

# 2017 gender pay gap report



## Introduction

At Harper Macleod we recognise that our people are key to our success. We strive to be an employer of choice and create a diverse, inclusive, healthy, safe and stimulating work environment that is recognised as a place of opportunity for everyone.

We are committed to embracing all aspects of diversity and inclusion. We have therefore reported not only the mandatory statistics, but have included a further breakdown and a summary of the measures we use to ensure equality and diversity is embedded within the culture of Harper Macleod.

The diverse nature of our Firm's business naturally results in a diverse workforce. We have many departments dealing with different legal specialisms and we have many non-lawyer employees supporting the legal services we provide to clients.

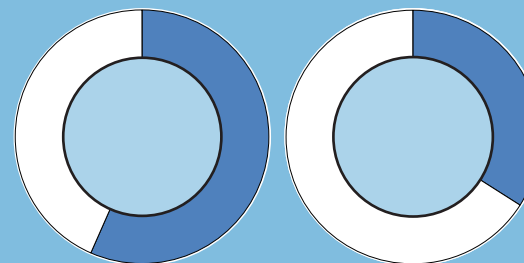
This information has been provided in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

### Gender pay and bonus gap reporting figures (% less than men)

	Median	Mean
Gender pay gap	23.9	20.4
Gender bonus gap	25.0	70.5

### Proportion of employees receiving a bonus

Women - 56.6%      Men - 34.0%



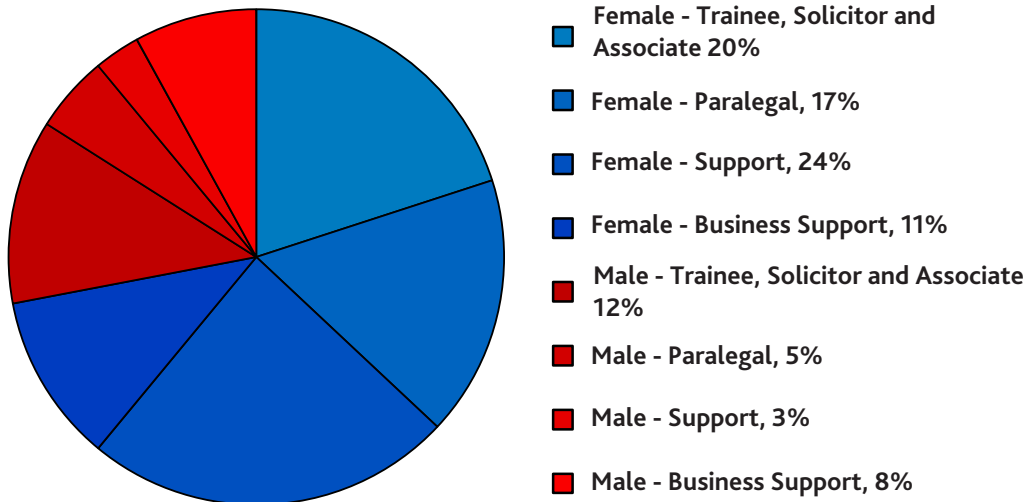
### Proportion of males and females in each quartile pay band (%)

Lower Q		Lower Middle Q	
Male	Female	Male	Female
23.7	76.3	19.5	80.5
Upper Middle Q		Upper Q	
Male	Female	Male	Female
24.3	75.7	41.9	58.1

## Analysis

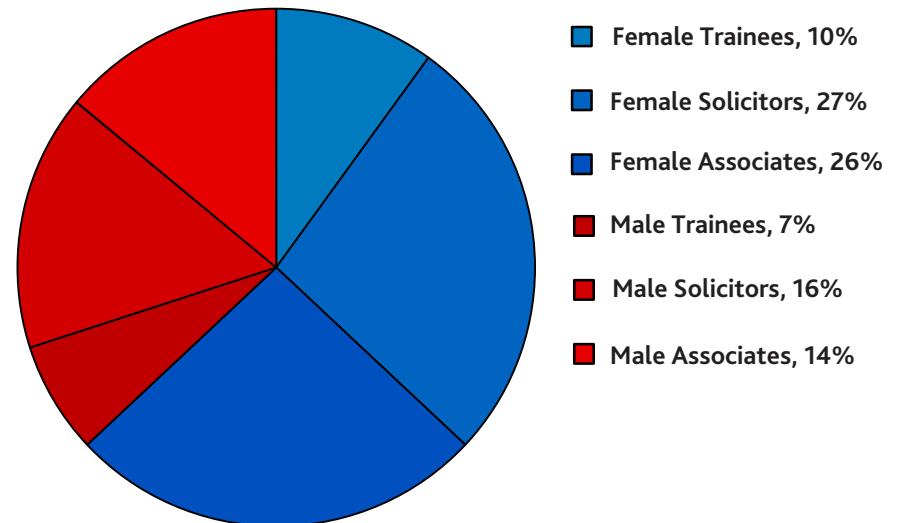
Similar to other professional service firms - our hourly pay and bonus figures are considerably affected by the high number of females employed. 73% of the employees listed for the calculations were female, the majority being in support or business support roles. This is reflected in our quartiles, where women outnumber men in all four quartiles - including the higher pay bands.

### Gender - all employees



“ Almost two thirds (63%) of our Trainee Solicitors, Solicitors and Associates are female. ”

### Gender - all Trainees, Solicitors and Associates



Looking specifically at our Associates and Solicitors (the two categories of legally qualified employees we have) our figures show there is no positive or negative trend within the totality of our qualified staff; if anything the figure leans more favourably towards females.

### Solicitors and Associates

Gender pay gap is not – and is not intended to be – the same as “equal pay”. Gender pay gap does not reflect nuances such as length of service, PQE, additional pay for additional duties, or market variations, which can be an important consideration in recruiting in the legal market.

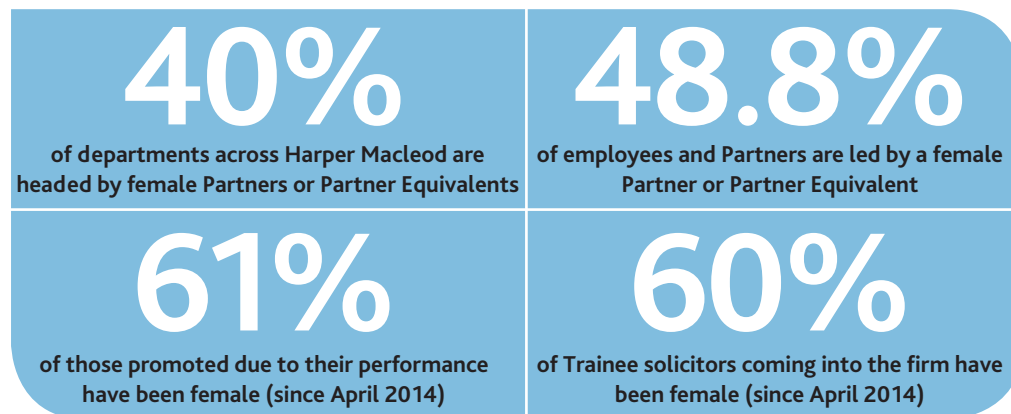
We work hard to ensure that both women and men are paid equally for similar roles across the firm.

Further analysis of our statistics, looking specifically at our Associates and Solicitors (the two categories of legally qualified employees we have) reveals figures that demonstrate that there is no positive or negative trend within the totality of our qualified staff; if anything the figure leans more favourably towards females.

#### Gender pay gap for Solicitors and Associates (% less than men)

	Solicitors	
	Median	Mean
Gender pay gap	-3.43	4.56
	Associates	
	Median	Mean
Gender pay gap	-10.00	-11.87

## Diversity



Harper Macleod has always sought to promote based on merit and recruit seeking the right person for the right role, regardless of gender.

40% of the departments across our firm are headed by female Partners, or Partner Equivalents, resulting in them leading 48.8% of the employees and Partners in the business.

Since April 2014 61% of those rewarded with promotion for their performance have been women. Again, since 2014 60% of Trainees coming into the firm have been female.

## Bonuses - no 'like for like' comparison

The bonus payments reported include; performance bonuses for Partner Equivalents and others (certain non-qualified senior employees are viewed as partner-equivalents within our business; they cannot by law be a "partner" but their pay arrangements mirror the concept of partnership by offering the opportunity to achieve better return in line with performance); historic TUPE arrangements (having acquired a number of smaller practices in recent years, we are obliged to observe transferring staff terms and conditions); and attendance bonuses for support staff.

The vast majority of bonus payments (87.5%) made were attendance bonus payments made to support staff. Support employees make up 55% of the employees included. Of those support staff, 83% are women. The high number of women receiving the attendance bonus and the relatively small number of men receiving a bonus at all (34%) impacts on and distorts both the median and mean result. There is no "like for like" comparison reflected within the overall figure.

In relation to the bonus statistics, whilst our "mean" figure is significantly higher, the median figure can illustrate that the range of bonuses paid (and so potentially available) to all staff is much closer.

# Harper Macleod - a place of opportunity for all

- HM has promoted and supported flexible working across all aspects of our business for many years, with over a quarter of our people now successfully enjoying atypical working patterns
- We provide technology and access to technology that creates an optimum working environment for all staff, to support flexible working
- We have commenced an agile working programme and study, looking at and experiment as to how this could work to benefit us all, but particularly those with responsibilities away from the workplace and who wish to have the benefit of agile working
- We have introduced two new levels to our current legal structure, giving further progression opportunities and focusing our legally qualified people on what is required to succeed in their roles – and to progress if they wish; this will breed opportunity, encourage progression and create further confidence in our qualified staff to demonstrate delivery to objectives and provide further encouragement to progress through to the very top of our business.
- We have a Balanced Scorecard programme to bring structure, transparency and consistency in terms of expectations of all employees
- We regularly review our remuneration and reward practices
- We regularly review our recruitment practices to ensure we are reaching a wide talent pool
- We are involved in a number of initiatives whose aim is to provide access to the legal profession to those from different backgrounds who have not had the same opportunities others have

## Confirmation of accuracy

I confirm that the data in this report has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in blue ink, appearing to read 'Martin Darroch'.

Martin Darroch  
Chief Executive, Harper Macleod LLP