

Michelmores Gender Pay Gap report: 2018

At Michelmores we are committed to creating an inclusive working environment, where everyone has the opportunity to reach their potential, whilst being their authentic self at work. We believe the source of excellence lies in the difference between us as individuals. Our people are the key to our success.

As a Best Companies employer, we are an advocate of gender pay gap reporting as a tool to improve transparency on pay. We use the information from our gender pay gap reporting to help inform where we need to focus to reduce or eliminate pay gaps. We recognise that change does not happen overnight, and so have a long term commitment to closing the gap.

Understanding our results

Pay and Bonus Gap: difference between men and women

	Mean	Median
Hourly pay	40.33%	39.79%
Bonus	39.96%	0%

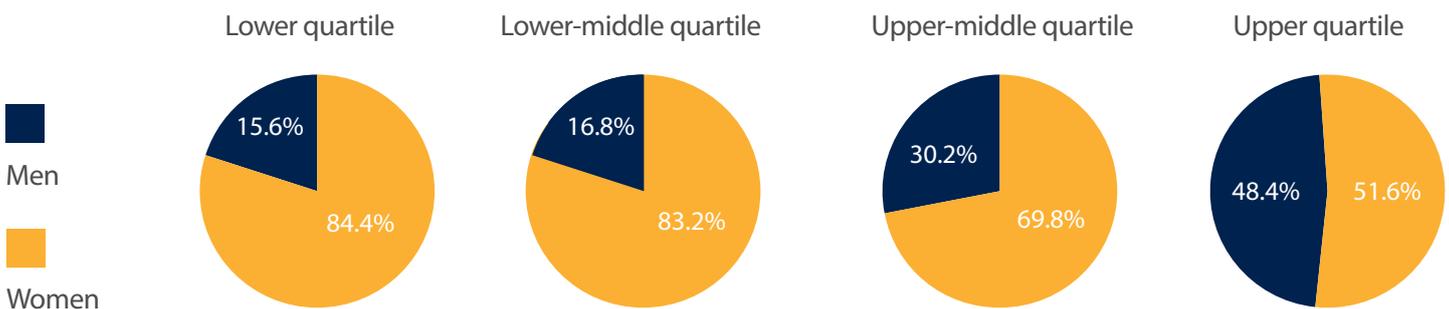
	Role	Mean	Median
Legal	Senior Associate	8.87%	-1.98%
	Associate	8.62%	3.88%
	Solicitor	6.93%	2.71%
	Trainee	-1.96%	4.11%
	Support	6.11%	-0.44%

Based on our analysis, we are confident that men and women are paid equally for doing equivalent roles at Michelmores. This is represented by further analysis, looking at specific job levels.

Our analysis shows that our gap primarily exists because of the disproportionate female to male ratio in the firm, particularly in PA and Business Support roles (which are typically lower paid roles) and due to the locational variance of our offices.

Pay quartiles

The charts illustrate gender distribution across the firm in four equally sized quartiles.



Bonus scheme

Although women are more likely to receive a bonus than men, the bonuses awarded to women tend to be lower because of the nature of their roles, as our bonuses are based on a percentage of salary. We had a 0% median gap on our bonuses paid in the last year.

Proportion of men and women awarded a bonus in 2017



75% women received a bonus



68% men received a bonus

Achieving gender inclusivity at Michelmores

Currently, 22% of all partners are women, and a third of our Board are women. Our aim is to have at least 30% women in partner roles, by 2022. Our initial goal was to have achieved this by 2020, however we realised the shift was going to require some cultural changes, meaning it will take longer than we originally envisaged. We have therefore adjusted our timeframe to 2022.

We have a plan in place to enable us to meet this target which includes making a greater investment in developing and retaining internal talent. To achieve our 30% women in partnership objective, the firm has a number of initiatives in place.

Our Women@Michelmores campaign was launched two years ago, with the aim of achieving true gender balance across the firm. We have been proactive at raising awareness internally, of the potential barriers to progression for women, and are taking active steps to address this. During the last year, this has included:



1 Agile Working

Embracing more agile and flexible ways of working, supporting men and women to achieve better balance in combining their work and personal lives. We look to design greater flexibility into roles as standard, and are open to exploring solutions to work flexibly, for new vacancies, as well as existing roles. We actively promote this on our recruitment website.

2 Workplace Allies

Providing a forum for colleagues, male and female, to come together discuss topics relevant to progressing greater gender inclusivity in our business. For example, during the last year, this has included discussions on how to develop our approach to Shared Parental Leave (SPL), including how we encourage more men to take SPL. We believe that sharing child caring responsibilities with both parents, gender neutralises the impact this has in the workplace, and therefore creates a more gender inclusive environment.

In the year ahead, we intend to focus on:

1 Exploring ways to make flexible working even more of a success, for more of our people, more of the time. Our ultimate aim is to make flexible working a gender neutral issue, where men and women are given equivalent support to work flexibly and continue to progress their careers.

2 Improving the family leave and return to work experience, with a structured induction

3 Lean In Circles

Providing a forum for female colleagues to share ideas and learn new skills. This provides a place for people to develop the confidence to find their voice and work towards their career aims, whatever they might be.

4 Family Leave

Recognising the importance of new parents spending time with their families, we have increased our family leave pay. This means offering enhanced pay from the point where employees would be eligible for statutory pay. To ensure full transparency, we have published our Family Leave benefits on our recruitment website, this means potential new recruits are fully informed on what we offer, before they join us.

programme for returners and better communication with those on family leave, keeping them more connected with the Firm.

3 Including Partner gender pay gap data into our annual gender pay report. We are working to ensure that we are reporting in a consistent manner with other law firms.

We believe the steps we are taking will improve progression and development opportunities for women and men, and thereby help to reduce any gender pay gap at Michelmores.



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We confirm the data in this report to be accurate.