

# Gender Pay Report 2017

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

Gender equality and achieving gender diversity is a strategic priority for our firm. We consider gender diversity to be central to the continuing long-term success of our business to ensure that we recruit, retain and promote exceptional talent and reflect the industries, businesses and communities we serve. To do that we must remove any barriers that may stand in the way of people from all backgrounds realising their potential at Clyde & Co.

This report covers Clyde & Co - Services (see data right), our largest UK entity, as well as our other UK entities Clyde & Co - Claims and Simpson & Marwick (see page 2).

## Clyde & Co – Services

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

	Mean	Median
Hourly pay	22.4%	38.2%
Bonus	66.7%	53.3%

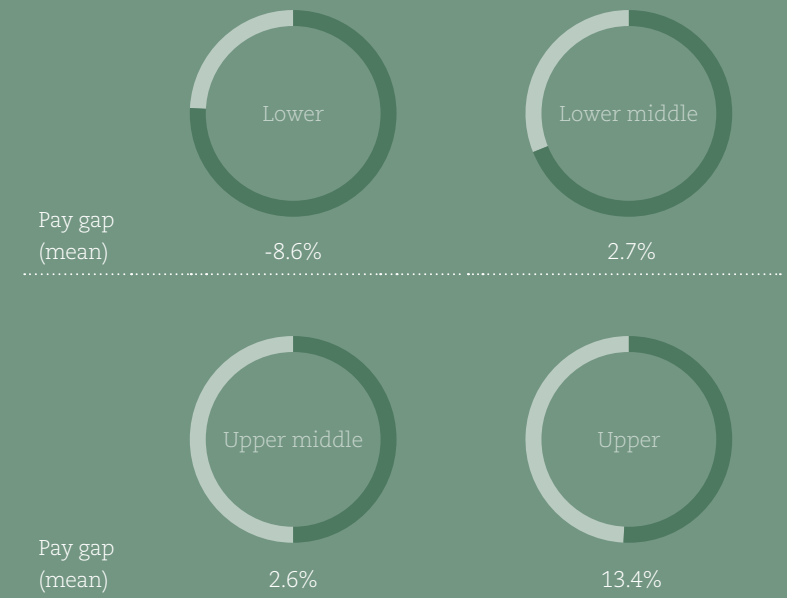
^ This table shows the mean and median gender pay gap based on hourly rates of pay as at 5 April 2017. It also shows the mean and median difference between bonuses paid to men and women in the 12 months prior to 5 April 2017.

### Proportion of men and women receiving a bonus

W	35.0%
M	35.0%
Women	35.0%
Men	35.0%

### Pay quartiles

	Lower	Lower middle	Upper middle	Upper
Female	76%	69%	50%	51%
Male	24%	31%	50%	49%



^ The above shows the gender distribution at Clyde & Co across four equally-sized quartiles with the corresponding gender pay gap within each quartile.

■ Female  
■ Male



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

	Mean	Median
Hourly pay	14.3%	20.1%
Bonus	16.8%	42.3%

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

	W	M
Women	21.2%	
Men		22.7%

**Pay quartiles – Clyde & Co Claims**

	Lower	Lower middle	Upper middle	Upper
Female	74%	76%	55%	57%
Male	26%	24%	45%	43%
<b>Pay gap (mean)</b>	<b>1.2%</b>	<b>-4.5%</b>	<b>1.8%</b>	<b>-2.1%</b>

**Pay and bonus gap – differences between men and women – Simpson & Marwick**

	Mean	Median
Hourly pay	14.8%	11.4%
Bonus	31.4%	15.0%

**Proportion of men and women receiving a bonus – Simpson & Marwick**

	W	M
Women	50.4%	
Men		41.2%

**Pay quartiles – Simpson & Marwick**

	Lower	Lower middle	Upper middle	Upper
Female	71%	86%	78%	70%
Male	29%	14%	22%	30%
<b>Pay gap (mean)</b>	<b>13.8%</b>	<b>0.8%</b>	<b>3.2%</b>	<b>12%</b>

^ This table shows the mean and median gender pay gap based on hourly rates of pay as at 5 April 2017. It also shows the mean and median difference between bonuses paid to men and women in the 12 months prior to 5 April 2017.

^ The above shows the gender distribution at Clyde & Co across four equally-sized quartiles with the corresponding gender pay gap within each quartile.



## Understanding our gender pay and bonus gaps

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.

- In 9 out of our 12 quartiles the gender pay gap is small or even negative, and while we still have some way to go to close the gap, especially in the fourth (highest) quartiles, we are encouraged by the ongoing concerted efforts to attract and retain females in current and new senior positions across the business.
- The most significant gender imbalances are caused by the fact that, like many law firms, 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.
- This structural factor also affects our bonus pay gap. While we are pleased that women are as likely (in fact, slightly more likely) to receive a bonus as men, as a firm the roles that are eligible for bonuses tend to be in the higher pay quartiles, where we have a higher proportion of men. This, together with the fact that a number of our most senior roles (and those that are likely to pay proportionately higher bonuses) are held by men widens the bonus pay gaps further.
- 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.
- This exercise has provided us with renewed focus and some new ideas to add to our already strong commitment to gender diversity. In particular, we are redoubling our efforts to improve our gender balance in the most senior positions within each quartile.

## Closing the gender pay gap at Clyde & Co

We recognise that we have more work to do to achieve greater gender balance at senior levels in the firm. Achieving our goals in this area will take sustained focus and time. Some of the actions we've already taken include:

- We appointed our first Global Head of Diversity and Inclusion in 2017 to develop and oversee the implementation of our diversity strategy and support our efforts to address our gender pay and bonus gaps ensuring that diversity and inclusion are embedded across the organisation and its business processes.
- As part of a wider review, we are currently considering further diversity and inclusion initiatives for partner and management positions.
- In recent years we have been applying a more rigorous approach to the gender mix of candidates at all levels during our recruitment processes, promotion to partnership and to senior leadership positions. 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.
- 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 are working 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 – since the programme started in the UK in 2016 nearly half of participants have been women.
- We recognise the value of mentoring in driving diversity and career progression and are committed to making better use of it throughout our organisation. We currently have a series of informal mentoring and coaching programmes across the organisation, including membership of the 30% Club's cross organisational mentoring scheme, which we are looking to formalise and expand. This will ensure that we better meet the different needs of employees of all backgrounds and levels across the firm.

- We recognise that career paths for men and women are not always linear or uniform. With this in mind we are looking into a more consistent approach to maternity coaching and a back up care provision programme, among other measures.

We confirm that the data reported is accurate



**Robert Hill**  
Chair of the UK Board

A handwritten signature in black ink that reads "Robert Hill".



**Pauline Caldwell**  
Global HR Director

A handwritten signature in black ink that reads "Pauline Caldwell".