

# Gender pay gap report – March 2018

“At Capsticks we rely on the talents of a diverse and highly skilled workforce. Our diversity is key to what we do every day and integral to the services we provide to our clients. We believe in taking a proactive approach to diversity and we aim to continually strive to make the best of everyone’s unique talents. We welcome the Gender Pay Gap reporting initiative as an important step in creating greater gender balance within the legal profession, and the legal sector as a whole.”



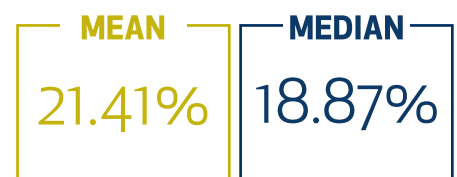
MARTIN HAMILTON  
 Managing Partner (elect)  
 020 8780 4832  
 martin.hamilton@capsticks.com

## Our hourly pay data

### The proportion of male and female employees

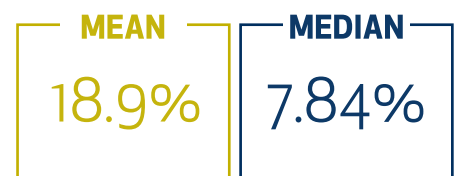
	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
<b>Male</b>	22.22%	23.75%	27.16%	41.98%
<b>Female</b>	77.78%	76.25%	72.84%	58.02%

### The mean and median difference in hourly rate of pay



Equality of pay sits at the heart of our reward strategy and we have, for a number of years, conducted salary and bonus audits to ensure that we compensate all of our people fairly. In keeping with other organisations of our size, with a high proportion of female employees, we have identified that our pay gap is largely driven by the fact that we have a higher proportion of women than men in administrative and more junior roles. For example if we remove PAs from the figures, our overall gender pay gap is reduced.

### The mean and median difference in hourly rate of pay excluding PAs

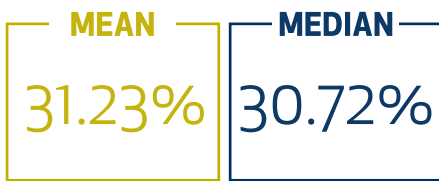


In addition, the Government’s guidelines for how to calculate our pay gap do not take into account regional pay differences. We have transparent pay bands for each of our offices, which we publish widely, and these are very much driven by local market factors. In fact, by office up to partner level within the lawyer group the mean and median figures are as follows:

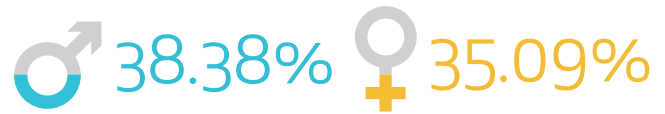
	Mean		Median	
	London office	Regional offices	London office	Regional offices
<b>Solicitor (or equivalent)</b>	-2.49%	-0.44%	0.98%	0.00%
<b>Senior Solicitor (or equivalent)</b>	0.43%	-1.66%	1.169%	4.99%
<b>Associate (or equivalent)</b>	-1.88%	-10.13%	-1.76%	-10.98%

## Our bonus data

### Gender bonus gaps



### The % of male and female employees who received a bonus



We have reviewed our gender bonus gap and we believe it is driven by the fact that we do currently have a higher proportion of men compared to women in senior and managerial roles. At the time of the reporting period, the firm operated various bonus schemes for its fee earners, partners and for the directors of its business service teams. The fee earner bonus was largely based on the requirement to exceed a chargeable hours' target. In May 2017 we introduced an additional discretionary element to the fee earner scheme to ensure that we are recognising the value of certain non-chargeable activities. The first awards will be made in June 2018. This process will be subject to an equality impact assessment and we will keep under review the impact of the new scheme on our gender bonus gap in future years.

## Our Partners

Our partner group is currently 32% female and 68% male and more of our men have been partners for longer. Over the past three years over 50% of those promoted to Salaried Partner are women and we are monitoring the progression of both women and men into senior and management roles (lawyer and non-lawyer). We also have a number of dynamic initiatives underway, aimed at supporting and bringing our best talent through.

## Our inclusion plan

We have recently adopted a more proactive approach to celebrating the diversity within our firm and are also keen to identify where we need to do more. We are passionate about ensuring all people within our firm have the opportunity to progress to the best of their ability and some of our most recent initiatives include:

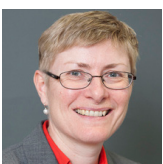
- Adopting, over the past 18 months, a more agile approach to how our people carry out their work, particularly in our London office. This has resulted in the majority of our fee earners and some of those within our business services teams (whose roles lend themselves to it) working one to two days per week from home. We see agile working as a positive step forward, allowing greater flexibility in how our people make an effective contribution. We are in the process of conducting a formal review of these arrangements to properly assess the impact on our business and our people.
- We have, for a number of years, encouraged both men and women to work flexibly. The vast majority of those with a formal arrangement work fewer than full-time hours. We have successful examples of many different working patterns including shorter/longer days, remote/home working for the majority of time, job sharing and term time arrangements.
- We have established a greater focus on how we develop talent which has so far seen us launch a new and targeted learning and development programme available to everyone within the firm. We are also encouraging greater mentoring, both formally and informally, and we have reviewed our processes around promotion to ensure these are fair and transparent. Later this year we will be rolling out updated unconscious bias training to everyone as well as further developing our monitoring processes.

### The % of male and female employees with a formal flexible working arrangement



## Statement of accuracy

We confirmed that the data reported here is accurate and meets the requirements of the Equality Act 2010 (Gender pay gap Information) Regulations 2017.



ALISON MORLEY  
Managing Partner  
020 8780 4735  
alison.morley@capsticks.com



MARTIN HAMILTON  
Managing Partner (elect)  
020 8780 4832  
martin.hamilton@capsticks.com



RACHAEL HEENAN  
Senior Partner  
07538 680529  
rachael.heenan@capsticks.com



KATHERINE HALLAM  
HR Director  
020 8780 4824  
katherine.hallam@capsticks.com