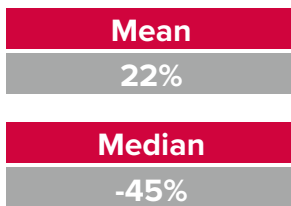


## Fletchers Solicitors 2019 Gender Pay Gap Report

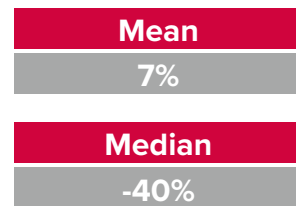
We believe that our success depends on putting our people at the heart of everything we do. We cannot achieve that goal without valuing diversity and ensuring equal treatment of all our team members. Whilst we are pleased that in the area of bonus pay, the gap is clearly in favour of female team members, we remain committed to reducing our gender pay gap overall.

60% of our workforce is female and, as the pay quartile chart in this report demonstrates, women are well represented at all levels, including many middle and senior managers in the upper quartile. However, there are proportionately fewer women in our most senior Executive and Non-Executive roles. We have made progress in addressing this in recent years, and will continue to focus on it until we are satisfied that all individuals have the same opportunity to succeed.

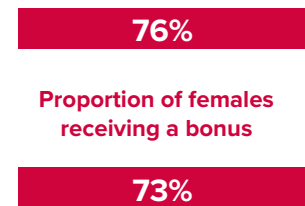
### Difference in pay between male and females



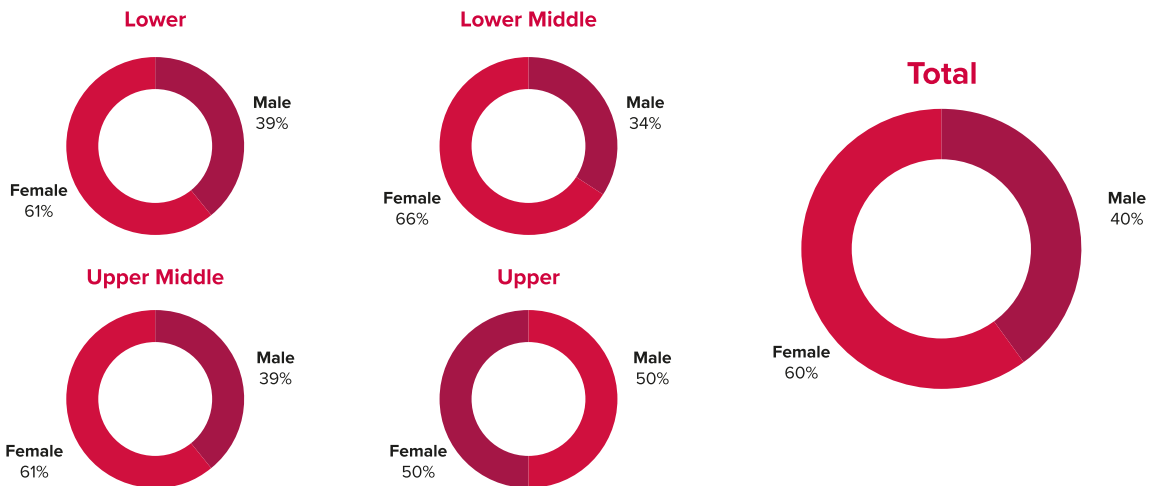
### Difference in bonus pay between male and females



### 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



Ed Fletcher, CEO