

# Michelmores Gender Pay Gap report: 2017

At Michelmores, we are committed to creating an inclusive working environment, where everyone has the opportunity to reach their potential, whilst being themselves 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 welcome the introduction of gender pay reporting as an important tool to improve transparency on pay. It has been a helpful exercise as an impetus to continue improving our gender and inclusivity programme. We are committed to understanding pay gaps, and working to reduce or eliminate those within our firm.

## Understanding our results

**Pay and Bonus Gap:** difference between men and women

	Mean	Median
Hourly pay	38.1%	37.5%
Bonus	47.2%	18.2%

Role	Mean	Median
Senior Associate	6.35%	6.40%
Associate	7.16%	5.55%
Solicitor	-4.58%	-10.55%
Trainee	-8.68%	-6.21%
Support	0.36%	-18.71%

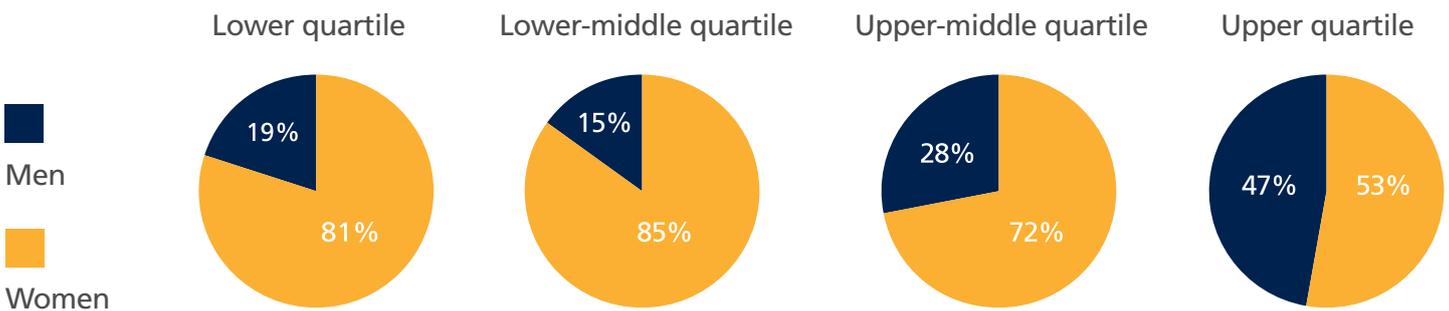
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Based on our analysis, we are confident that men and women are paid equally for doing equivalent roles at Michelmores. This is represented by further analysis, looking at specific job levels:

Our analysis shows that our pay gap exists primarily because of the disproportionate female to male ratio in the firm (72% female), particularly in PA and Business Support roles (which are typically lower paid roles) as well as a higher proportion of part-time female workers.

## 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. In addition, as 28% of women at our firm work part time, this means those who work part time will have lower bonuses than men carrying out an equivalent role. We are confident that men and women have an equal opportunity to earn a bonus.

Proportion of men and women awarded a bonus in 2016



95% women received a bonus



88% men received a bonus

# Achieving gender inclusivity at Michelmores

Our aim is to have at least **30% women in partner roles by 2020**. Currently across the firm, **25% of all partners are women**, and **50% of those in senior leadership roles in our Business Services team are women**. Over the last three years, **64% of all Partner and Senior Associate promotions were females**, boosting the representation of females in senior roles at Michelmores.

To achieve our 2020 objective, the Firm has a number of initiatives in place.

In 2017, to support the development of talented females, we launched Women@Michelmores, to:

- Raise awareness of challenges faced by females at work
- Equip our people with better information, to enable them to identify the steps they can take individually to better support women in the workplace
- Provide a forum to discuss and explore opportunities for improving gender inclusivity in our business

As part of this, we have progressed the following initiatives during 2017:



## 1 Workplace allies

Invited a cross section of men and women to champion gender equality at Michelmores. During the last 12 months, this group have helped to generate a number of practical ideas, including offering shared parental leave, where pay is matched with maternity pay.

## 2 Unconscious bias

We have taken steps to mitigate unconscious bias in decision making. For example, implementing clear criteria for each stage of promotion from Associate to Equity Partner. We also monitor the gender impact of our reward processes: this includes a rigorous pay review process where decisions on pay and performance are made fairly and in keeping with our reward philosophy.

## 3 Agile working

We offer all employees the opportunity to work in a flexible way, including working from home. We recognise the importance of a good work-life balance, our family friendly policies encourage employees to manage their work and family life. We currently **support c25% of employees working on a reduced hours basis**.

## 4 Gender mix at recruitment

As well as actively encouraging internal female promotion and progression, we have an expectation that at least 30% of all CV's for senior lateral roles are female.

## 5 Social mobility

We are a member of PRIME, a professional-wide programme designed to provide fair access to quality work experience for individuals from less privileged background.

**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.*