

# Charles Russell Speechlys Gender Pay Report

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“As a firm we welcome the transparency and accountability that Gender Pay Gap Reporting brings. We are confident that our people are paid fairly for doing equivalent roles across the firm, regardless of their gender. We are continually working to improve diversity at all levels in our business with the aim of fostering an inclusive, welcoming environment for all where we recognise and celebrate differences. This year we have decided to go beyond the statutory gender pay reporting requirements and include partners in our gender pay data.”

Suki Copeland, Director of Human Resources

## Our data (including partners)

### PAY GAP

The difference between men and women

HOURLY RATE OF PAY	MEAN	MEDIAN
Partners and employees*	56.6%	44.7%
Employees only	17.3%	30.7%
Partners only*	33.9%	44.9%

\*The way our partners are remunerated is different from our employees. In order to compare hourly rates we have calculated the hourly rate for partners based on their full-time equivalent earnings for the 2017/18 financial year.

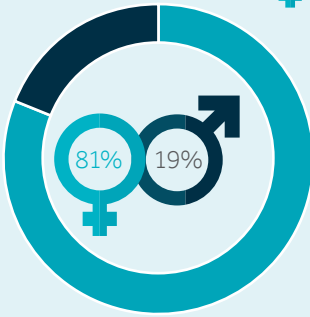
## Our data (mandatory publication requirements)

### PAY GAP (EMPLOYEES ONLY)

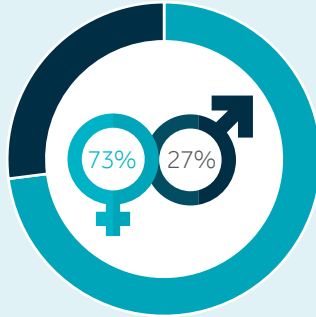
The difference between men and women

	MEAN	MEDIAN
Hourly Rate of Pay	17.3%	30.7%
Bonus	41.5%	31.3%

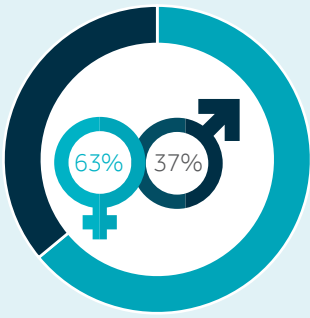
**PAY QUANTILES  
(EMPLOYEES ONLY)**



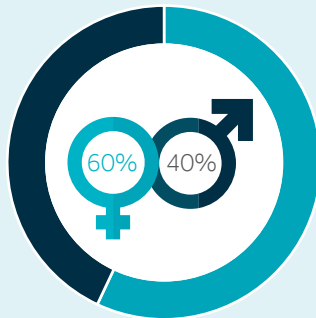
LOWER QUANTILE



LOWER MIDDLE QUANTILE

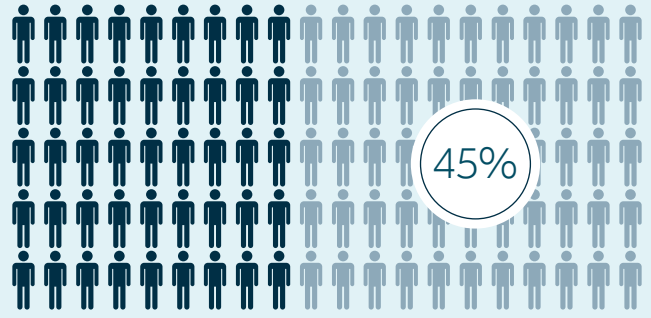


UPPER MIDDLE QUANTILE



UPPER QUANTILE

**PROPORTION OF WOMEN AND MEN AWARDED  
A BONUS IN 2017/18 (EMPLOYEES ONLY)**



## Why we have a gender pay gap

- The primary cause of our gender pay gap remains the make up of our firm. Women make up 64% of the firm (including partners) and hold 76% of secretarial and business resource roles which, on average, are paid less in comparison to lawyers. We are confident that male and female colleagues are paid equally for doing equivalent roles across the firm. This is supported by further analysis of our data - if we break down the data into specific employee groups the pay gap reduces significantly and, in some cases, reverses in favour of women, as shown in the table below:

ROLE	MEAN DIFFERENCE IN HOURLY RATE OF PAY
Associate	-2.9%
Senior Associate	3.0%
Legal Director	0.1%
Fixed Share Equity Partner	0.9%
Full Equity Partner	11.8%

- Another reason for our gender pay gap is that we have a higher proportion of women in our regional UK offices. Salaries outside of London are generally lower due to market forces this has an impact on our gender pay gap as a firm.
- Slightly more men than women were awarded a bonus in 2017/18. The mean and median value of bonuses awarded were also lower for women as bonus awards are proportionate to salary. As salaries for secretarial and business resource roles are on average lower compared to fee earning roles, and women hold the majority of these roles, this contributes to our bonus pay gap.
- A significant proportion of our workforce (c. 19%) works part time. Bonuses are reported on the amount paid, not as full time equivalent. As bonuses are a proportion of salary the fact that 87% of people with part time working arrangements are women is a significant contributor to our bonus pay gap.

## What has changed

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- Although our median gender pay gap for employees has increased by 2.6% our mean gender pay gap has reduced by 4.7% since April 2017.
- The inclusion of partners in our data increases our gender pay gap as partner earnings are generally higher than employee earnings and 72% of partners are men.
- Our mean and median bonus pay gaps for employees have both decreased by just over 8%.
- Although the proportion of women in the bottom pay quartile has increased by 4.1% the proportion of women in the top pay quartile has also increased by 3%.
- In our 2018 promotions round, 17 of our 23 new senior associates and all four new legal directors were women. In addition, four of the eight new partners were women and currently 28% of our partners are women.

## Think long – our plan for the future

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We are committed to improving diversity and inclusion and our gender balance and diversity initiatives form part of our overall strategy.

- We recently created a new position of Diversity and Inclusion Manager, demonstrating our ongoing commitment to diversity and inclusion. Key priorities for this role include improving gender balance in leadership roles, and increasing the diversity within our recruitment, with particular consideration of our BAME and social mobility representation.

- One aim of the recent secretarial services review is to ensure that roles in the new structure are perceived as gender neutral. We hope these new roles will appeal to a more diverse pool of candidates.
- Our Achieving Balance project, which we began in June 2016, aims to improve progression and retention of female lawyers, particularly at senior levels in the firm. This programme provides ongoing support to all lawyers from the very start of their career through to partnership and includes: mentoring programmes; implementing best practice for agile working and flexible working; role models; firmwide training and more specific learning and development, amongst other steps.
- Our flexible and agile working policies enable our workforce to adapt their work around their personal and family life and we now advertise all new roles as open to discussion for flexible working from the outset.
- We regularly review our family friendly policies to ensure we remain up to date, competitive in the marketplace, and to ensure the language used is inclusive.
- We participate in the Social Mobility Business Partnership programme and we will be entering the third year of our solicitor apprenticeship programme. We have also partnered with Aspiring Solicitors, part of many changes we have made to broaden diversity of our solicitor intake.

We will continue to scrutinise our gender pay gap and explore ways to improve.

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## CONTACT US

If you have any questions, please contact:



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