

# GENDER PAY GAP REPORT 2018

"We strive to recruit and retain a diverse group of people with one thing in common: a passion for working to improve lives, communities and society. As a result, gender equality has always been an important issue for us and we have a strong track record. Significantly above the industry average, 40% of our partners are women and we have numerous examples of flexible working arrangements in place to enable our people to work in a manner which enables them to follow their vocation, whilst balancing other responsibilities.



Gender pay gap reporting is something we have embraced as an opportunity to build an even stronger culture. Although this is the first year that the firm is required to report externally, last year we reported internally for our own transparency and learning. This year, we have included partner data and I am pleased those figures illustrate equality within the partnership.

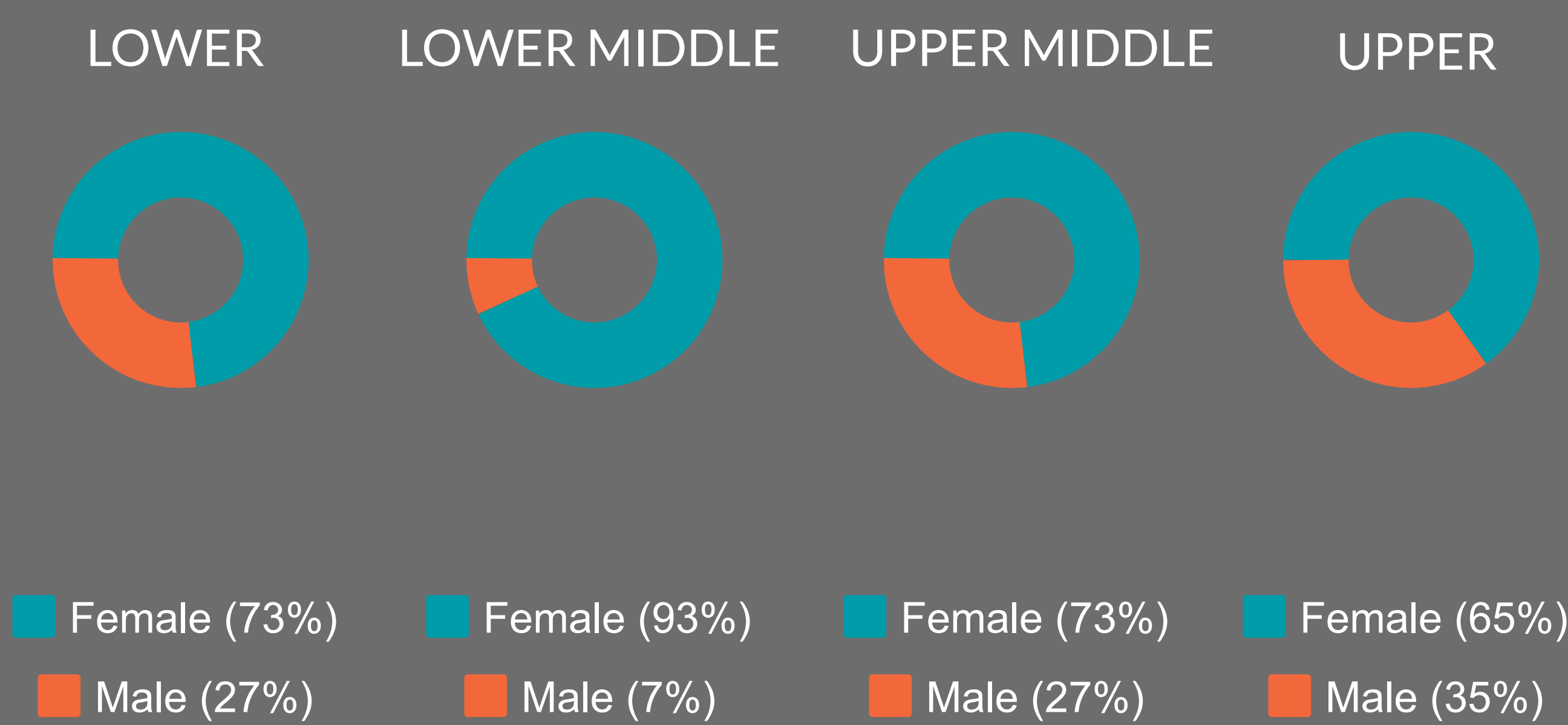
However, our overall pay gap figures show us there is much more we need to do. We have already acted in numerous ways including writing a new Equality, Diversity and Inclusion Strategy. We want to increase transparency and to create a greater balance of representation of men and women at all levels across the firm. This report summarises what we have been doing to address the gap and our future plans." **Peter Hubbard**, Senior Partner

*I confirm that the data reported is accurate and has been calculated in accordance with the Equality Act 2010 (Gender pay Gap Information) Regulations 2017.*

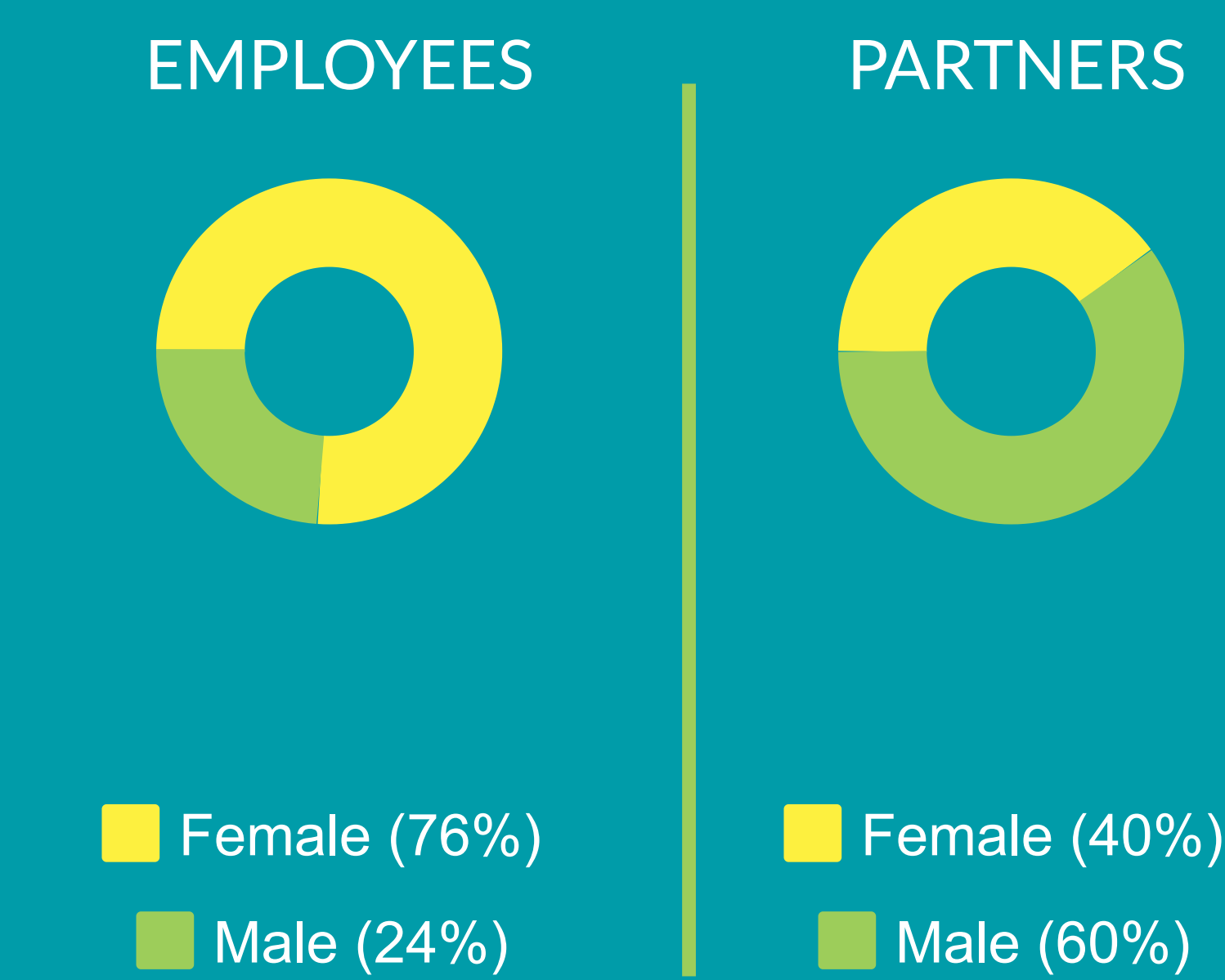
## OUR 2018 DATA

Due to the size of the firm, this is the first year that Anthony Collins Solicitors (ACS) are required to report externally. However, the firm elected to report our 2017 data to share with our employees and identify the need for change.

### PROPORTION OF MALE AND FEMALE EMPLOYEES IN EACH QUARTILE PAY BAND



### PROPORTION OF MALES AND FEMALES AT ACS

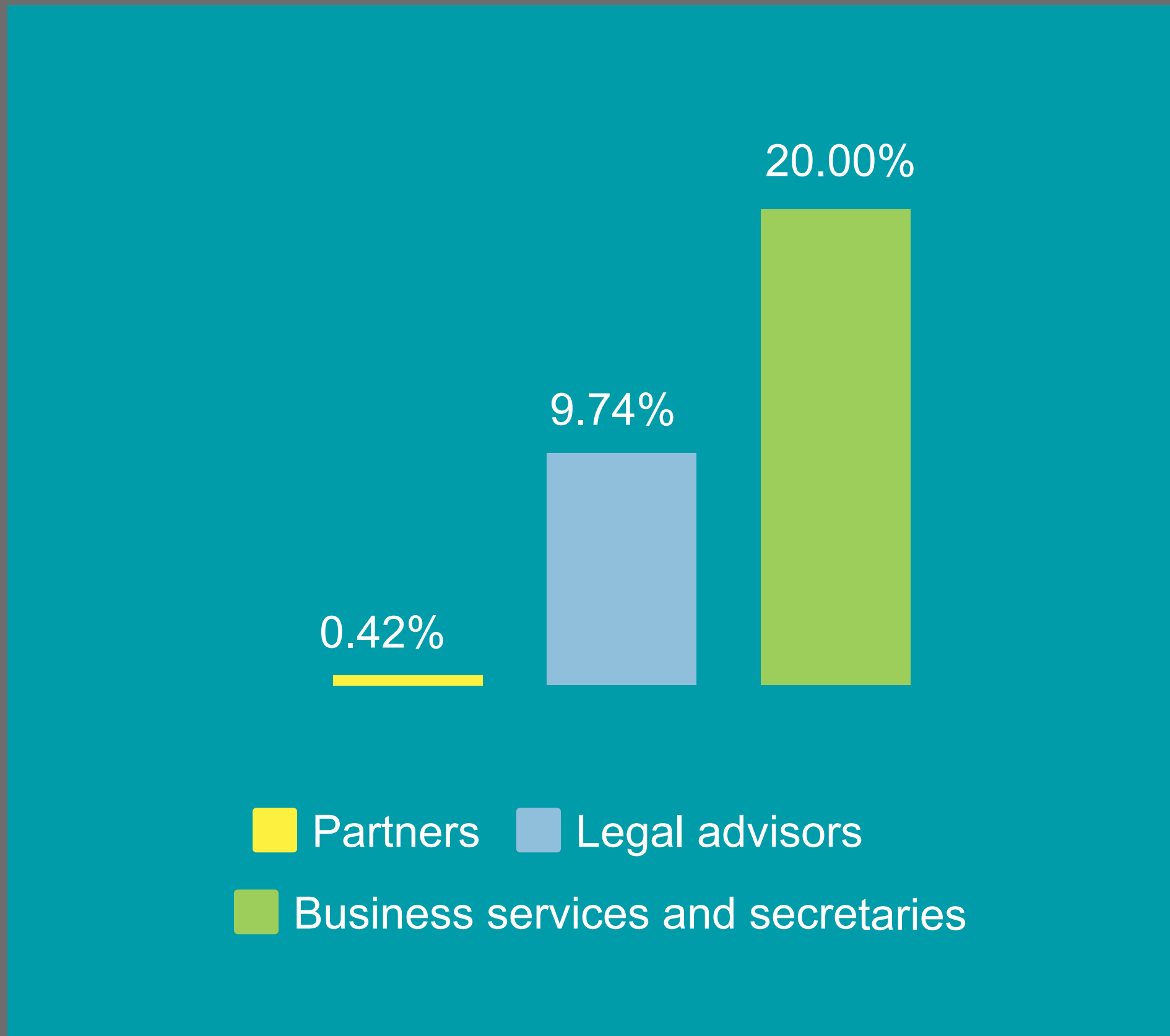


GENDER PAY GAP		
	MEAN	MEDIAN
PARTNERS	0.42%	0.00%
EMPLOYEES	17.16%	30.93%
COMBINED*	31.88%	37.76%

EMPLOYEE BONUS			
GENDER BONUS PAY GAP		PROPORTION OF MALES AND FEMALES RECEIVING BONUSES	
MEAN	18.96%	MALES	89.50%
MEDIAN	31.10%	FEMALES	92.30%

\*When combining partners' and employees' pay, the gap widens because our gender mix of our employees is not reflected within the partnership.

## GENDER PAY GAP BY ROLE



### UNDERSTANDING THE GAP

A significant driver of our pay gap is the structure of our workforce. Women are well represented as partners and in the upper quartiles of pay within the firm. However, in the lower pay quartiles, over 83% of legal/business support roles are held by women, resulting in a direct impact on our gap. For example, at the time that this data was captured, all of our secretaries were women. As a traditionally lower paid role (compared to our fee earners), this significantly increases our pay gap between men and women.

There are a range of other complex factors impacting on us and we will continue to critically assess what is driving our pay gap.

We do consider there is more that we can do to create an environment where women are not disadvantaged by taking time out from work, and this is reflected through one of the priorities we have identified for the next year.

Last year, a discretionary bonus was payable to our staff as a result of the firm's strong financial performance. Therefore, almost everybody in the firm, other than those on probation, received a bonus. Once above the minimum bonus payment, the bonuses were proportionate to salaries and so the mean and median gaps are very similar to the ones that we have found in our salaries.

### WHAT WE HAVE DONE SO FAR

Since April 2018 we have designed a new Equality, Diversity and Inclusion strategy taking account of the SRA report "Unlocking the Benefits of Diversity". The strategy sets out a variety of positive changes to be implemented over the course of the next two financial years. Equity, driven by adherence to new pay bands across different seniorities is now at the heart of our pay strategy and reviews.

We have also launched new coaching and mentoring initiatives across the firm and we have invested in technology to further enhance our flexible working offer.

### CLOSING THE GAP: THE FUTURE

Whilst we have identified a gap and started to work to reduce it, there is a significantly more we will do over the medium term to support and promote women at ACS.

Over the next 12 months, we will be taking actions such as ensuring flexible working is widely accessible and promoting key events internally such as International Women's Day and celebration of 100 years of women in law. Our main focus, however, will be the four key priorities below.

## PRIORITIES

- We have highlighted 4 main priorities to focus on in the next 12 months.
- Although there is plenty more that we want to do, we felt it important to make sure these changes are achievable in the timescale set:
- DIVERSITY FOCUSED SALARY REVIEWS**  
We are committed to ensuring equity and considering any possible disadvantage because of any protected characteristic;
  - MATERNITY AND SHARED PARENTAL LEAVE**  
Enhancing support for those on, and returning to work from leave;
  - SUPPORT ROLES**  
Improving diversity, starting with the removal of gender-associated bias from role titles and profiles;
  - RECRUITMENT**  
Using diverse selection panels and providing unconscious bias training to our hiring managers.

"GENDER PAY GAP REPORTING IS SOMETHING WE HAVE EMBRACED AS AN OPPORTUNITY TO BUILD AN EVEN STRONGER CULTURE."