

Our gender pay gap report 2017

As an organisation accredited with the National Equality Standard, pursuing gender balance and equality is a strategic priority for our firm. We aim to create an inclusive and entrepreneurial environment where talented people can work together and progress their career aspirations, irrespective of gender or background.

Understanding the gender pay gap

Under new legislation that came into force in April 2017, UK employers with more than 250 employees are required to publish calculations every year showing the pay gap between male and female employees.

The gender pay gap shows the differences in the average pay between men and women. This is different from equal pay which refers to paying a man and a woman the same amount for the same or similar work.

Our pay gap

The figures show our mean and median gender pay and bonus gap based on hourly rates of pay as at the snapshot date of 5 April 2017 and bonuses received in the preceding 12 months.

Difference between men and women

	Mean	Median
Hourly pay gap	24.7%	39.8%
Bonus pay gap	48.2%	62.4%

Percentage receiving a bonus

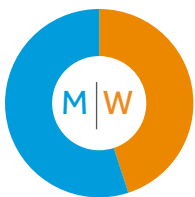


Female
30.1%



Male
40.1%

The proportion of employees in each quartile pay band



Upper quartile

Women 45%

Men 55%



Upper middle quartile

Women 51%

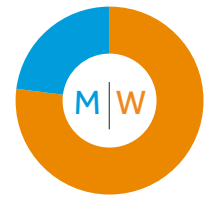
Men 49%



Lower middle quartile

Women 66%

Men 34%



Lower quartile

Women 77%

Men 23%

Understanding our pay gap

We are confident that men and women are paid the same for doing equivalent jobs across our business.

Our analysis of our gender pay gap shows that it is largely driven by the distribution of women and men within different types of role in the firm and that there are more women in roles that fall within the lower pay quartiles. For example, 21% of the women in our firm work in secretarial roles.

There is a greater balance between men and women in our upper and upper middle pay quartiles. If we only consider those in our fee earning roles, our mean pay gap is 4.1% and the median is 0%. While we still have work to do, this analysis illustrates the value of our continued efforts in ensuring we attract and promote, as well as retain, women in senior roles.

How we are tackling our pay gap

We continue to review and refine our policies and practices to ensure decisions around recruitment, performance, annual appraisals, promotions, pay and bonus are fair and objective.

Our commitment to people is one of our three key pillars which were launched in 2017 by Chief Executive, Sharon White, as part of the firm's new five-year strategy. We want our firm to be a place where our people feel challenged, engaged and supported to fulfil their potential and perform at their best as well as to inspire people across diverse backgrounds to access the full range of opportunities available to them in a professional law firm. Creating a culture of inclusion is key to achieving this.

"Realising the potential of all our talented people is fundamental to our continued success. Supporting everyone's performance, development and progression – regardless of gender – is a key priority for us."

Sharon White
CEO

We have been particularly focused on inclusive career progression. We aim to ensure that everyone continues to develop their career at Stephenson Harwood. We evaluate, refresh and expand our development options to meet the ever changing needs of our people and our firm, in particular:

- **Female career progression programme**

We launched our female career progression programme in 2014, to support female associates in overcoming some of the gender specific challenges, and perceived challenges, of working in the legal profession. The programme was 'Highly Commended' by the Legal Education and Training Group in 2016. We will be extending elements of the programme to business services roles in the future.

- **Female network**

'She Networks' is a female associate driven initiative which includes a series of educational and networking events, at which internal and external speakers present on a range of topics to our associates and clients.

- **Parental partners**

To support the career progression of those with parenting responsibilities, we have introduced 'parental partners'; a group of partners who act as role models and provide associates with support and guidance before, during and after maternity and parental leave.

- **Agile working**

We recognise the importance of helping our employees balance their work and home life in order to fulfil their career aspirations and in 2016, we introduced our agile working policy.

- **Unconscious bias awareness**

Unconscious bias awareness training is available to everyone at the firm to encourage us to examine our own unconscious biases and how best to manage them.

We are committed to building on and improving these activities to advance inclusive career progression and work practices for a diverse workplace. We are confident that the efforts we are making promote a 'level playing field' and will help us reduce the gender pay gap.

We confirm that the data in this report to be accurate and in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Sharon White
Chief Executive Officer



Jeff Marlow
Director of HR,
learning and development

