Chairman does not receive a fee in respect of his membership of the Remuneration Committee.

2. This fee relates to Rosemary Leith's role as a Board Director since joining in February 2021.

3. This fee relates to Amy Schioldager's role as Board Director of Employee Engagement.

4. For the year ended 31 March 2021, there were no taxable expenses paid to the NEDs.

NEDs do not have contracts of service and are not eligible to join the designated Group pension plan or receive payment for loss of office. All NEDs have a three-month notice period, are re-elected annually and were last re-elected in July 2020, except for Rosemary Leith.