

2017 Gender Pay Gap Report

Introduction

We recognise the importance of an inclusive and diverse global law firm, reflective of the clients and communities that we serve. We strive to provide a supportive, inclusive and motivating environment where everyone's talents are utilised to deliver outstanding service to clients.

To demonstrate our ongoing focus on inclusion and diversity the firm has:

- A global Inclusion & Diversity Steering Group with strong UK representation
- An active and effective Women's Enterprise group operating within and across all our jurisdictions
- Recruitment initiatives which help us to attract and retain talent from a diverse range of sources
- Investment in leadership training and development programmes, including coaching and mentoring
- A specific programme of inclusion and diversity training for all partners and staff
- Family-friendly policies, flexible benefits and salary sacrifice arrangements
- A well regarded maternity support programme which includes enhanced provisions, buddying and a phased return to work
- Performance related compensation and bonus structures, tested to ensure we are treating our people in a fair way.

Jane Haxby, European Managing Partner



As a firm we are committed to attracting, retaining, developing and promoting lawyers and staff from diverse backgrounds. It is of global strategic importance to us that our culture and values underpin the ongoing development of an inclusive and diverse workplace. It matters to the firm's leadership, to our employees, our clients and to the continued success of our business. We welcome the opportunity to review our gender pay gap and to build on the initiatives we already have in place.

2017 Gender Pay Gap Report

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
21.7%	20.2%

Understanding Our Gender Pay Gap

Our pay gap calculation is based on the hourly rates of pay of all relevant employees based in the UK as at 5 April 2017.

Factors such as office location, level of qualification, role, skill-set and participation in salary sacrifice arrangements which are favoured by our women, affect our gender pay gap.

Employees Pay Quartiles



Mean Pay Gap

Lower Quartile

Men	27.2%
Women	72.8%

-7.2%

Lower Middle Quartile

Men	32.9%
Women	67.1%

-1.5%

Upper Middle Quartile

Men	33.5%
Women	66.5%

3.1%

Upper Quartile

Men	54.1%
Women	45.9%

3.1%

Employees Bonus Gap

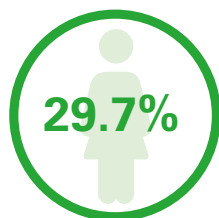
Mean	Median
73.8%	50%

Understanding Our Bonus Gap

Our bonus gap is based on bonus payments made to all relevant employees based in the UK between 6 April 2016 and 5 April 2017.

Specific working arrangements, including part-time employees (who receive a pro-rated bonus) or those operating on a consultancy basis (many of whom are wholly remunerated by bonus) influence our bonus gap. The bonus gap is also impacted by the difference in bonus schemes for lawyers and non-lawyers.

Proportion of men and women employees who received a bonus



2017 Gender Pay Gap Report

As part of our commitment to transparency, we have set out the gender pay gap and bonus gap data relating to partners based in the UK below.

Partners Pay Gap		
	Mean	Median
All Partners	11.8%	16.5%

Partners Bonus Gap		
	Mean	Median
All Partners	-3.9%	0%

A minus figure indicates that women received, on average, more than men.

Proportion of men and women partners who received a bonus



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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