

2018 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.

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.

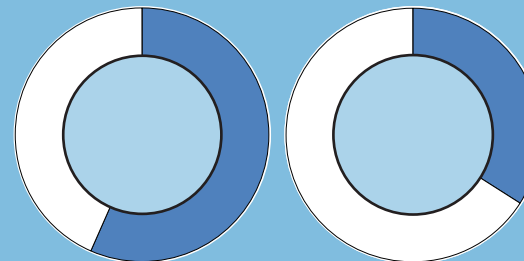
This information has been provided in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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

	Median	Mean
Gender pay gap	28.6	27.3
Gender bonus gap	40.0	66.3

Proportion of employees receiving a bonus

Women - 52.1% Men - 35.7%



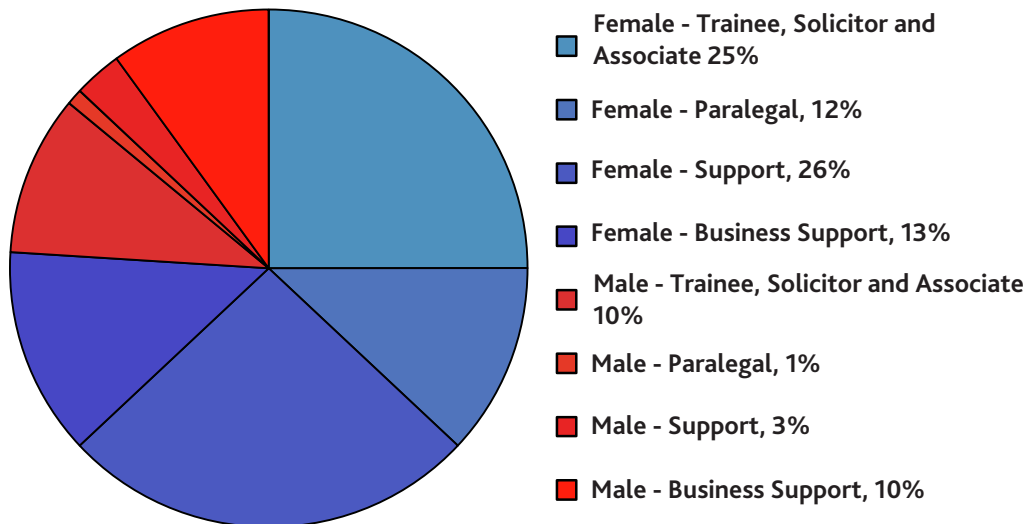
Proportion of males and females in each quartile pay band (%)

Lower Q		Lower Middle Q	
Male	Female	Male	Female
18.5	81.5	11.3	88.7
Upper Middle Q		Upper Q	
Male	Female	Male	Female
28.5	71.5	40.3	59.7

Analysis

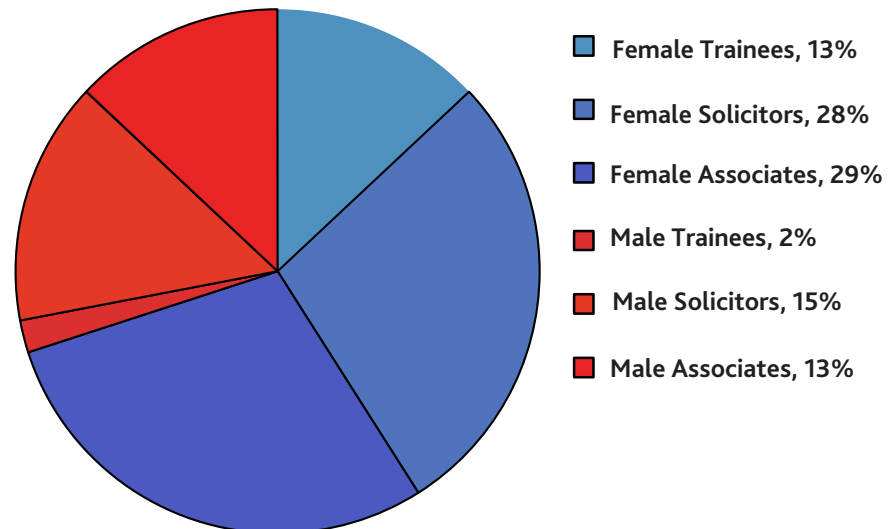
Similar to other professional service firms - our hourly pay and bonus figures are considerably affected by the high number of females employed. 76% of the employees listed for the calculations were female, the majority being in support or business support roles. This is reflected in our quartiles, where women outnumber men in all four quartiles - including the higher pay bands.

Gender - all employees



“ 70% of our Trainee Solicitors, Solicitors and Associates are female. ”

Gender - all Trainees, Solicitors and Associates

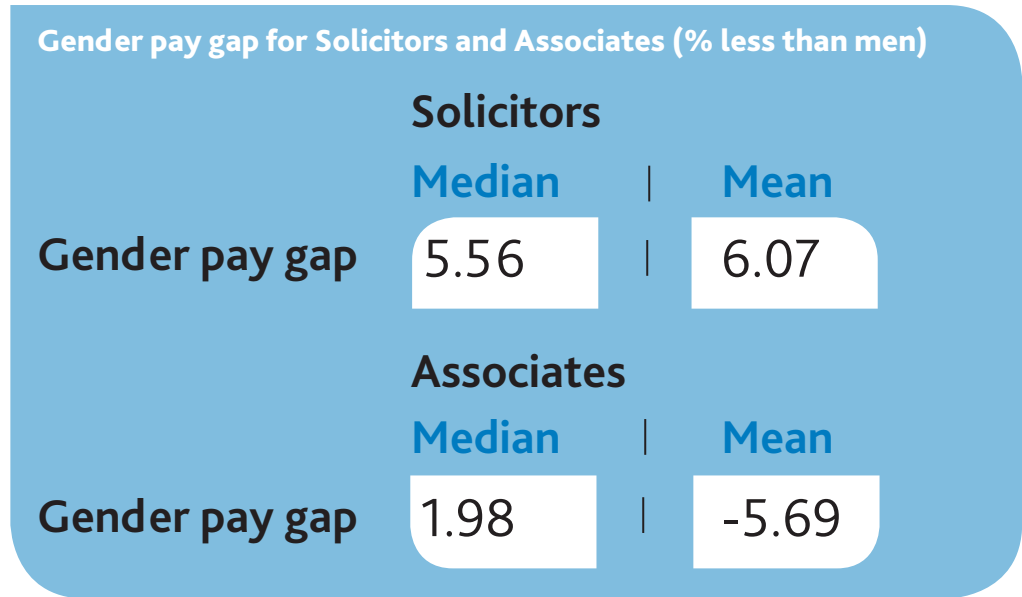


Further analysis of our statistics, looking specifically at our Associates and Solicitors (the two categories of legally qualified employees we have) reveals a significantly different result to that of our employees overall.

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.

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Diversity

63.6%

of those promoted due to their performance have been female (since April 2014)

64.1%

of Trainee solicitors coming into the firm have been female (since April 2014)

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

Since April 2014 63.6% of those rewarded with promotion for their performance have been women. Again, since 2014 64.1% of Trainees coming into the firm have been female.

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 are 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 experimenting 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
- Last year we introduced two new levels to our 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 has bred opportunity, encouraged progression and created further confidence in our qualified staff to demonstrate delivery to objectives and provides 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