

GENDER PAY REPORT 2024



Clarion

At Clarion, we welcome annual gender pay gap reporting as a mechanism for increasing awareness and transparency for gender pay issues.

The information provided in this report is based on a snapshot date of 5 April 2024.

	Mean	Median
Hourly Rate of Pay	21%	22%
Bonuses Paid	-57%	-5%

A positive percentage figure represents where there is a gap which favours men and a negative figure one that favours women.

Executive Summary

This year, we have seen a slight increase of 2% in our gender pay gap.

Our aim has always been to reduce the gap, therefore we have again carried out greater analysis than previous years to provide a clearer picture of the change and reasons for it. We firmly believe in transparency and understanding why the gap has widened is essential.

We're an organisation that's developed a reputation for empowering the people who make us who we are. 71.4% of our people are women, holding a wide variety of roles at all levels. Last year, some women holding senior positions accepted different opportunities elsewhere, whilst simultaneously, we recruited women into more junior roles. As a result, our pay gap data is measuring a higher ratio of senior men against a higher number of junior women compared to 2023.

This doesn't reflect an overall reduction in female representation across the firm which stands at 71.4% – with an increase of 1.3% overall.

In 2023, we promoted 26 colleagues, 16 of whom were women.

We continue to champion women's career development, and our data shows that our promotions process is not a barrier to women's progression at Clarion.

We're a firm that prides ourselves on providing equal pay for equal roles irrespective of the colleagues' gender. We will never change our stance on this, and the pay gap increase doesn't define any changes in this respect.

Three senior female internal promotions in 2023

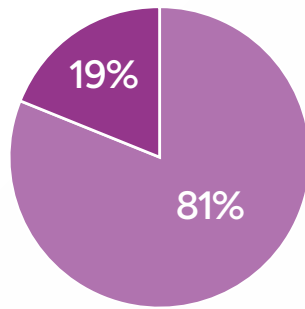
Sarah Harrison

Stephanie Parish

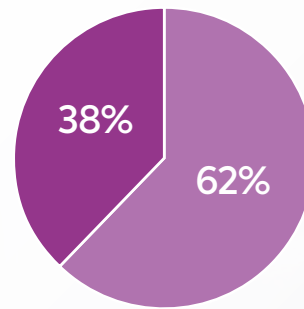
Helen Saunders



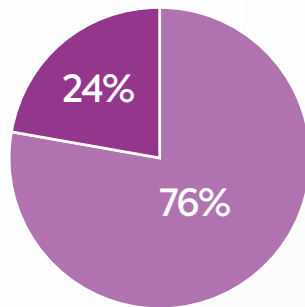
Lower Quartile



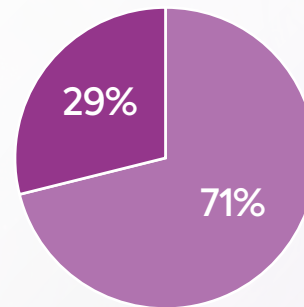
Upper Middle Quartile



Lower Middle Quartile



Upper Quartile



● Percentage of male

● Percentage of female

The mean pay gap is calculated using the average pay rate of all men and women. The difference between the two is the mean pay gap.

The median pay gap is calculated using the mid-point pay rate of all men and women i.e., where half earn more, and half earn less – the difference between the two is the median pay gap.

When interpreting the results of our gender pay gap, it is important to note that the purpose of the gender pay gap report is not to measure whether or not men and women are paid equally when performing the same role. We have always and will continue to adopt great scrutiny throughout our pay review to ensure that the same work or work of a similar value is remunerated in the same way irrespective of gender. Our rigorous approach includes

external salary benchmarking using a variety of sources, and the Management Board reviewing and approving all pay and bonus awards, to ensure consistency and equal pay across the firm. The gender pay gap measures the difference between the average hourly pay received by women across the business, and the average hourly pay men receive, this is the mean gender pay gap figure. It is broken down into quartiles for the purposes of the calculation, which shows the gender split of each quartile in the company.

The purpose of measuring the gap in this way is to note the disparity between the number of women in lower paid (more junior) roles versus men in higher paid (more senior) roles and this, despite our efforts, continues to be reflected in our data.

Our workforce continues to be predominantly female, and, as can be seen in the pie charts on previous page, women make up the majority of all quartiles but are more represented in the lower quartiles with lower paid roles. Since April 2023, more female colleagues have occupied lower paid roles, as seen in the graph below:

Female representation by role

As of April 1st, 2024, All staff, All departments, Leeds

■ April 1st, 2024 ■ April 1st, 2023

Role	Female	Total (including unknowns)	Change
Senior Management	0.0%	3 (3)	N/A
Partner	46.2%	26 (26)	+2.2%
Legal Director	77.1%	35 (35)	-6.6%
Senior Associate	71.4%	28 (28)	+7.8%
Associate	64.5%	62 (62)	-1.6%
Trainee	66.7%	21 (21)	+14.0%
Paralegal	82.4%	34 (34)	+8.2%
Head of Departments of Central Team	80.0%	5 (5)	-3.3%
Senior Central Support/Manager	77.8%	9 (9)	0.0%
Central Support	76.6%	64 (64)	+2.4%
Admin Support	100.0%	15 (15)	+5.6%
Apprentice	85.7%	7 (7)	-7.1%
Total	71.8%	309 (309)	+1.0%

This graph illustrates that our lower paid roles, typically administrative roles or Apprentices, are 100% and 85.7% female respectively. Our female representation at Partner level increased by 2.2% through promotion and recruitment, however it reduced by 6% in 2023 so we are still working towards making up this shortfall. Our Senior Associate population increased this year, while our Legal Director population decreased, meaning more women in higher paying roles left the business. The population of women in more junior roles also increased significantly, which has affected our median gap, as well as the mean.

That said, the objective of gender pay gap reporting is to highlight the disparity in pay caused by the gap between the number of women and men in senior roles.

Encouragingly, 16 of our 26 promotions in 2023 were women and included two internal partner promotions being awarded to women and significantly, 2023 also saw our Head of People promoted to People Director which means a female colleague now sits on the Management Board.

The number of female Legal Directors continues to outweigh the male, which also means we have a strong talent pipeline of female Partners of the future. This was borne out in our 2024 promotions cycle with the promotion of Stephanie Kaye to Partner.

Given the widening of the gap despite the promotion of women in the firm, we wanted to ensure that we did have parity between our roles and therefore calculated again our mean fee earner pay gap, excluding the Partner role, and are pleased to note an improvement on last year's figures.

Gap for Mean Hourly Pay	2023	2024
Paralegal	-9.60%	-0.22%
Associates	1.10%	1.02%
Senior Associates	2.20%	-1.14%
Legal Director	8.30%	1.45%

The results demonstrate the parity we expected to have achieved within roles. While the Paralegal pay gap was in women's favour last year, this year it has almost equalised, likely due to the smaller range of pay in this role due to their smaller population and relatively similar experience, qualifications and service.

We have also noted the gap between our male and female Legal Directors has reduced significantly this year, in women's favour, which is positive progress and is reflective of the careful scrutiny we put in place in pay reviews and the variation of pay in some disciplines where we have recruited and had turnover at this level, which together has redressed the balance.

Bonus pay gap analysis

In 2024, our bonus pay gap was calculated based on referral bonuses, alongside a small number of people receiving onboarding bonuses. These are awarded irrespective of gender. This has led to the figures favouring women significantly, with a mean of -57% and a median of -5%.

Since the number of women in the business outnumber men, there is more likelihood that women will receive the referral bonus, which has moved the payment of bonus in their favour. We also recruit women more frequently and therefore the likelihood of being paid an onboarding bonus is also in their favour.

It is encouraging to see that the referral bonus is being paid, demonstrating that those colleagues referred in by our existing colleagues were great additions to the business. Candidates must be the best fit at interview stage and then have a successful three-month review for their referrer to be eligible for the fee. The referral process is therefore working and bringing new talent into the business.

Looking Forward

We will continue to focus on encouraging career development in our female population. We appointed 3 female partners to this gender pay gap reporting snapshot date, and have since promoted and recruited two more female partners. Our aim is to reach a 50/50 split, and we are currently at 45/55.

Our firm continues to be made up mostly of women, which reflects that women feel they can thrive here. We will continue to build on this culture in our people strategy and pay procedures. We believe we have many female role models within the firm who can encourage women to progress in their careers, which would help to improve our pay gap. The majority of colleagues benefitting from our internal mentoring scheme as part of their career development, are women.

The firm's people strategy and diversity and inclusion plan focuses on ensuring that our working environment allows us to realise potential around the firm, and to provide a workplace that enables individuals to work in an agile way. We continue to develop our inclusive leadership strategy and focus our efforts on addressing any unconscious bias throughout our recruitment and career development processes.

We provide coaching and guidance to our women in the run up to, and throughout their maternity leave, as well as on their return to work, and work to educate our current leaders to give support and encouragement where it is needed.

The People team work closely with our BeingOne and Parents & Carers group to develop and introduce new initiatives to support working parents, which this year have included, evolving our maternity leave guide to become a Guide to Family Leave, making this inclusive to all colleagues embarking on their varied journeys to parenthood.

We are always looking for new ideas to develop this area of support and to ensure we deliver a consistent, firm-wide approach.

At a time when a lot of women can find the Perimenopause and Menopause challenging and therefore decide to leave the workplace, we have been acknowledged as being at the forefront of recognising this challenge and have developed strategies and initiatives to support our employees and retain them in the workplace, ensuring we do not lose our talented, often senior, women. We are working on our accreditation with menopause awareness organisation '[Henpicked' Home](#) to further this initiative.

We also introduced paid Carer's Leave in June 2023, an initiative aimed at supporting and keeping working carers in work. 60% of working carers are women and often colleagues with elderly parents are affected. With 600 working carers leaving work each day, we support those with caring responsibilities with paid and unpaid time off work. We are proud to have retained 95% of colleagues who have told us they are carers.

We believe that our internal processes and procedures relating to pay and progression are fair and robust, but we will continue to challenge ourselves and the decisions made moving forwards, in light of the findings of this report.

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

