

Gender Pay Gap 2019

Improving gender diversity across our business remains a key priority. We believe that our ongoing internal initiatives will assist to increase the representation of women in senior roles across the firm and to reduce our gender pay gap.

Working towards gender parity

This has been a key business plan objective for some years and is actively lead by our senior and managing partners.

Key promotion targets - we continue to meet our aspirational target that each year 40% of all annual partner and managing associate promotions will be women. Since 2011, the percentage of women in the partnership has steadily increased each year.

Gender balance committees - our partner, associate and business services gender balance committees help to ensure we are always listening, agreeing goals and identifying opportunities to further female progression.

Recruitment - we work closely with the headhunters and recruitment agencies that we partner with to ensure we identify opportunities to attract top female candidates to the firm.

Collaborating with clients - The Number One Club, now in its twelfth year, provides a platform to build relationships with women's networks at our client organisations and supports contacts in establishing their own women's networks.

Sponsorship - our ongoing focus on leadership development, mentoring and sponsorship creates lasting change, ensuring our strongest people reach their true potential. All female and male managing associates are assigned a senior equity partner sponsor to provide support on their route to partnership.

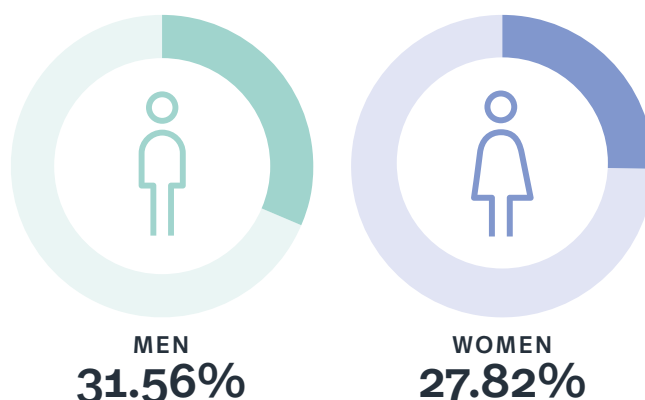
EMPLOYEE DATA

Pay and bonus gap 2019

	MEAN (%)	MEDIAN (%)
HOURLY PAY	20.88	30.16
BONUS PAID	24.25	16.55

Proportion of men & women receiving a bonus

(All partners received a bonus)



Pay quartiles

UPPER QUARTILE:



UPPER MID QUARTILE:



LOWER MID QUARTILE:



LOWER QUARTILE:



KEY:



All figures reported are percentages

PARTNER DATA

Gender pay gap 2019

Our partners are remunerated differently from our employees. We have calculated the partner gender pay gap based on entitlement to profit share during the same reporting period.

	MEAN (%)	MEDIAN (%)
GENDER PAY GAP	20.54	34.96

Pay quartiles

UPPER QUARTILE:



UPPER MID QUARTILE:



LOWER MID QUARTILE:



LOWER QUARTILE:



KEY:

Men Women

All figures reported are percentages

Understanding our 2019 data

- While the firm's gender pay gap is in line with the UK legal sector, we recognise it is higher than the national average.
- The pay and bonus gap reflects the relative number of men and women in our fee earning, business services and secretarial teams and the market relevant pay associated with each of these teams.
- The majority of our business services and secretarial teams are women and the market relevant pay for these groups, regardless of gender, is lower than that for the fee earning team. This is reflected in the pay quartile information provided.
- There is no significant gender pay gap with our UK associate population either as a whole or at individual associate career levels.
- This year we are reporting data for our partner population. Our partner pay data reveals a similar mean gap to our employee population. The median pay gap is slightly higher.
- 40% of our internal partner promotions and 50% of our new partner hires this year to date are women. The representation of women in the partnership has increased by 3% in 2019. The percentage of women in the UK partnership is 23%.

Bringing gender equality to the senior levels of the firm remains a key business objective and therefore we will maintain our on-going commitment to this important issue.