

Clarke Willmott 2017 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

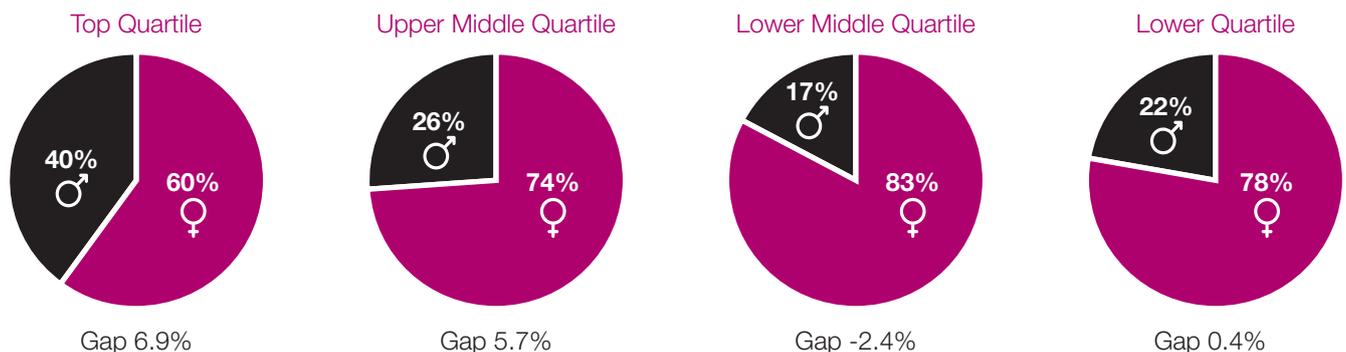
	Mean	Median
Hourly pay	21%	34%
Bonus paid	14%	22%

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 pay gap by quartile



Interpreting our results

The gender pay gap measures the difference between men's and women's average (mean) pay. The median (middle value) is also a useful measure as it is not affected by extreme values within the data. 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 a significantly female firm with women representing 74% of the relevant employees as at the reporting date. The effect of this, the high proportion of women within non-legal teams and within the administrative and secretarial roles of the legal teams, influences both the overall mean and the median hourly pay gap and bonus pay gap. This is further exacerbated within the proportion of each sex receiving a bonus, as bonuses are more often paid to those with legal job titles within legal teams.

Whilst women represent 60% of the upper quartile of hourly pay, they represent a significantly higher proportion of the other three quartiles. The gender pay gaps within each of our quartiles are significantly lower than our overall figures being (from lower to upper quartile) 0.4%, -2.4%, 5.7% and 6.9%.

We have undertaken further analyses on a role by role basis in order to assist in our level of understanding together with an analysis to separate the non-legal and legal teams and an analysis within the legal teams of the proportions of qualified employees. Within each of our non-Partner qualified employee job titles, women represent at least 50%. Again, the gender pay gaps are lower than the overall figures being 2.75% at Solicitor, 13% at Associate and -10.4% at Senior Associate. Within some of these job titles, individual anomalies (in the Associate category in particular) affect the overall percentages.

We have undertaken various analyses at Partner level. We have three designations of Partners being Salaried Partners (who are included in the overall analyses because they are employees) and Ordinary and Equity Members (who we are required to omit as they are self-employed and share profit). Notwithstanding the requirement to omit them, we believe that it is an important aspect of this exercise to go beyond our reporting requirements. A commitment to transparency and change needs to go to the very top of any organisation. 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 59% women and a gender pay gap of 10.2%. An analysis of Ordinary Members shows a proportion of 37% women and a gender pay gap of 0.1%. An analysis of Equity Members shows a proportion of 14% women and a gender pay gap of 4.5%.

As a result, at the relevant date, women represented 37% of our Partners overall and 37% of our Ordinary Members but only 14% of our Equity Members. Change at these senior levels takes time and to an extent this will accelerate when Equity Members retire. We are committed to accelerating that change and expect to have achieved 30% of the Equity Members within five years.

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. We have a well-founded flexible working policy that enables our people to balance their working life with other priorities and have scored highly on this element on both internal and external surveys. We will be enhancing this offering by considering an agile working policy alongside this. During the past year, we have introduced a Family Care Forum, offering support to those planning for and returning from maternity or paternity leave and last year, we also offered our first returnship. This is in addition to hosting events in respect of Bristol Women in Business, International Women's Day, Women in Property and similar initiatives.

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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