
Slater and Gordon | **Gender Pay Gap Report 2018**

Chief Executive's Statement

As our new Chief Executive, I fully support the government's initiative to eliminate gender pay bias.

At Slater and Gordon, we believe the Gender Pay Gap legislation is an important part of wider efforts to encourage businesses to focus on tackling inequality.

Like other businesses we are required to publish gender pay information. To demonstrate our commitment to equality within the workplace, we have decided to go beyond the minimum requirements and publish our complete gender pay and bonus gap figures – including all LLP members.

While data shows encouraging results in certain areas of the Group, there is more we can do to ensure we are at the forefront of driving progress.

We also recognise this is not just an issue of pay. It is also one of making sure we are continually challenging ourselves to provide the best work environment. This will help us attract and retain excellent people and help all our colleagues to develop and progress.

Far from shying away from this challenge, we will implement a series



of initiatives to address imbalance within our structures and ensure we have greater gender parity across our business.

David Whitmore, Chief Executive

Understanding the difference between equal pay and the gender pay gap

As a company which seeks to recruit and retain the most talented colleagues, we understand the importance of being transparent and fair in the way we pay and reward our staff.

It is unlawful to pay men and women differently for carrying out work of equal value. We have rigorous processes in place to ensure we pay men and women the same for work of equal value.

However, a gender pay gap is different. It will arise where a company has more men in senior or higher paid positions or vice versa, more women in lower paid roles.

The national average gender pay gap is 18.4%, according to the Office for National Statistics (ONS).

Our gender pay gap data (GPG)

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.

When you combine these constituent entities – including all LLP members in April 2017 – our combined gender pay gap was:

- Mean: 20.8%
- Median: 11.7%

The combined bonus gap was:

- Mean bonus gap: 11.68%
- Median bonus gap: 13.59%
- Proportion females received bonus: 40%
- Proportion males received bonus: 32%

MEDIAN AND MEAN PAY EXPLAINED

Median Mid point



Mean average



	SGSL	SGBPSL	SGL *Includes senior executive team pay data	COMBINED
Mean pay gap	7.8%	11.8%	30.5%	20.8%
			33.2% (including LLP)	
Median pay gap	7.3%	-1.2%	31.7%	11.7%
			34.8% (including LLP)	

Gender pay gap: what information is included?

The gender pay gap is the difference between the mean or median hourly rate that men and women receive.

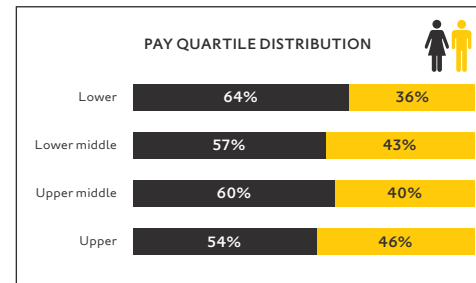
The mean (or average) is the sum of all hourly rates divided by the number of relevant employees. The median is the middle figure when the hourly rates of all employees are listed in ascending order.

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.

Pay quartile explained

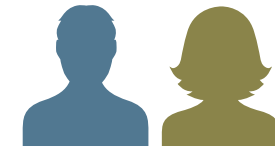
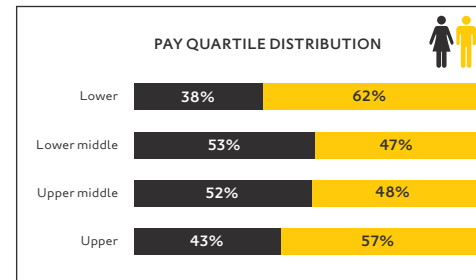
To better visualise our information we took the range of salaries and broke this up into quartiles i.e. the 25% highest paid employees fall into the Upper category. The graphs show the proportion of male and female 'full-pay relevant employees' represented in each of these quartiles.

Slater and Gordon Solutions Limited (SGSL)



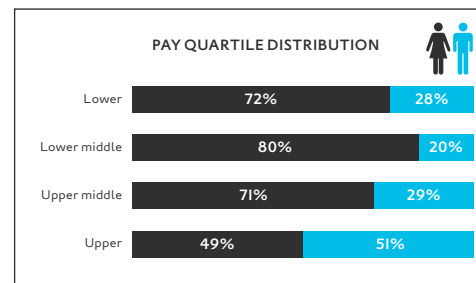
Mean 7.8% • Median 7.3%

SGS Business Process Services Limited (SGSBPSL)

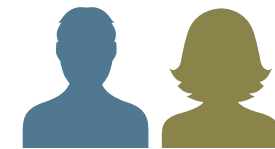
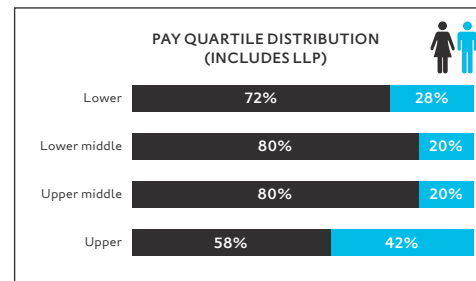


Mean 11.8% • Median -1.2%

Slater Gordon Lawyers (SGL)



Mean 30.5% • Median 31.7%



Mean 33.2% • Median 34.8%
(including LLP)

Bonus gap

For the purposes of reporting, bonus is defined as money, vouchers, securities, securities options, or interests in securities; and relates to profit-sharing, productivity, performance, incentive or commission.

We operate a number of target and performance based bonus and commission schemes. The relevant period for the measurement of bonus was 12 months from 6 April, 2016 to 5 April, 2017.

The data emphasises we have work to do. Analysis reveals that generally more of our female colleagues receive bonuses and the range of sums paid is far broader than those given to male colleagues.

Our male colleagues are less likely to receive a bonus but the range is clustered higher in the scale.

Of the largest 20 bonuses distributed in the period in question, 11 went to women, nine to men.

The largest bonus was paid to a female colleague.

Redressing imbalance

Since its establishment in 2012, Slater and Gordon has acquired a number of firms in the UK with very different pay and bonus structures. Clearly we have not made enough progress rectifying structural pay imbalances within these legacy firms.

As a progressive law firm, one which fights on behalf of clients every day to redress injustice, we need to make greater efforts to reduce this disparity.

While the challenge is significant, reducing the gaps over the next three years is central to our 'One in '21' business strategy.

	SGSL	SGBPSL	SGL	COMBINED
Mean bonus gap	11.5%	27%	28%	11.68%
			30% (including LLP)	
Median bonus gap	20%	-33%	48%	13.59%
			50% (including LLP)	
Proportion of female bonus	25.9%	39%	47.4%	40%
			49% (including LLP)	
Proportion of male bonus	17.9%	47%	39%	32%
			41% (including LLP)	

Closing the gap: Our initiatives

Eliminating the gender pay gap will be challenging, but is our ambition. To achieve this goal we have set out a number of initiatives to address the underlying factors contributing to the gender pay gap.

Our commitment to diversity and inclusion in the workplace

We have a Leadings Ways Diversity and Inclusion forum, which is a network run by colleagues for colleagues, with support and sponsorship from our Senior Executive Team. The forum recognises, supports and celebrates the diversity of our colleagues, and focuses on five key areas: gender, disability, LGBT, multiculturalism and social mobility.

As an organisation we aim to create an environment where the diverse experiences, perspectives and backgrounds of our people are valued and utilised. We foster an inclusive and supportive culture where our interactions with each other, and with our clients, are founded on mutual respect.

Supporting and promoting family-friendly policies

We want to make sure that managing work and family commitments is no barrier to progressing and succeeding at Slater and Gordon. We endeavour to help colleagues remain in, and return to, work after taking time out with their families. So far more than one in four of our female colleagues has taken advantage of flexible working or reduced hours. But whilst still balancing the needs of our clients and business we can and will do more to extend these initiatives – to both women and men.

Recruitment processes

We continually review our recruitment processes to ensure that we are best-practice in terms of preventing unconscious-bias – be it in the language we use when advertising position or our candidate interview process.

Managers and leaders will also take part in training intended to tackle potential unconscious bias in their day to day roles.

Mentoring

We currently run an informal and ad hoc mentoring scheme, but we are introducing a more formal programme which includes a specific focus on helping and inspiring more women to take up leadership roles.

Developing our future female leaders

Our Leadership Development Programmes will also include a focus on identifying future female leaders within the business and supporting their progression with coaching and mentoring initiatives.