

## GENDER PAY GAP 2017 Baker McKenzie – London

Baker McKenzie welcomes the introduction of statutory gender pay gap reporting, which represents the difference in average hourly pay and bonus for male and female employees.

Our report confirms that our overall mean hourly pay gap is 17.4%. This disappears altogether when associate roles are examined on a standalone basis. When business services roles are examined, there is a small hourly pay gap, which reflects the fact that we have too few women in the most senior roles in our organisation. This is something we must address, together with our bonus data, to ensure that we are achieving gender parity at all levels across the Firm.

This can only be done through sustainable long-term measures which improve the gender balance between those in lower and higher paid roles and by significantly enhancing our talent pipeline. We acknowledge that any pay or bonus gap is too large and we are committed to reducing and, in time, closing these gaps.

We confirm the data in this report to be accurate.



**Alex Chadwick**  
London Managing Partner



**Sarah Gregory**  
Inclusion & Diversity Partner

### 2017 Pay and Bonus Gap %

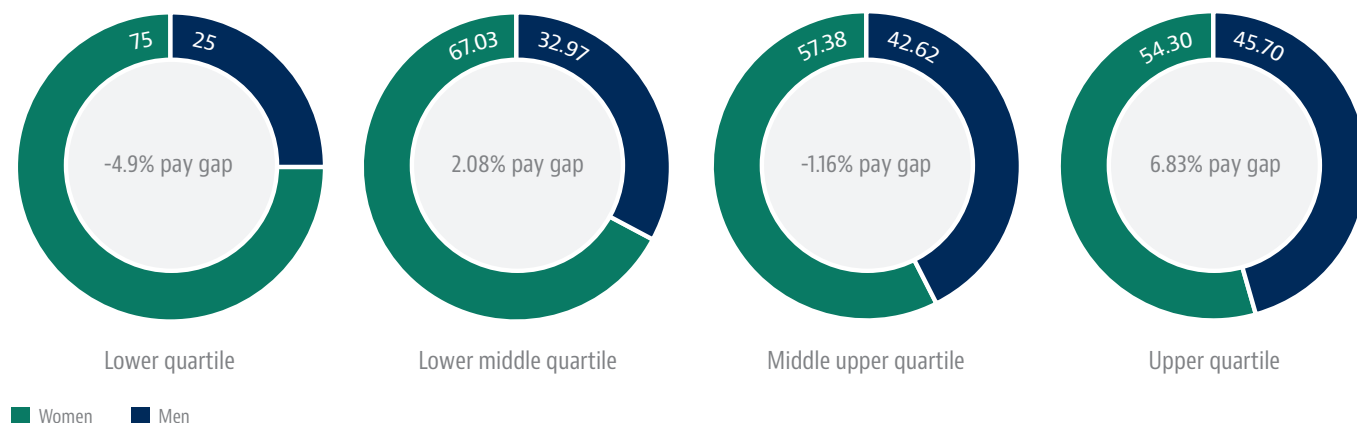
	Mean	Median
Average hourly pay	17.40	32.03
Bonus	40.30	29.34

### Proportion of men and women who received a bonus %



\* 129 employees on the April 2017 payroll started in the period where they were not eligible for the annual bonus, of which 73% were women

### Pay Quartiles %



## Why is there a gap?

We have extensively analysed our salary and bonus data to understand what is driving our pay gap:

- The gender pay gap is calculated based on average hourly and bonus pay of male and female employees across the whole organisation, regardless of role. Our analysis has shown that our pay gap exists because of the way in which roles between men and women are distributed across the business. For example, our secretarial roles are predominantly held by women, while we have a number of senior director-level roles which are mostly held by men.
- This also contributes to our bonus gap which, according to the Government's methodology is calculated based on actual amounts paid rather than on a full-time equivalent basis. While our part-time employees are eligible for a bonus in exactly the same way as our full-time employees, we do have a higher proportion of women who work part-time compared with men.

## Gender equality at Baker McKenzie

Inclusion and diversity, including a focus on gender equality, is a key element of our London 2020 strategy. We have implemented a range of measures to ensure and promote equality of opportunity for both men and women at all levels across the Firm.

- We have introduced a single performance bonus scheme for 2018 in our London office, having removed the separate 'hours bonus' for fee-earners. This, together with our annual appraisal programme, will continue to be thoroughly moderated to avoid any gender or other unconscious bias. We are also in the preliminary stages of implementing a work allocation model to ensure the fair and transparent allocation of work for fee-earners in all departments.
- We are committed to career advancement and developing our female leaders of the future. In seeking to improve our business services talent pipeline, we will be introducing gender balanced long-lists for senior hires in line with our fee-earner hiring policy. We also have Mentoring Circles which match female partners with groups of mid level and senior female associates to give them career advice and guidance. This is underpinned by a global sponsorship scheme for female talent and our Global Aspirational Targets, which are for women to represent 30% Equity Partners, 40% Junior Equity Partners and 30% of our Leadership roles. Over the last three years, 50% of our internal promotions to partner in London have been women. In seeking to ensure better gender parity, we will also be looking at ways in which to attract more men to predominantly female-held roles, such as secretarial positions.
- Our BA Agile programme offers a range of informal as well as formal flexible working options, including alternative working hours and remote working, to ensure a better work-life balance for female and male employees. We also have an enhanced shared parental leave policy and offer coaching to support female lawyers returning to work from maternity leave, which we will be extending to our female business services managers.
- We have a programme of inclusive leadership training for all partners and senior leaders, in addition to a programme of unconscious bias training for all staff. Together, these programmes seek to root out any bias, whether that relates to gender, ethnicity, sexual orientation or any other factor.
- We have a very active mixed-gender employee network, BakerWomen, which is a forum to share ideas and best practice to inform our gender strategy. As a signatory of UN Women's Empowerment Principles, we launched a 'HeForShe' campaign in 2017, which encourages all of our male colleagues to act as allies and advocate for gender parity.

We are committed to continuing and enhancing these initiatives to ensure that our business reflects the diversity of our society and our clients, and that our Firm is a truly inclusive place to work.