



Clarke Willmott 2021 gender pay gap report

At Clarke Willmott we have long been committed to building a diverse business and to building a culture which values all people from all sections of society.

We have welcomed the opportunity to analyse our pay gap and the assistance this gives us in shaping our existing initiatives to further develop the diversity of our firm.

Our pay and bonus gap: difference between men and women

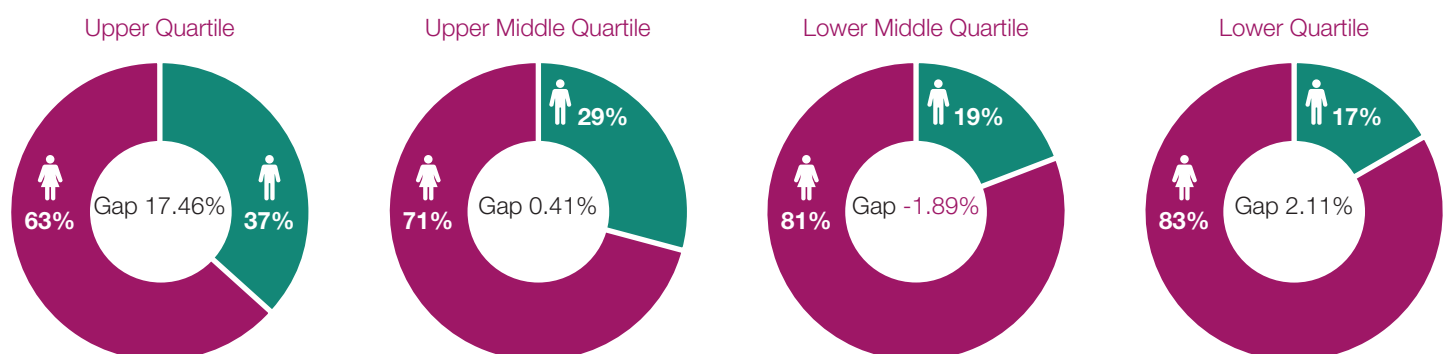
	Mean	Median
Hourly pay	26%	33%
Bonus pay	45%	26%

This information shows (1) our mean and median pay gap based on hourly rates of pay and (2) the mean and median difference in the bonuses paid to men and women.

Men and women receiving bonuses



Clarke Willmott employee numbers and mean pay gap by quartile



Trends to prior years

The results, and comparisons to recent years, are as follows:

Percentage Pay Gaps

	2019	2020	2021
Mean Pay Gap	21.2%	25.2%	25.7%
Median Pay Gap	35.0%	35.0%	33.1%
Mean Bonus Gap	14.9%	17.5%	45.4%
Median Bonus Gap	-17.7%	54.2%	25.9%

Proportion of staff receiving a bonus

	2019	2020	2021
Male	27.5%	26.8%	34.3%
Female	30.9%	30.1%	31.6%

Overall staff composition

	2019	2020	2021
Male	24.5%	24.1%	25.6%
Female	75.5%	76.0%	74.4%

Pay Quartiles

		2019	2020	2021
Upper Quartile	Male	39.6%	37.7%	36.9%
	Female	60.4%	62.3%	63.1%

		2019	2020	2021
Upper Middle Quartile	Male	20.9%	23.2%	29.2%
	Female	79.1%	76.8%	70.8%

		2019	2020	2021
Lower Middle Quartile	Male	12.7%	18.8%	19.2%
	Female	87.3%	81.2%	80.8%

		2019	2020	2021
Lower Quartile	Male	24.6%	16.6%	16.9%
	Female	75.4%	83.5%	83.1%

The gender pay gap is different to equal pay, which is a legal obligation to give men and women equal pay for work of equal value. We are confident that men and women are paid equally for doing equivalent jobs.

Understanding our results

We remain a significantly female firm with women representing 74.4% of the relevant employees as at the reporting date. The effect of this, and the high proportion of women within our support, administrative and secretarial roles, influences both the overall mean and the median hourly pay gap and bonus pay gap.

The mean and median hourly pay gaps have remained broadly stable across the last two reporting periods. The mean and median bonus pay gaps are more fluid and affected by individual performance awards during the year. It can be seen that across the last four reporting periods the mean bonus pay gap is varied, with a bonus pay gap of 45.4% in 2021 data, a significant increase from the prior year. Similarly, the median bonus gap is impacted hugely by the spread of payments in any given year and this is demonstrated by the fluctuations across the past four years, moving from 17.7% in favour of women in 2019 data to 25.9% in favour of men in 2021. Neither figure shows more than fluctuations up and down depending on individual years and individual performances. The proportions of men and women receiving bonuses in 2021 has seen a small rise in the percentage of women receiving a bonus and we note a larger increase in the proportion of men receiving a bonus during the same period.

Whilst women represent 63% of the upper quartile of hourly pay, they represent a higher proportion of the other three quartiles, making up 83% of the lower quartile. The gender pay gaps within each of our quartiles are significantly lower than our overall figures being (from lower to upper quartile) 2.11%, -1.89%, 0.41% and 17.46%. Accordingly, within three of the quartiles the gaps are relatively limited although we note the increase in the gender pay gap for the upper quartile.

We have undertaken further analyses on a role by role basis of our 2021 snapshot data for full pay relevant employees. This analysis is undertaken in order to assist in our level of understanding together with an analysis to separate the non-legal and legal teams. Women represent over 65% of our qualified roles. When we compare our pay gap for directly comparable qualified roles, the gaps are significantly lower than the firmwide analysis, being -2.95% at Solicitor, 13.28% at Associate and 4.74% at Senior Associate. An individual anomaly in the Associate category affects the outcome in this group and adjusting for that reduces the gap to 6.59%.

Partner roles

Whilst the regulations do not require us to report Member data (as they are self-employed and share profit), we are committed to transparency and also to driving positive change. We have undertaken various analyses at Partner level. We have three designations of Partner: Salaried Partners (who are included in the overall analyses because they are employees) and Ordinary and Equity Members. Analyses of the distribution of profit cannot be undertaken in the same way as hourly pay and as a result, we have undertaken the nearest approximate analysis within our remuneration structure being Ordinary Member Fixed Shares and Equity Member Tiers awarded at the last remuneration review prior to the reporting date.

An analysis of Salaried Partners establishes a proportion of 48% women and a gender pay gap of 14.85%. An analysis of Ordinary Members shows a proportion of 34.7% women and a gender pay gap of 0.48%. An analysis of Equity Members shows a proportion of 15.4% women and a gender pay of 16.7%.

Clearly, our most significant challenge remains the proportion of female Equity Members but as this is the group with the least fluidity, change tends to be slowest. Our 2021 promotions process saw 60% of promotions to the membership being female, with two women being promoted to Equity Membership. Women are strongly represented within our Managing Director roles and the Management Board and our focus for positive change remains as we continue to work to improve female representation within our Equity Members.

Our commitment

We are a signatory to The Law Society's Diversity and Inclusion Charter and are committed to a range of initiatives that support diversity within our firm. Our Equality, Diversity & Inclusion committee ensures that we have representative staff voice from across the diversity of our practice and guides our inclusion activities. The committee reports annually to the Board detailing the progress that has been made along with objectives for the upcoming year.

Existing inclusion initiatives are fully integrated with our HR policies including recruitment, training and promotion. This ensures we reach a wide and diverse pool of talent when recruiting and that career development and rewards are based solely on merit and any risk of discrimination is minimised.

We understand the importance of offering flexible working arrangements that enable people to manage their working life with other priorities and the benefits this brings to both the individual and the firm. We adapted quickly to hybrid working as a response to the pandemic in 2020 and our approach of "work where you do your best work" has become embedded in our operating model. We believe this is allowing us to support staff to better balance competing work and home priorities and therefore removing some of the barriers that exist for certain groups within the workforce.

We're proud to be a continued signatory of the Bristol Women in Business Charter which further demonstrates our ongoing commitment to improve gender equality for women in our business.

We are committed to continuing and enhancing our diversity initiatives to develop an organisational culture which values people from all sections of society and the contribution which each individual can make.



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Pay data refers to the snapshot date of 5 April 2021. Bonus data refers to bonuses paid in the 12 months leading to 5 April 2021.

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