

## 2018 Gender Pay Gap Report

### Key Findings in Our 2018 Reporting

In line with our commitment to transparency and inclusion, we have gone beyond the legal requirement by reporting on UK partner data in addition to our UK employee data.

#### Employee Data

- The median gender pay gap has reduced significantly year-on-year, despite the fact that our demographics have remained broadly the same.
- In comparison to last year, there has been an improvement in the number and percentage of women in the upper quartile category.
- The number of employees, male and female, receiving a bonus increased in 2018 and the mean bonus gap reduced by more than 15%.

#### Partner Data

- Our pay and bonus gaps at partner level reflect the fact we have a higher percentage of male relative to female partners at equity level, and a higher percentage of males in the partnership overall. However, we are managing career tracks and related initiatives with the aim of supporting and promoting more women through to partnership and leadership roles.
- We are pleased to see decreases in the mean and median pay gap.
- The percentage of women partners receiving bonuses is higher than men for a second year.

#### Jane Haxby

European Managing Partner



A commitment to equality of opportunity underpins our culture and values globally. The Gender Pay Gap reporting process provides us with an opportunity to reflect and build upon our existing initiatives, aimed at promoting gender equality. However, we recognise we still have more to achieve. One of my main priorities as Managing Partner is to ensure that we continue to promote diversity and equality as we develop and retain talented individuals through to partnership and leadership roles.

We welcome the opportunity to share our Gender Pay Gap Report for this year.

A handwritten signature in black ink that reads "Jane Haxby".

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

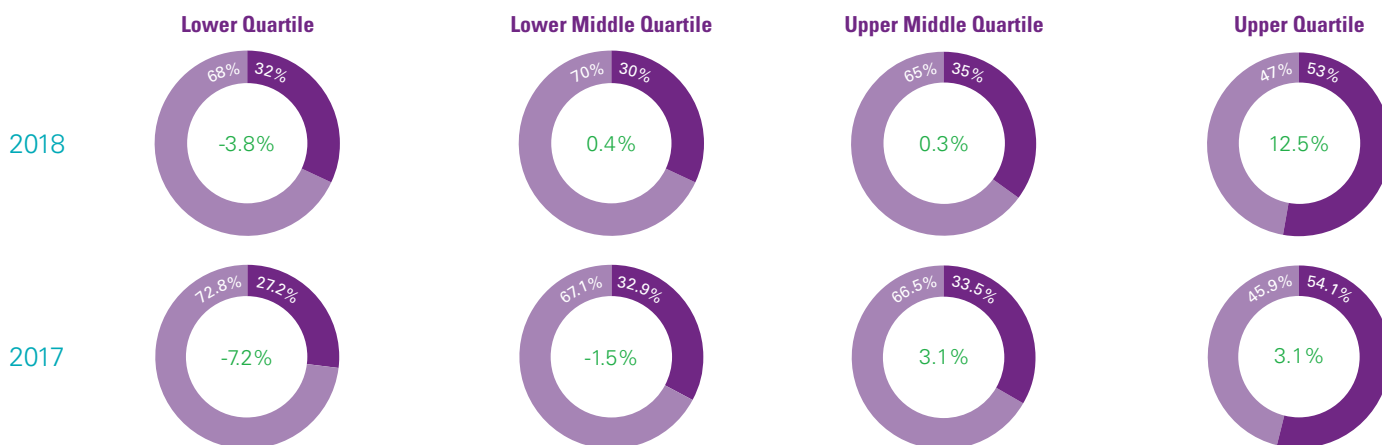
	Mean	Median
2018	22.9%	14.5%
2017	21.7%	20.2%
Difference	1.2% ↑	5.7% ↓

### 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 2018.

The factors influencing rates of pay and the gender pay gap for our firm include the number of males/females based in London compared with our regional offices, the high number of women in secretarial roles and the high percentage of women relative to men who access benefits via salary sacrifice.

## Employees Pay Quartiles



Key ■ Men ■ Women ■ Pay gap quartile

## Employees Bonus Gap

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

### Understanding Our Bonus Gap

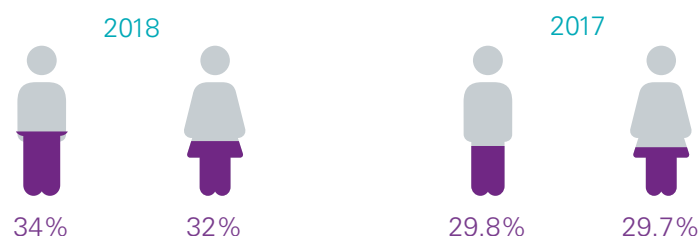
Our bonus gap is based on bonus payments made to all relevant employees based in the UK between 6 April 2017 and 5 April 2018.

The higher percentage of women opting to work a reduced schedule impacts bonus calculations.

Our bonus gap is also distorted by the inclusion of some consultants who are male and whose entire remuneration is classified as bonus for gender bonus gap reporting.

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



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
2018	6.5%	13%
2017	11.8%	16.5%
Difference	5.3% ↓	3.5% ↓

### Understanding Our Partners Pay Gap

Our calculations are based on total FTE final profit share earnings, excluding bonuses, for all UK partners between 6 April 2017 and 5 April 2018.

## Partners Bonus Gap

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

### Understanding Our Partners Bonus Gap

Our calculations are based on bonus payments made to all UK partners between 6 April 2017 and 5 April 2018.

## 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.

Jane Haxby

Alison Treliving

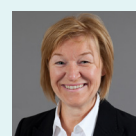
Patricia Walsh



**Jane Haxby**  
European Managing Partner  
T +44 207 655 1277  
E jane.haxby@squirepb.com



**Alison Treliving**  
Partner, Co-Chair of The  
Inclusion & Diversity Committee  
T +44 161 830 5327  
E alison.treliving@squirepb.com



**Patricia Walsh**  
Global Chief Human  
Resources Officer  
T +44 161 830 5093  
E patricia.walsh@squirepb.com

## 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 service.

We have in place three important frameworks (Women's Enterprise, Inclusion & Diversity, and My Wellbeing), all of which will, both directly and indirectly, contribute to a long-term and sustainable change in our demographics. Consequently, over the next 3-5 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.



Our popular and successful Women's Enterprise initiative demonstrates our commitment to a culture that promotes the full and equal participation, advancement and retention of women in what has been a traditionally male-dominated profession. Women's Enterprise helps us to achieve our goals by providing a forum for our lawyers and other women professionals to connect and support each other, through networking, mentoring, support and professional development.



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.

Some of our wide-ranging initiatives include:

- Opening up more access routes to a career within the legal profession through progressive recruitment techniques and apprenticeship opportunities
- Investing in leadership and management training and development, mentoring and coaching programmes
- I&D awareness training for partners and staff, using a range of training techniques, inclusive to all
- Resource Groups led by Partner Champions for each of the six pillars of our I&D framework
- Supporting the Social Mobility Pledge through active involvement in the Social Mobility Business Partnership and the Drive Forward Foundation
- In the last 12 months, we have run maternity focus groups across all UK offices to enhance our existing support programmes, including new parental leave guides for managers



Our global "My Wellbeing" 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 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.