

Gender Pay Report 2019

We are pleased to publish Clyde & Co's gender pay reports for the year ending April 2019 in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Achieving gender equality and diversity is a key strategic priority for our firm, and we consider it central to the long-term success of our business to ensure that we recruit, retain and promote exceptional talent that reflects the industries, businesses and communities we serve. In order to do so, we must create an inclusive workplace where everyone is able to reach their full potential.

This report contains statutory reporting for each of Clyde & Co's three UK legal entities – Clyde & Co Services (our largest UK entity), Clyde & Co Claims and Clyde & Co Scotland (see page 3).

In addition, we have included information that goes beyond our legal reporting obligations to help paint a fuller picture of the firm's gender pay gap. As such, we have included partner figures in our report so that we can publish an overall 'all firm' pay gap for all our UK-based partners and staff.

Clyde & Co combined figures

As partners are remunerated differently from employees we have calculated our combined figures by looking at total annual FTE earnings for all UK partners, including profit share and bonuses and total FTE pay and bonuses for all UK employees. The hourly pay rate values for employees have been annualised and added to bonuses to reach total annual FTE earnings.

Last year's figures are in brackets.

Partner and employee pay gap combined

	Mean	Median
Total compensation	56.8% (60.4%)	37.0% (40.9%)

Partner pay gap

	Mean	Median
Total compensation (All partners)	49% (36%)	69.3% (69.6%)
Senior Equity Partner	7.9% (8.1%)	0.0% (11.5%)
Equity Partner	23.5% (12.4%)	19.8% (12.9%)

Our gender balance across our firm in the UK

59% of all employees and partners are women



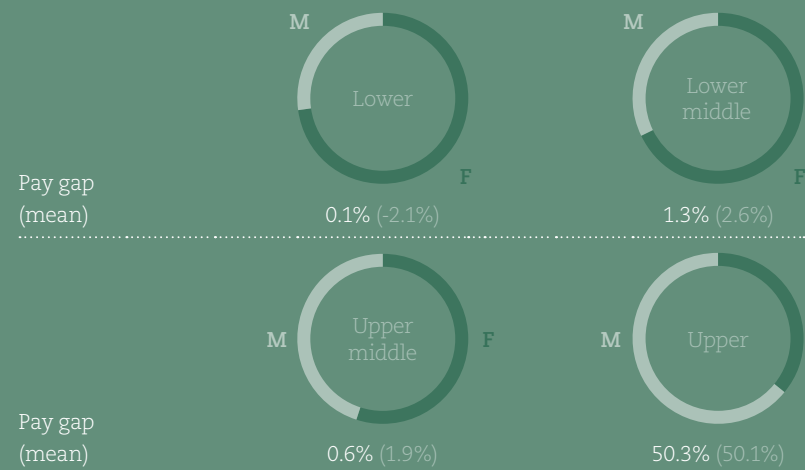
18% of UK-based partners are women



Pay quartiles – Clyde & Co

Combined UK entities, all employees and partners

	Lower	Lower middle	Upper middle	Upper
Women	73% (72%)	68% (74%)	55% (53%)	36% (37%)
Men	27% (28%)	32% (26%)	45% (47%)	64% (63%)



> The image on the right shows the gender distribution at Clyde & Co across four equally-sized quartiles with the corresponding gender mean pay gap within each quartile. The pay gap is based on a full time equivalent (FTE) basis.



Understanding our gender pay and bonus gaps

As stated in our previous gender pay gap reports, we are confident that we pay men and women fairly for equivalent roles, and are pleased that the gender pay gap for each of our four pay quartiles is smaller than our overall average.

- Our overall gender pay gap is higher when partners are included. This is because, like many law firms, we have a higher proportion of men than women in our partnership, as well as a higher proportion of men in senior partnership positions
- However, when we look at our two partner groups (Senior Equity and Equity) independently, the gap for fixed pay is smaller, reflecting more consistent gender pay levels within these groups
- While we are pleased that the pay gap in most of our quartiles is small, we still have some way to go to close the gap in the upper quartile
- Gaps between the quartiles are caused by the fact that the roles that sit within the lower quartiles are predominantly secretarial and junior business services positions, many of which are held by women. Meanwhile, many of our highest earning employees and partners are men
- While this year's figures do not show an improvement in the upper quartile, we are confident this will change over time, especially following senior level female hires in 2019
- We are proud to see our bonus gap reduce this year. This is in large part a result of measures taken following the publication of our first gender pay gap report two years ago to standardise who is eligible for a bonus and remove some anomalies
- The majority of the bonus pay gap is a result of the structural factor referred to above, as the concentration of men in senior roles paying higher bonuses widens the bonus gap. In addition, significantly more of our female staff works on a part-time basis than our male staff, which has had some impact on our bonus gaps because we have to report on bonus figures based on actual amounts paid and not on a full-time equivalent basis

Clyde & Co – Employees only

Pay and bonus gap – differences between men and women – Clyde & Co Services

	Mean	Median
Hourly pay	24.6% (23.5 %)	36.8% (38.7 %)
Bonus	44.0% (55.7 %)	30.0% (68.6 %)

Proportion of men and women receiving a bonus – Clyde & Co Services

Women	27.4% (41.4 %)
Men	31.3% (29.7 %)

Pay quartiles – Clyde & Co Services

	Lower	Lower middle	Upper middle	Upper
Female	76% (74%)	72% (71%)	49% (50%)	48% (50%)
Male	24% (26%)	28% (29%)	51% (50%)	52% (50%)
Pay gap (mean)	-1.3% (-11.9%)	3.5% (4.4%)	-0.2% (-0.9%)	11.3% (9.7%)

Pay and bonus gap – differences between men and women – Clyde & Co Claims

	Mean	Median
Hourly pay	13.9% (13.6 %)	16.2% (21.5 %)
Bonus	23.7% (32.7 %)	40.2% (39.6 %)

Proportion of men and women receiving a bonus – Clyde & Co Claims

Women	31.6% (32.4 %)
Men	38.9% (22.9 %)

Pay quartiles – Clyde & Co Claims

	Lower	Lower middle	Upper middle	Upper
Female	68% (70%)	70% (73%)	55% (52%)	51% (55%)
Male	32% (30%)	30% (27%)	45% (48%)	49% (45%)
Pay gap (mean)	-1.9% (8.4%)	1.7% (1.8%)	-1.8% (0.5%)	0.6% (-3.4%)

Pay and bonus gap – differences between men and women – Scotland

	Mean	Median
Hourly pay	9.0% (13.1 %)	14.3% (15.9 %)
Bonus	-5.4% (10.1 %)	8.3% (16.7 %)

Proportion of men and women receiving a bonus – Scotland

Women	35.8% (38.0 %)
Men	27.1% (32.4 %)

Pay quartiles – Scotland

	Lower	Lower middle	Upper middle	Upper
Female	73% (70%)	82% (88%)	79% (80%)	71% (65%)
Male	27% (30%)	18% (12%)	21% (20%)	29% (35%)
Pay gap (mean)	-6.8% (-1.0%)	3.5% (1.6%)	7.0% (0.6%)	4.6% (3.7%)

Closing the gender pay gap at Clyde & Co

We are pleased to once again have published gender pay gap figures for the firm's employees and partners. Pay gap reporting is a useful way to track progress and identify areas in need of closer attention.

While we are pleased that there have been some areas of improvement year on year, there is still much progress to be made. Like most organisations of our type, we accept that we must take a long term view on closing our pay gaps and recognise that achieving our goals in this area will require sustained focus. However, that does not mean that there are not shorter term improvements that can be made, and we are pleased that some of these have started to make a difference.

Some of the measures we are taking and commitments we have made to address our gender pay gap and diversity more broadly are listed below.

- We continue to apply a rigorous approach to the gender mix of candidates at all levels during our recruitment processes and promotion to partnership. This includes 50:50 shortlist targets for senior roles, an ongoing review of recruitment materials to ensure they do not discourage women from applying for roles, and unconscious bias training for line managers. While there is still a long way to go, we are pleased to have made progress with regard to diversity

at the global and regional board levels and among our senior management team. For example, in the financial year 2018/19, 13 out of 20 senior hires across the firm were women

- We are committed to providing fair and competitive rewards to all our people irrespective of gender, and actively review our talent identification, annual performance, pay, and bonus activities to ensure fairness in the process and in outcomes
- Our efforts to ensure that all high potential fee earners have equal access to our successful Senior Leadership Programme designed to help participants reach the partnership continue. Female participation in the programme has increased each year over the last three, with 54% of 2019's cohort being women. Over half of the participants in this year's Global Associate Programme, which gives associates experience working in and with our international offices, were women. We are confident that increased female participation in these programmes will be reflected in our partner promotions in the coming years

- In 2019 the firm launched a global profile raising training programme to ensure that our female lawyers are promoting themselves internally and externally through the media, social media, marketing and business development activities. Over 70% of those taking part in the training in 2019 were women, and the proportion of female spokespeople commenting in the media went up from approximately 15% to 39%
- We recognise the value of mentoring in driving diversity and career progression and continue to be members of the 30% Club which includes taking part in its cross organisational mentoring programme. All mentees taking part in the programme and half of the mentors are women
- We recognise that career paths for men and women are not always linear or uniform. With this in mind we have taken a more consistent approach to supporting working parents. This includes a maternity coaching programme helping with transitions to and from periods of maternity leave, encouraging those on leave to

keep in touch with the firm, and a portal providing resources to help manage work and family life. All staff are also able to access emergency back-up care sessions for childcare and eldercare and we have doubled the number of sessions available per employee

- Our Gender Equality at Clyde & Co (GECCO) initiative continues to be a forum for discussing gender diversity at the firm and identifying issues where it can lobby for change and support in progressing the agenda

We confirm that the data reported are accurate.



Robert Hill
Chair of the UK Board

Robert Hill



Pauline Caldwell
Global HR Director

Pauline Caldwell