

2019 Gender Pay Gap Report

Taking an Inclusive Approach

As part of our commitment to transparency, the firm has elected to provide pay gap data for employees, partners and ethnic minorities.

We will continue to focus on the recruitment and advancement of female employees, female partners and ethnic minorities as a strategic and operational priority.

In the main, we continue to see some positive pay gap trends.

However, we recognise the importance of ongoing diversity initiatives to deliver long-term sustainable change.



Jonathan Jones

European Managing Partner



As with all organisations, we now have three years data, which helps us track trends and develop our programmes. It is a journey and we are working hard with our advancing women's task force, as well as our diverse resource groups to develop a culture that is rich in diversity, instinctively inclusive and recognised as fair and transparent.

We are pleased to set out our gender pay gap report in compliance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

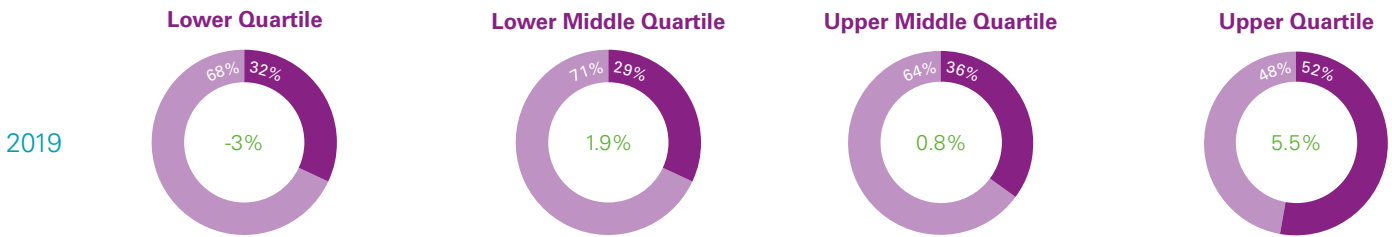
Employees Pay Gap

	Mean	Median
2019	17%	16.1%
2018	22.9%	14.5%
2017	21.7%	20.2%

Employees Bonus Gap

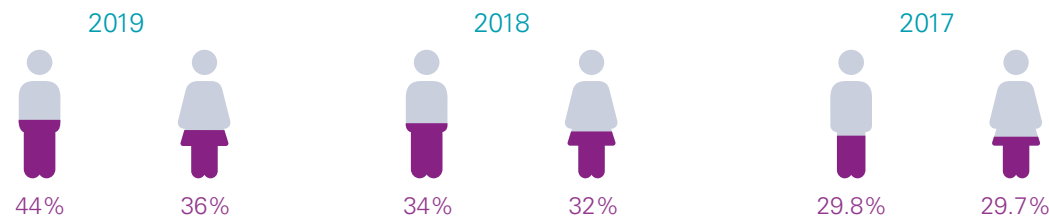
	Mean	Median
2019	46%	50%
2018	58.4%	60%
2017	73.8%	50%

Employees Pay Quartiles



Key ■ Men ■ Women ■ Pay Gap

Proportion of Men and Women Employees Who Received a Bonus



Ethnic Minority Pay Gap Data

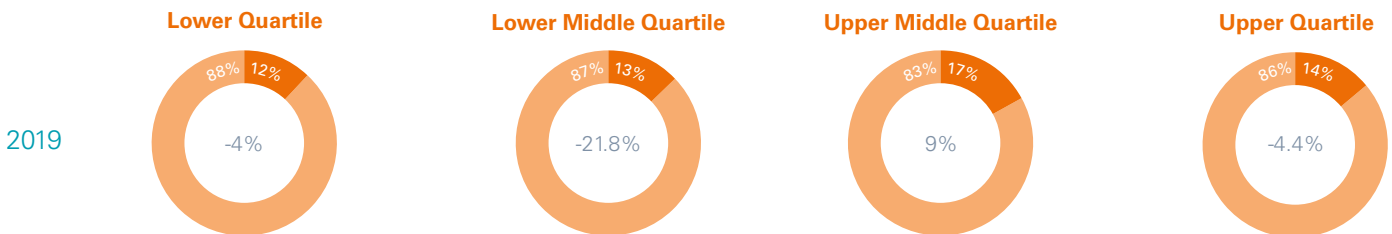
Employees Pay Gap

	Mean	Median
2019	-8.4%	6.2%

Employees Bonus Gap

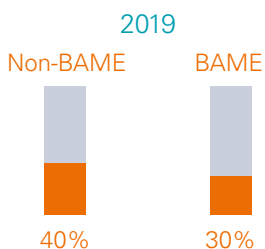
	Mean	Median
2019	-30.7%	-58.2%

Employees Pay Quartiles



Key ■ BAME ■ Non-BAME ■ Pay Gap

Percentage Receiving Bonus



Partner Pay Gap Data

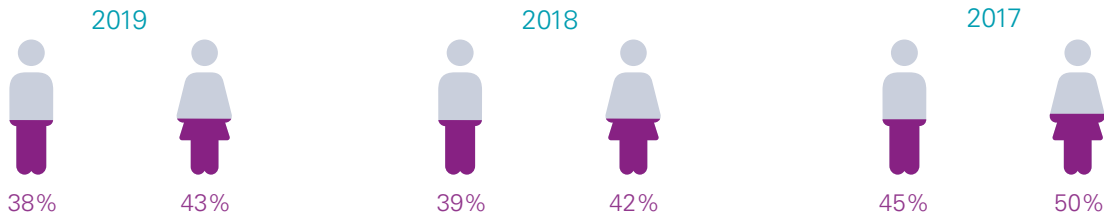
Partners Pay Gap

	Mean	Median
2019	-6.3%	-0.1%
2018	6.5%	13%
2017	11.8%	16.5%

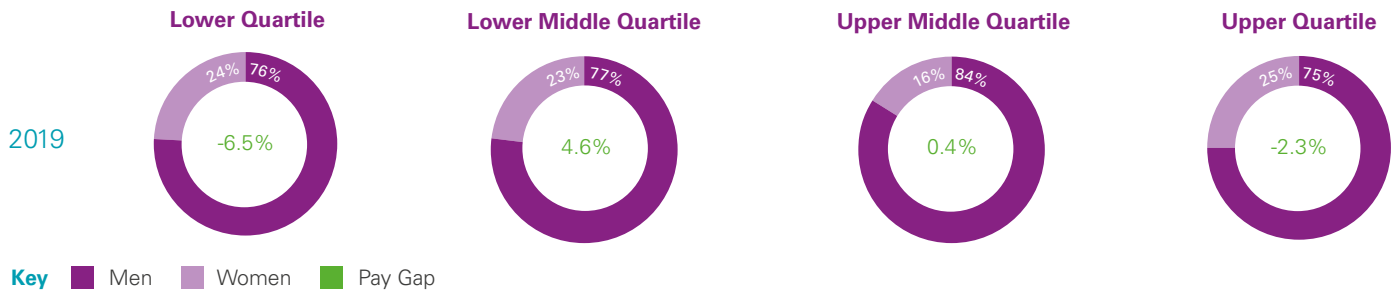
Partners Bonus Gap

	Mean	Median
2019	29.4%	0%
2018	16.4%	0%
2017	-3.9%	0%

Proportion of Men and Women Partners Who Received a Bonus



Partners Pay Quartiles



Statement of Accuracy

We confirm that the data reported here is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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Our Commitment

We strive to provide an inclusive and motivating environment of equal opportunity and fairness where everyone's talents are utilised to deliver outstanding client service.

We have in place a variety of frameworks including our Advancing Women's taskforce, Women's Enterprise, Inclusion and Diversity and MyWellbeing, all of which will, both directly and indirectly, contribute to a long-term and sustainable change in our demographics. Consequently, over the next three to five years, we expect to see a fairer representation of females at partner level and an increased number of women within our talent pool for leadership and Global Board opportunities.

This has been further supported by the introduction of a leadership programme "Aspire" aimed at developing skills for partnership and providing coaching and mentorship opportunities, as well as the establishment of a training programme on bullying and harassment.



An Advancing Women's Taskforce was set up by the Global Board to review our existing frameworks and policies relating to the recruitment, advancement and reward of females in the firm. They work closely with, and have embraced the work of our very established Women's Enterprise network.

The cross-office and multi-functional task force, comprises 12 partners, including Global Board members and partners from a variety of geographies and practice groups. The chairman of our firm, alongside the chair and vice chairs of the task force, have spoken at many of our offices and attended meetings with people at all levels of the firm, to emphasise the importance and priority of this work.



INCLUSION & DIVERSITY

The six pillars that make up our Inclusion & Diversity (I&D) framework (Gender, Accessibility, LGBT+, Social mobility, Multicultural and Age diversity) provide opportunities for networking, mentoring, support and professional development for lawyers and staff, ensuring we reflect a diversity of backgrounds, lifestyles, experiences and interests. Led by partner sponsors, each diversity pillar has a well-developed and broad action plan.



MYWELLBEING

Our global "MyWellbeing" programme supports the daily and long-term wellbeing of all of our people in their health, family, career, finances and community, creating an environment where people feel empowered to talk more openly and receive the support they need.

We recognise that offering well-regarded family care support is important to addressing gender balance, including maternity, paternity and shared parental leave, carers, flexible working and salary sacrifice arrangements.