

## 2019 Gender Pay Gap Report

Equality, diversity and inclusion go to the core of my values. It is my personal ambition and one of our firm's strategic priorities to create a truly inclusive environment where everyone is given the best possible chance to thrive, succeed and achieve their ambition and full potential irrespective of their personal characteristics such as gender, race, ethnicity, sexual orientation or background.

We recognise, respect and value our differences because our individual attributes, strengths, needs and motivators make our firm a richer place, contributing positively to our performance, working environment and to the quality of service we provide for our clients.

My ultimate goal is for equality, diversity and inclusion to become completely ingrained within our culture - to become our 'way of being' that manifests itself through actions, not just words. The Gender Pay Gap Report is just one way to chart our progress on this journey and pick up learnings along the way.



**Nik White**  
Managing Partner

We are pleased to be reporting a reduction in our gender pay gap this year. It is encouraging to see that our efforts to address gender pay imbalance are beginning to pay off. Like with any other significant change, we know it will take time and personal commitment from every colleague to sustain this reduction, but we are committed to seeing it through.



**Nicola Thomas**  
Director of People and Development

## What is the gender pay gap?

The gender pay gap is the difference in average earnings between men and women. Organisations with 250 or more employees have to report their gender pay gap annually.

The average UK gender pay gap is 18% and 20% in the legal profession. It means that a man in our profession earns on average 20% more than a woman. But things are changing.

By reporting gender pay gap data we are improving our understanding of the issues behind it and beginning to remove the obstacles to gender equality in our firm. For that reason we have included partner gender pay gap data in this report although it is not a legal requirement.

In contrast, equal pay demonstrates differences in pay for comparable roles. We conduct annual equal pay audits to ensure men and women are paid equally for comparable work.

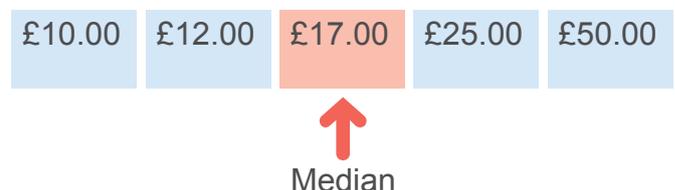
## How it's calculated

*For illustrative purposes only.*

**Mean** - is calculated by adding the hourly rates of male employees and dividing the amount by the number of male employees. The same calculation is applied to female employees and the two figures are compared.

$$\begin{array}{r} \text{£12.00} + \text{£17.00} + \text{£25.00} = \\ \text{£54.00} \div 3 = \text{£18.00} \leftarrow \text{Mean} \end{array}$$

**Median** - is calculated by putting in order, from lowest to highest, the hourly rate of male colleagues and selecting the middle value. The same method is used for female employees and the two figures are compared.



**Quartiles** - employees are ranked from lowest to highest earners and split into four equal parts. The percentage of men and women who occupy each quartile is then calculated.

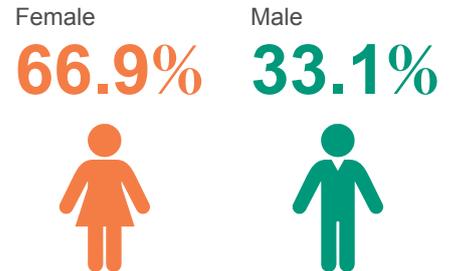
## How the data is gathered

- Gender pay gap data based on salary data drawn on the snapshot date of 5 April 2018.
- Bonus gender pay gap is based on figures drawn from the 12-month period between 6 April 2017 and the snapshot date of 5 April 2018.
- Partner gender pay gap is calculated based on earnings collected for the tax year preceding the snapshot date of 5 April 2018. Bonuses are removed and reported separately.

## Our 2018 gender pay gap results

- The majority of our colleagues are female at 66.9%. Male colleagues constitute 33.1% of our workforce.
- Many of our female colleagues occupy the lower to middle quartiles but there are signs that our equality, diversity and inclusion strategy is delivering results.
- Our gender pay gap decreased significantly across both the mean and the median results in the reporting period.
- Our bonus gender pay gap decreased significantly, however, our median result increased in the reporting period.
- We now have more women in higher paid roles than ever before and we have seen a small increase in the number of male colleagues in the lower quartile.

Proportion of female and male colleagues



## Our quartile data

- Our upper quartile population contributes the most towards our gender pay gap, a common trend in our profession.
- Despite a slight decrease in the number of females in the upper quartile, the gender pay gap has reduced during the reporting period.

	2017		2018	
Lower Quartile	Female <b>79%</b>	Male <b>21%</b>	Female <b>65%</b>	Male <b>35%</b>
Lower Middle Quartile	Female <b>72%</b>	Male <b>28%</b>	Female <b>84%</b>	Male <b>16%</b>
Upper Middle Quartile	Female <b>63%</b>	Male <b>37%</b>	Female <b>70%</b>	Male <b>30%</b>
Upper Quartile	Female <b>50%</b>	Male <b>50%</b>	Female <b>49%</b>	Male <b>51%</b>

## Our gender pay gap based on salary

- Our mean gender pay gap based on salary has reduced by **6.1%** from 31.4% to 25.3% compared to 2017. We attribute the reduction to the appointment of a number of senior females in the reporting period.
- Our median gender pay gap by salary has reduced by **20.8%** from 33.8% to 13% compared to 2017. We attribute the reduction to the appointment of a number of senior females in the reporting period and to a small increase of males in administrative roles.

2017	2018
<b>Mean</b> <b>31.4%</b> Gender Pay Gap	<b>Mean</b> <b>25.3%</b> Gender Pay Gap
<b>Median</b> <b>33.8%</b> Gender Pay Gap	<b>Median</b> <b>13.0%</b> Gender Pay Gap

## Our gender pay gap based on bonus

- Our mean bonus pay gap has reduced by **26.4%** from 23.3% to -3.1% in favour of women compared to 2017. We attribute this to a high proportion of females in the lower to middle quartiles receiving a bonus.
- Our median pay gap has increased by **14.2%** from 10.4% to 24.6% compared to 2017. Because our bonus is paid based on actual pay, not its full time equivalent, it adversely impacts part-time employees, 87% of whom are female. However, it is worth noting that we saw a three per cent increase in part-time male employees during the reporting period.

2017	2018
<b>Mean</b> <b>23.3%</b> Bonus Pay Gap	<b>Mean</b> <b>-3.1%</b> Bonus Pay Gap
<b>Median</b> <b>10.4%</b> Bonus Pay Gap	<b>Median</b> <b>24.6%</b> Bonus Pay Gap

## Our partner gender pay gap

- Consistent with our profession, the gender pay gap is most pronounced at partner level where female representation was relatively low in the reporting period.
- Our mean partner gender pay gap is 18.3% and our median partner gender pay gap is 22.5%.
- Our mean partner bonus pay gap is 15.7% and our median partner bonus pay gap is 19.9%.

<b>18.3%</b> Mean Partner Pay Gap	<b>22.5%</b> Median Partner Pay Gap
<b>15.7%</b> Mean Partner Bonus Pay Gap	<b>19.9%</b> Median Partner Bonus Pay Gap

## Understanding our results

- The upper quartile continues to be a significant contributor to our gender pay gap. While there has been an increase in the number of females occupying senior roles through promotions and external appointments, our senior external male appointments marginally outweighed our female appointments during the reporting period.
- While we employ more female than male employees, many of them perform secretarial and administrative duties and dominate the lower to middle quartiles. This has a significant bearing on our gender pay gap. But things are changing - for example, there was 14% increase in male colleagues in the lower quartile in the reporting period.
- We are pleased with the reduction in our gender pay gap and recognise that a meaningful and lasting change will come from a long-term commitment and our continued efforts to achieve a more balanced workforce.

## How we're addressing gender imbalance

- One of our key priorities at the moment is to understand the barriers to achieving partnership and we have made a number of senior female hires and promotions since the snapshot date of 5 April 2018.
  - We are committed to achieving greater transparency around career paths and performance management. For example, we have recently produced transparent policies on qualification and progression routes into senior roles.
  - We are constantly reviewing how we can facilitate greater exposure to a variety of work to assist in career development.
  - We have recently set up a working party to lead our Equality, Diversity and Inclusion (EDI) strategy. In return, it has created five affinity groups that are open to all our people: BAME, LGBT, Gender Diversity, Social Mobility and Physical and Mental Health.
- An impressive 22% of our people are actively involved in these groups and 26.5% of them are partners.
- We have implemented a Leadership and Management vocational programme which is designed to support our people with their skill and career development. It is open to all our people and 100% of those enrolled so far are female colleagues.
  - We have mandatory Equality, Diversity and Inclusion training for all our people. We have recently made Unconscious Bias training mandatory for everyone and rolled out a version of the course tailored specifically to those involved in managerial and recruitment roles.
  - We have partnered with Inclusive Employers to increase our capacity and expertise within the areas of EDI.
- We are expanding our involvement with professional female networking groups and our school and college networks and we are doing more to offer mentoring.
  - We continue to build upon our SMART working practices in areas such as technology and office space to facilitate an agile working environment for all our people.
  - We have been signatories of the Law Society Diversity and Inclusion Charter since 2009 and are actively involved with the regional Diversity and Inclusion Forum for the North.
  - Equality, diversity and inclusion was the theme of our 2018 annual people conference with Charlotte Sweeney OBE, specialist in diversity and inclusion, as keynote speaker.
  - We are committed to reviewing our gender pay gap quarterly and alongside our annual salary benchmarking exercise.