

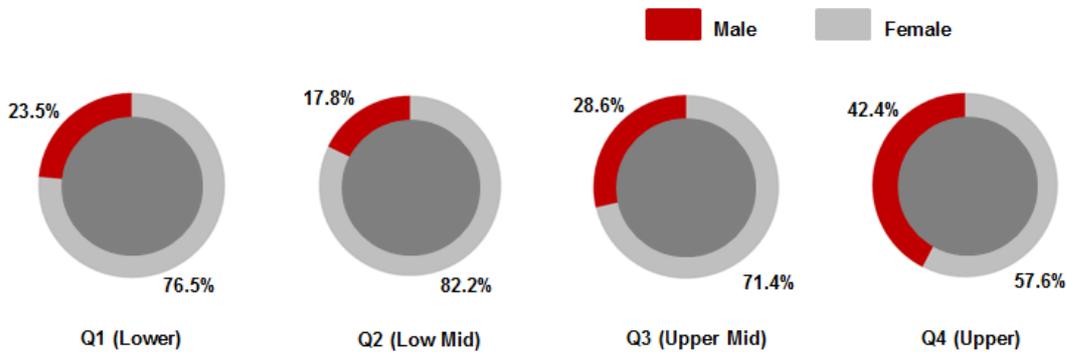
# Gender Pay Gap Report 2018

Gender pay reporting legislation requires all employers with over 250 employees to publish on the Government's website and our own website, 6 statutory calculations every year to show the pay gap between male and female employees. The figures for all companies need to reflect a 'snapshot' of pay data taken at 5 April 2018. Because the number of men and women performing different jobs varies, and different jobs have different salaries, a gender pay gap exists.

We are committed to reducing our gender pay gap, and began the process towards doing this in the July 2017 salary review. We continue to carefully review salaries in pay reviews, and to drive forward our career development initiatives, described in more detail under Next Steps below, to reduce the gap.

## 5. Percentage of men and women in each pay quartile

OUR PAY DATA	2017	2018
1. Difference in mean pay (hourly rate) of men and women	27.5%	24.0%
2. Difference in median pay (hourly rate) of men and women	40.2%	37.2%
3. Difference in mean bonus pay of men and women	46.1%	25.0%
4. Difference in median bonus pay of men and women	61%	0.0%



## 6. Percentage of men and women who receive bonus pay



## COMMENTARY TO EXPLAIN OUR RESULTS

Our mean or 'average' gender pay gap (which is the result of adding all the hourly rates of employees together and dividing the total by the number of employees) has incrementally improved to 24.0% from 27.5%. It remains the case that we employ significantly more women than men (our headcount split is 371 women and 139 men which is a very similar percentage split 73/27 for 2018 as it was for 2017) with a large proportion of the women being employed in legal support roles.

Our median or 'midpoint' pay gap (which is the mid point in the hourly rates for men and women when ordered in value from lowest paid to highest paid) has reduced slightly from 40.2% to 37.2%, and this is also driven by this structural context, as explained above.

Our mean and median bonus gaps are significantly lower than in 2017 because in 2018 we did not fund a firm-wide discretionary bonus scheme.

We have processes in place to ensure that recruitment, performance, promotion, pay and bonus decisions are benchmarked robustly and implemented fairly.

## NEXT STEPS

Our **Career Framework and Development Centres support the promotion of internal talent**. We have promoted 36 women and 22 men within our lawyer career framework, and 32 women and 17 men in our professional support career framework, over the last four years. We are investing long term in our trainee programme which is currently 17 women and 7 men, and our other entry routes into law, for example CILEX. We also use a contextual recruitment system to ensure we consider social mobility and do not overlook promising talented candidates.

We maintain a continued focus on our **National Equality Standard** accreditation, led by our Board, and guided by our Diversity Forum, we are focused on achieving the following, under our ongoing **Diversity Action Plan**:-

- **Supporting and maintaining meritocracy** by ensuring objectivity and independence in our pay and promotion processes.
- **Formally committing to flexible working** to empower our people to discuss requests for flexible working based on their full understanding of the options and without fear of managers' potential reactions. The recent Lexcel Audit 2018 noted positive feedback from our people regarding engagement, sabbaticals, our support for learning, and flexibility. We have targeted 50%+ of our people working flexibly in some way by April 2019 (against which we have moved up to 40%, from 31% in 2017).
- **Changing the percentage of female representation in Leadership: Board, Partnership, Group Leaders, year on year** by implementing career planning and strengthening our maternity returner programme to increase diversity in our senior populations over time towards a specific target of 20%+ female representation in our Partnership by April 2022 (which we are on track to achieving early, on 1 May) building to 30% beyond that date. We are also reviewing our approach to those returning from maternity leave, understanding in greater detail the perceived obstacles to promotion through focus groups, and further developing our mentoring culture.
- **Maximising competitive advantage of diverse teams and working practices** by enabling our people better (with trust/cultural acceptance and technology provision) to work in a more agile and outcomes focused way, which we have progressed in our Bristol, Southampton and Truro locations, prior to wider firm rollout.

We confirm that the data reported is accurate, and we are committed to reducing our gender pay gap over time, whilst further improving our leading offering on flexible working for everyone in the firm.



John Westwell  
Managing Partner

A handwritten signature in black ink, appearing to read 'John Westwell'.



Ramsey Mirza  
HR Director

A handwritten signature in black ink, appearing to read 'Ramsey Mirza'.