

## 2022 Gender Pay Gap Report

### Commitment to Progress

Our commitment to progressing key initiatives aimed at improving the recruitment, retention and advancement of women and other underrepresented groups within our firm remains a key strategic and operational priority.

We have continued to implement stretching but realistic targets to work towards over the next five years that will be achieved via our task forces, our diversity resource groups and the partnership, as well as through comprehensive learning programmes across the firm.

We are pleased to see our progress reflected in positive trends in our pay gap data but we remain committed to improving on our progress.



### Jonathan Jones

European Managing Partner



The historical trends of Gender Pay Gap reporting enable us to make a more informed assessment of the impact of recruitment and advancement processes and the complex levers that contribute to pay gaps at different levels. The insights we gain are enabling us to continue on our journey towards a culture that is rich in diversity, fair and transparent, and inclusive of all diverse groups.

Below is our Gender Pay Gap report in compliance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and covers the 12 month reporting period to 5th April 2022.

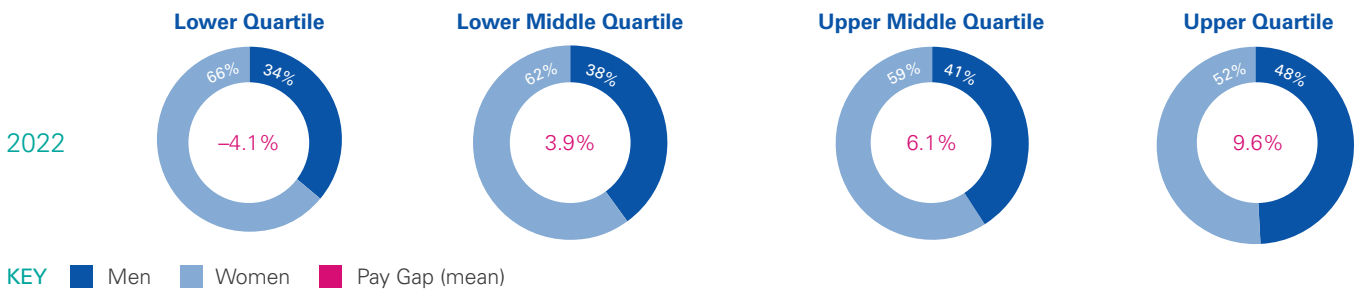
### Employees Pay Gap

	Mean	Median
2022	16.9%	23.2%
2021	19.4%	21%
2020	18.7%	18.5%
2019	17%	16.1%
2018	22.9%	14.5%

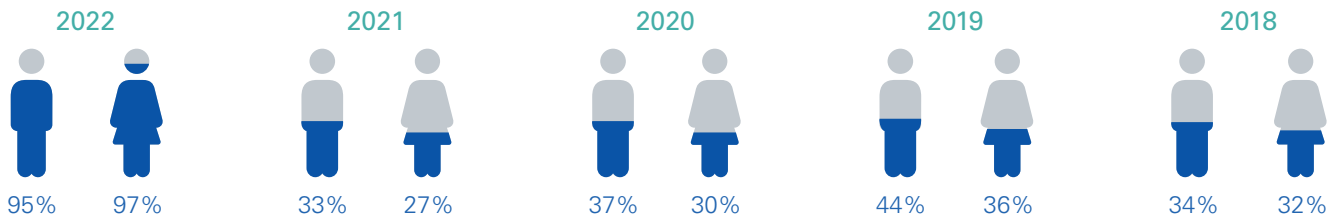
### Employees Bonus Gap

	Mean	Median
2022	37.0%	26.4%
2021	19.9%	5.7%
2020	43.7%	46.4%
2019	46%	50%
2018	58.4%	60%

### Employees Pay Quartiles



### Proportion of Men and Women Employees Who Received a Bonus

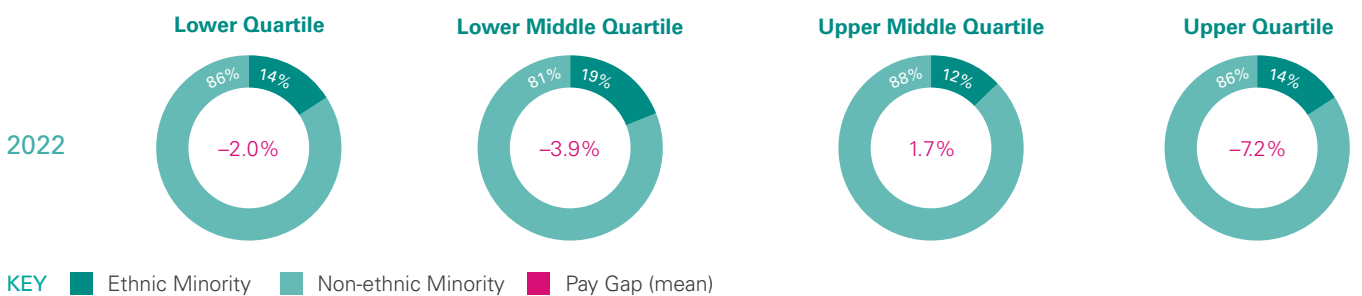


### Ethnic Minority Pay Gap Data

#### Employees Pay Gap

	Mean	Median
2022	5.8%	7.7%
2021	-3.3%	2.9%
2020	-4.8%	-1.6%
2019	-8.4%	6.2%

### Employees Pay Quartiles



## Partner Pay Gap Data

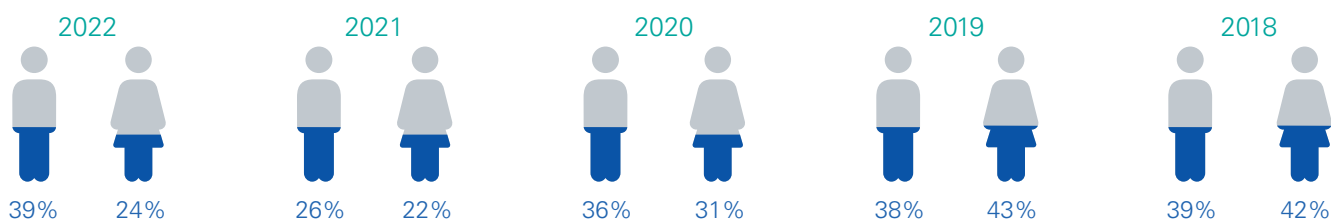
### Partners Pay Gap

	Mean	Median
2022	-1.3%	-1.1%
2021	-10.5%	-21.8%
2020	2.1%	7.8%
2019	-6.3%	-0.1%
2018	6.5%	13%

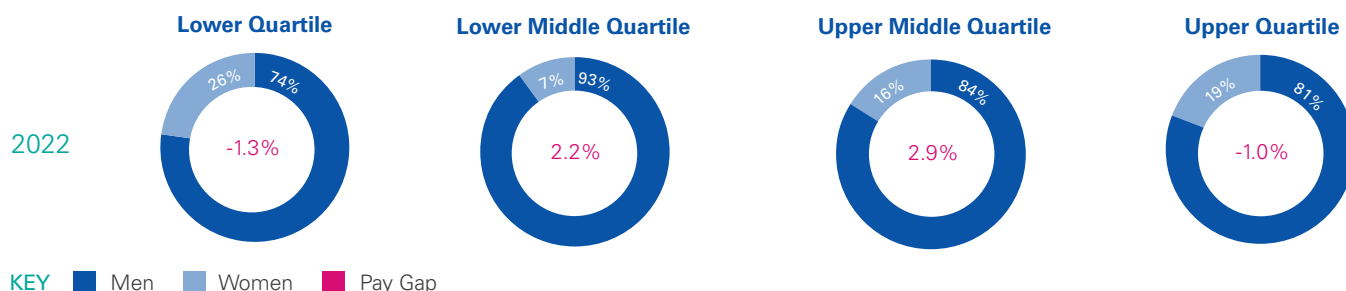
### Partners Bonus Gap

	Mean	Median
2022	41.3%	0.0%
2021	51.9%	40%
2020	45%	40%
2019	29.4%	0%
2018	16.4%	0%

## Proportion of Men and Women Partners Who Received a Bonus



## Partners Pay Quartiles



## Statement of Accuracy

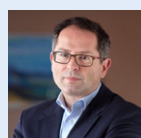
We confirm that the data reported here is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Jonathan Jones

Alison Treliving

Hannah Kendrick

Patricia Walsh



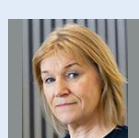
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# Our Commitment

We strive to provide an inclusive and motivating environment of equal opportunity and fairness where everyone's talents are utilised to deliver outstanding client service.

As a leading global law firm, we take seriously our responsibility to call out and help eradicate inequality and discrimination in all its guises.

We look at the entire employee life cycle through a diversity, equity and inclusion (DEI) lens and centre our DEI goals around four strategic pillars – career, culture, community and clients. This ensures that our recruiting, hiring, development and promotion practices all reflect our shared DEI focus. As part of our action plan, we have introduced a number of measures focused on improving our approach to the recruitment, retention and advancement of employees, including reducing pay gaps.

Below are some of the key initiatives in place to help improve the recruitment, retention and advancement of women and other underrepresented groups within our firm:

- **Advancing Women Global Conference** – A week-long event providing a series of live and recorded webinars across the globe to engage, enthuse and inspire a woman's life and wellbeing, including career progression.
- **Directory of Female Leaders** – Launched during International Women's Day 2022 to showcase senior female leaders across the UK, Europe and Australia to help create informal mentoring relationships.
- **Coaching and Mentoring** – A range of coaching, mentoring and development programmes to target underrepresentation, such as Women in Funds, IMPACT mid-career female associate mentoring programme and Maternity Returner coaching.
- **UK Black Employee Retreat "Building Together"** – Hosted by Kathy Bowman, global director of DEI, for all Black employees in the UK (fee-earner and support staff) during Black History Month (UK) 2022. The retreat brought members of the firm together to advance three primary objectives:
  - Build greater cohesion and collaboration among Black employees across UK offices and teams
  - Support attendees to shine in their careers by developing their own personal brands
  - Provide tools to empower attendees to grow their spheres of influence



## My Family

We remain committed to supporting all of our people, including working parents and carers, by offering enhanced paid leave across our policies, with the ability to flex paid leave and provide a gradual phased return to work on full pay. Our policies are fully inclusive and equally apply to adoption/fostering and surrogacy arrangements.

With a dedicated Family Hub, we ensure all of our people have easy access to all our policies and resources to support both their personal family journeys and their career development.

## Developing our People

Our inclusive learning and development programmes support performance, development, and career aspirations of all our people in all job roles and job levels. As well as furthering legal education, we focus on a range of skills training that will ensure our people are able to provide an excellent service to our clients, as well as equipping them to respond to business and career opportunities as they arise.

We offer career development programmes, aligned to the individuals job level that help them to thrive in their current role as well as understand the expectations of the next level and develop the skills to prepare for future career assignments.

Our programmes adopt a blended learning approach, encompassing both self-directed and social learning experiences, formally and informally, considering different learning styles and individual differences. Social learning opportunities include in-person and virtual live training sessions, supervision, secondments, mentoring and coaching. Self-directed learning includes all on demand e-learning, webinars and videos located on our Learning Hub. The design of the career development programmes takes into account the learning needs of our people as well as helping to achieve our strategic aims around the advancement of female and minority groups as part of our DEI strategy.

The “Aspire” programme, which is aimed at developing future partners through training, coaching and mentorship opportunities has been in place for three years. Of those people who have participated in Aspire and subsequently been promoted to partner, we are pleased to report that 53% of those were women. The introduction of a yearlong programme of ongoing support has subsequently enabled a successful transition for those newly appointed partners. This, in turn, has contributed to a narrowing in our partner pay gap.

Consequently, with the combination of these initiatives, we expect to see continued advancement of women, ethnic minorities and other diverse groups through the firm, into partnership and global leadership and board positions.

## My Wellbeing

Our global “MyWellbeing” programme supports the daily and long-term wellbeing of all of our people in their health, family, career, finances and community, creating an inclusive environment where people feel empowered to talk more openly and receive the support they need. An emerging area we are addressing is the workplace equity between genders with particular focus on female specific wellbeing conditions and the wealth gap. There is a clear connection between the diversity agenda and health and wellbeing, therefore one of our key priorities is to implement meaningful and inclusive gender focused benefits to improve the overall wellbeing of our workforce.