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Slater and Gordon | **Gender Pay Gap Report 2019**

## What Is the Gender Pay Gap?

The gender pay gap shows the difference in the average pay between all men and women in a workforce, irrespective of their role and level in the organisation. It is not the same as equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because of their gender.

A gender pay gap will arise where a company has more men in senior or higher paid positions and more women in lower paid roles. The national average gender pay gap is 17.9%, according to the Office for National Statistics (ONS).

## How is it calculated?

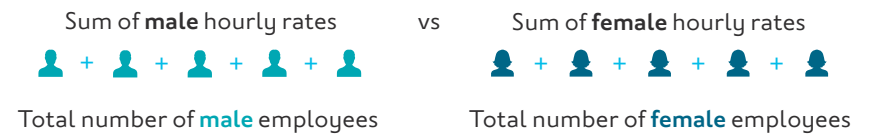
The gender pay gap is the difference between the mean or median hourly rate that men and women receive. The mean (or average) is the sum of all hourly rates divided by the number of relevant employees. The median is the middle figure when the hourly rates of all employees are listed in ascending order. For the purposes of reporting, only 'full-pay relevant employees' should be counted. Pay data relating to employees on 'leave' – which includes annual leave; maternity, paternity, adoption, parental and shared parental leave; sick leave; and special leave are not included in this report.

## MEDIAN AND MEAN PAY EXPLAINED

### Median Mid point



### Mean average



### Our gender pay gap for April 2017–April 2018:

- The Mean and Median gender pay gap has been calculated based on an individual's ordinary salary and bonuses paid between 1 April 2017 and 31 March 2018 to all individuals employed in April 2018
- When we take an average of hourly rates across the UK team, women in the UK are paid 18.03% less than men (this is 14.2% when you take the median). This is because there is a larger amount of women in all parts of the business except for the very top quartile where there is slightly more men. While the difference in pay is minimal its significance increases when you collate it all together as there are a lot more women working in the lower and middle roles than men
- For April 2016–April 2017 we reported a mean of 20.08%, and a median of 11.07%. So this has improved by just over 2%

We have included details of the gender pay gap in each of the Slater and Gordon Group's reportable constituent entities; Slater Gordon Solutions Limited, SGS Business Process Services Limited (Motor) and Slater and Gordon Lawyers.

	SGSL	SGSBPS	SGL	COMBINED
Mean pay gap	13.16%	3.26%	28.75%	18.03%
Median pay gap	14.68%	2.11%	29.73%	14.21%

## Bonus Gap April 2017–April 2018

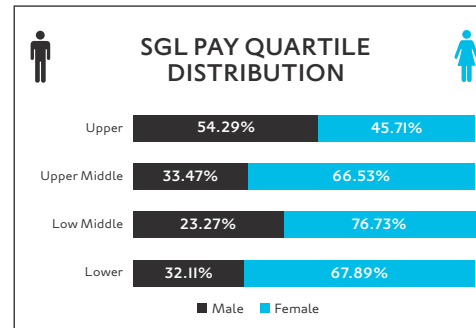
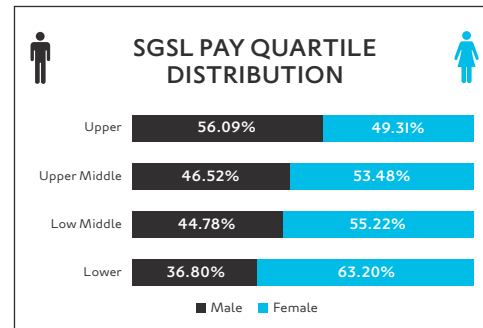
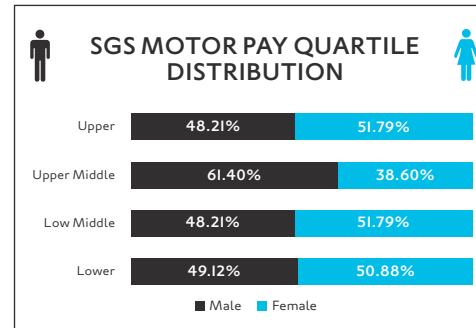
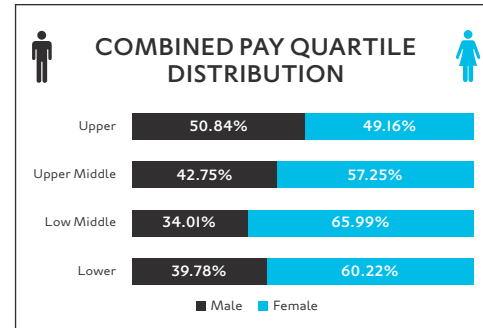
- When we look at bonus pay, our average bonus gap was 36.88% (with a median of 23.97%)
- Proportion of females received bonus: 49% , Proportion of males received bonus: 47%. (2016-2017 40% female, 32% males)
- For April 2016–April 2017 the mean was 11.68%, and median 13.59% - so the bonus gap has got bigger by just over 25%

The highest bonus was paid to a female colleague, and eight of the top 20 bonuses were paid to women. Another important point to highlight here is that while salary data is adjusted for FTE, bonus data is not. Nearly a fifth of our female workforce work part time and their bonuses are therefore prorated. This is not taken into account when reporting this data. During this period we operated a number of target and performance based bonus and commission schemes, which means that reporting on our bonus gap is complex and the statistics don't tell the whole story.

	SGSL	SGSBPS	SGL	COMBINED
Mean bonus gap	38.80%	19.02%	37.99%	36.88%
Median bonus gap	23.65%	-5.92%	44.04%	23.97%
% Males Receiving Bonus	49.67%	48.44%	38.95%	46.81%
% Females Receiving Bonus	49.65%	62.50%	44.41%	49.32%

## Pay Quartile Distribution

We are also required to include pay quartile information to help illustrate gender representation across the business;

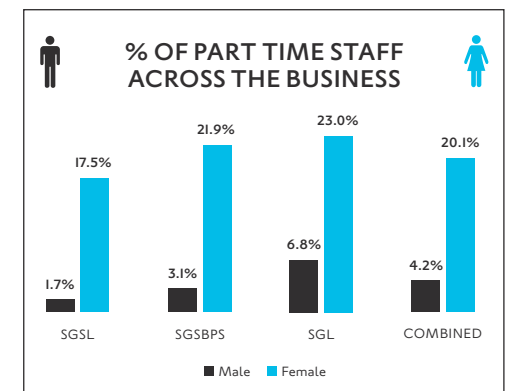


General trends broadly show that women are well represented across each quartile.

The positive point to take from this is our ability to bring in and keep female talent.

## Part Time Working

As you can see in the chart below we have a much higher proportion of women working part time across the business than men. For this measurement, part time colleagues are classed as those that don't work a full FTE working week. This varies between 35 hours and 37.5 hours per week, depending on the role and area of the business.



## Closing the gap

There are all kinds of different factors working together to create the gender pay gap.

The primary reason for the gap is that we have more women than men in most parts of the business.

The bonus gap is also impacted by the bonus calculation (set out in the requirements) not taking into account that bonuses for part-time workers (who are mainly women) are pro-rated.

## One in 21 Strategy – leading change

Importantly this report reflects our position before we set out on our One in 21 Strategy in early 2018. Since then we have gone through significant changes and we are confident that with the initiatives we have begun to implement together we can accelerate the pace of change we need to see.

- We are introducing a fairer Group Incentive Plan for everyone across our business
- We have launched our Diversity and Inclusion strategy
- We have started aligning the benefits we offer to staff across the business
- We will provide unconscious bias training for hiring managers
- We're reviewing our job adverts to make sure they're not using gendered language, and we will utilise targeted advertising that specifically are aimed at the female talent market
- We will make sure that our careers website and our resourcing materials that we use reflect the diverse workforce that we have here at Slater and Gordon
- We are looking to promote a culture whereby flexible working is encouraged for both men and women and at all levels of the organisation
- We will look at how females returning from maternity leave are supported so that they are welcomed back and we are able to offer a little bit more

leverage to enable them to balance their various commitments

- We plan to review our talent pipeline management to identify female talent, and ensure that they are properly supported to progress

We are proud to have so many talented women in all parts of our business and believe that we provide career progression and opportunities for all of our colleagues.

We believe that we are building an equal and inclusive environment for our colleagues, irrespective of gender, race, background or sexual orientation.

As a progressive business that fights on behalf of customers from all backgrounds we know that the best way to support our customers is to lead by example.