

# Gender Pay Report 2018

We are pleased to publish Clyde & Co's gender pay reports for the year ending April 2018 in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Gender equality and achieving gender diversity continue to be strategic priorities for our firm and we consider them 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. To do so we must remove any barriers that may stand in the way of people from all backgrounds realising their potential at Clyde & Co.

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 pages 2 to 3).

In addition, this report contains information that goes beyond our legal reporting obligations and helps paint a fuller picture of the gender pay gap at the firm. As such we are pleased to include partner figures in our report so 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.

### Partner and employee pay gap combined

	Mean	Median
Total compensation	60.4%	40.9%

### Partner pay gap

	Mean	Median
Total compensation (All partner)	36%	69.6%
Senior Equity Partner	8.1%	11.5%
Equity Partner	12.4%	12.9%

> 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.

### Our gender balance across our firm in the UK

59% of all employees and partners are women

41% of all employees and partners are men



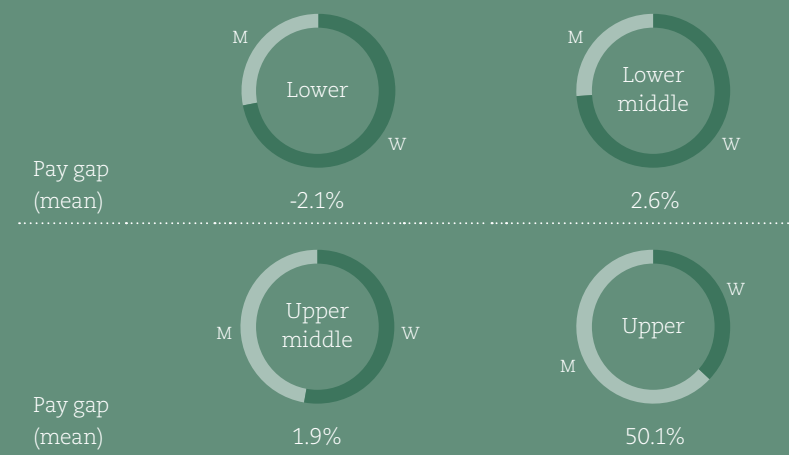
17% of our UK based partners are women

83% of our UK based partners are men



### Pay quartiles – Clyde & Co (Combined UK entities) all employees and partners

	Lower	Lower middle	Upper middle	Upper
Women	72%	74%	53%	37%
Men	28%	26%	47%	63%



## Understanding our gender pay and bonus gaps

As we stated in last year's report 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 is smaller reflecting fair and consistent gender pay levels within these groups.
- We are pleased that in most of our quartiles our pay gap is small or negative but we still have some way to go to close the gap in the upper quartile.
- The most significant gender imbalances are caused by the fact that the roles that sit within the lower quartiles are predominantly secretarial and junior business services positions, and the majority of these roles are held by women. Meanwhile, some of our highest earning employees and partners at the firm are men, which affects the figures.
- This structural factor also affects our bonus pay gap. While we are pleased that the proportion of women receiving a bonus has gone up in two of our UK entities, the concentration of men in the senior roles that pay higher bonuses widens the bonus gap.
- In addition, significantly more of our female staff work 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 – Services (Employees only)

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

	Mean 2018	Mean 2017	Median 2018	Median 2017
Hourly pay	23.5%	22.4%	38.7%	38.2%
Bonus	55.5%	66.7%	68.6%	53.3%

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

W	Women	41.4% (35%)
M	Men	29.7% (35%)

2017 figures in brackets

### Pay quartiles – Clyde & Co Services

	Lower	Lower middle	Upper middle	Upper
Women	74%	71%	50%	50%
Men	26%	29%	50%	50%
<b>Pay gap (mean)</b>	<b>-11.9%</b>	<b>4.4%</b>	<b>-0.9%</b>	<b>9.7%</b>



## Clyde & Co – Claims (Employees only)

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

	Mean 2018	Mean 2017	Median 2018	Median 2017
Hourly pay	13.6%	14.3%	21.5%	20.1%
Bonus	32.7%	16.8%	39.6%	42.3%

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

	Women	32.4% (21.2%)
	Men	22.9% (22.7%)

2017 figures in brackets

### Pay quartiles – Clyde & Co Claims

	Lower	Lower middle	Upper middle	Upper
Women	70%	73%	52%	55%
Men	30%	27%	48%	45%
<b>Pay gap (mean)</b>	<b>8.4%</b>	<b>1.8%</b>	<b>0.5%</b>	<b>-3.4%</b>

## Clyde & Co – Scotland (Employees only)

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

	Mean 2018	Mean 2017	Median 2018	Median 2017
Hourly pay	13.1%	14.8%	15.9%	11.4%
Bonus	10.1%	31.4%	16.7%	15%

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

	Women	38.0% (50.4%)
	Men	32.4% (41.2%)

2017 figures in brackets

### Pay quartiles – Clyde & Co Scotland

	Lower	Lower middle	Upper middle	Upper
Women	70%	88%	80%	65%
Men	30%	12%	20%	35%
<b>Pay gap (mean)</b>	<b>-1.0%</b>	<b>1.6%</b>	<b>0.6%</b>	<b>3.7%</b>

## Closing the gender pay gap at Clyde & Co

We are pleased to have published our pay gap figures for the firm including its partners which gives us further clarity and provides increased transparency on our pay gap across the organisation.

This report adds further impetus to the measures we're already taking to improve our gender balance across the firm, in particular by focusing our attention on some of the most senior positions in each quartile.

However, while we are pleased that there have been some areas of improvement year on year, on the whole, across all entities, pay gaps remained broadly the same. We are taking a longer term view on closing the pay gap and recognise that achieving our goals in this area will take sustained focus as well as time.

Some of the measures we are taking and commitments we have made to address the gender pay gap and diversity more broadly include:

- We continue to apply a rigorous approach to the gender mix of candidates at all levels during our recruitment processes, promotion to partnership and to senior leadership positions. This includes 50:50 shortlist targets for senior roles, an ongoing review of recruitment materials to ensure they don't 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 achieved greater diversity at the global and regional board levels and among our senior management team. For example, in 2018 we made a number of female senior level hires.

- 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.
- We continue to work hard to ensure that all high potential employees have equal access to our successful Senior Leadership Programme designed to help fee earners reach the partnership – 50% more women are taking part in the programme this year, making up over half of the participants. Over half of the participants in our latest Global Associate Programme, which gives associates experience working in and with our international offices, were women.
- To ensure that our female lawyers are promoting themselves internally and externally through the media, social media, marketing and

business development activities, the firm has launched a global profile raising training programme that we are encouraging women at all levels to take part in as well as setting a range of targets in this area to encourage progress.

- We recognise the value of mentoring in driving diversity and career progression and we are members of the 30% Club which includes taking part in its cross organisational mentoring programme. In the past year we have launched a new global mentoring programme across the organisation with mentoring now available to all staff to help them with their personal and professional development.
- We recognise that career paths for men and women are not always linear or uniform. With this in mind we have launched a more consistent approach to supporting working parents. This includes a new maternity coaching and support programme and the launch of the My Family Care portal, an online support resource which, for the first time, includes access to free backup care provision.

We confirm that the data reported are accurate.



*Robert Hill*

**Robert Hill**  
Chair of the UK Board



*Pauline Caldwell*

**Pauline Caldwell**  
Global HR Director