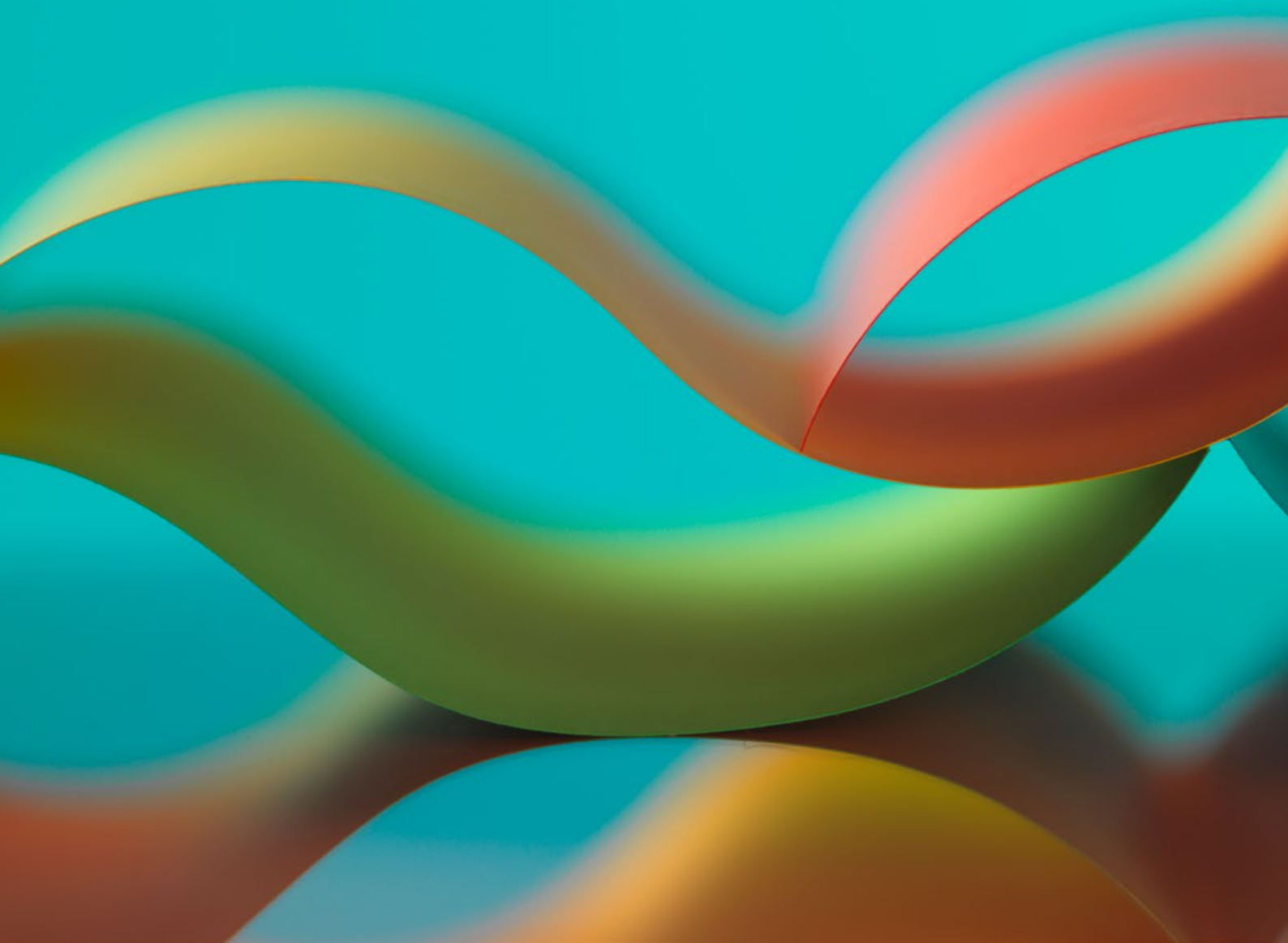


Gender Pay Gap Reporting 2019



Introduction

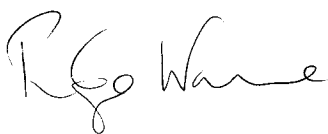
We are pleased to report our gender pay figures for 2019 in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. We were recognised as one of the first law firms to report gender pay information back in 2017.

CMS is deeply committed to all aspects of diversity and inclusion which remain central to our strategy as a firm. With 45% women on our Board and 32% female partners, promoting and supporting women is engrained in our DNA and 100% embedded in our business. This is brought to life by the Culture & Values strand of our strategy, inclusive of progressive, supportive policies and programmes that underpin our passion to develop the careers of our people. We have implemented a robust and sustainable strategy to deliver on this commitment across our many policies and procedures and we are proud to have been recognised as a Times Top 50 employer for women consecutively for the past five years.

We take a transparent approach, we have a clear action plan and progress is monitored and reported back to the Board regularly.

We are committed to providing fair and competitive rewards to all our people, and strive to offer equal opportunities in career progression. Our senior associate population (those on the track for partnership) now comprises 61% women. We are confident that with our training, development schemes and inclusive policies – including flexible working, mentoring, maternity/shared parental leave support and coaching, and enhanced family care policies – we will see our female partnership increasing at even stronger levels in future.

We are confident that we pay our people fairly for equivalent roles, regardless of their gender.



Penelope Warne
The Senior Partner



Phil Raymond
Director of HR

Our headline numbers

We are pleased to report that the mean and median gap for all our employees has decreased year-on-year. Our 2019 data also shows that the bonus gap across both metrics has narrowed significantly, with the mean gap now at 23.3% compared with 52.1% in 2018.

With 45% women on our UK board, 32% women in our UK partnership, and 76% women in our recent partner promotions, we are in a strong position and confident that we can significantly narrow the gap over time.

Hourly gender pay gap



Partners only

19.3%

Mean Pay Gap

22.9%

Median Pay Gap



Fee earners

2.5%

Mean Pay Gap

1.4%

Median Pay Gap



Business Services

11.0%

Mean Pay Gap

7.0%

Median Pay Gap



All employees (including partners)

56.9%

Mean Pay Gap

43.2%

Median Pay Gap



All employees (excluding partners)

16.9%

Mean Pay Gap

32.6%

Median Pay Gap



76%

of UK partner promotions
in 2019 were women



45%

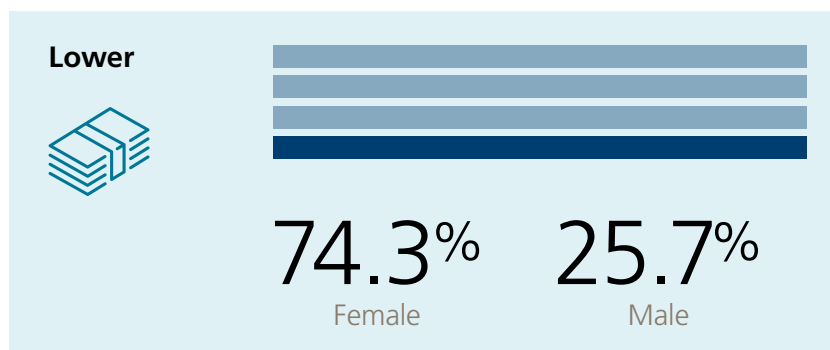
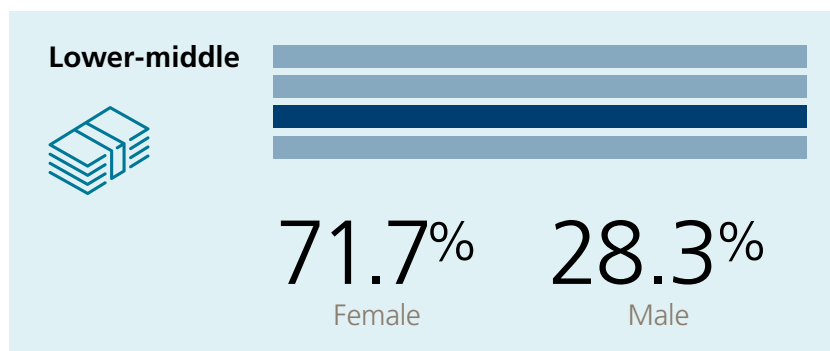
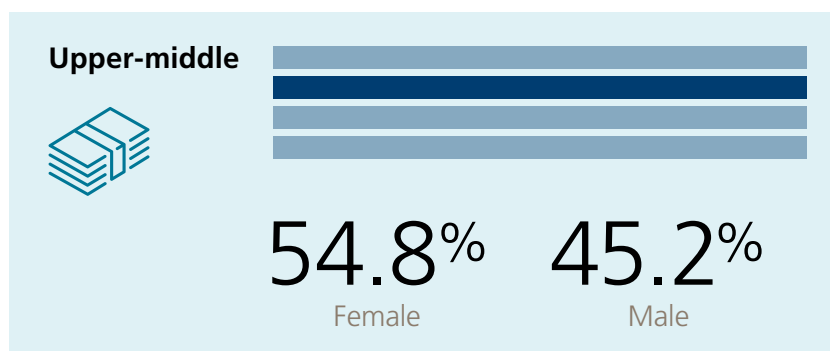
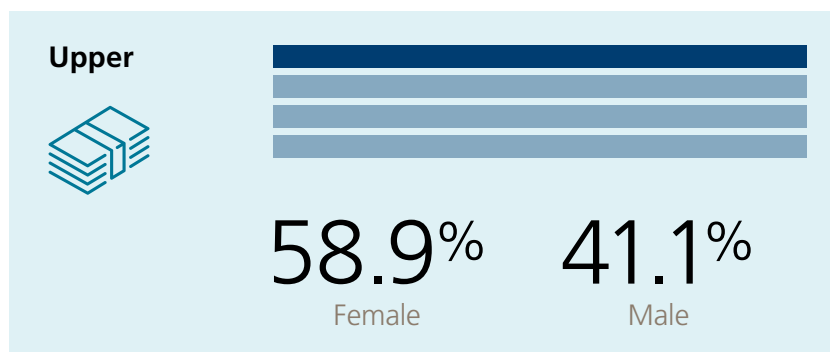
women on the UK Board



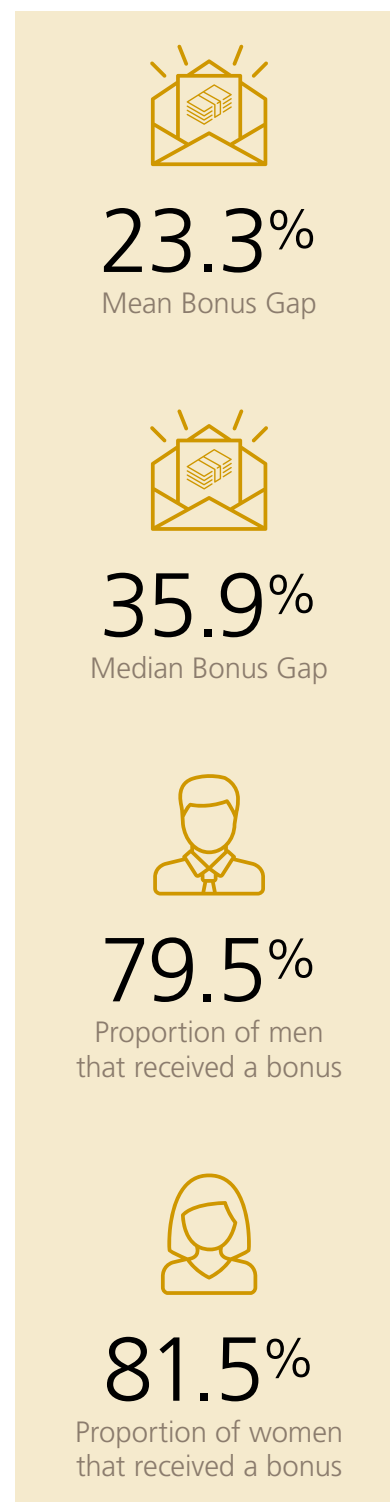
32%

women partners

Pay quartiles – all employees



Bonus Gap – all employees





Our commitment

We continue to make significant progress, however we are not complacent and fully appreciate that we are on a journey. We have introduced a number of initiatives to support our strategy and target priority areas. Below we have identified specific areas that we will monitor closely over the coming year:

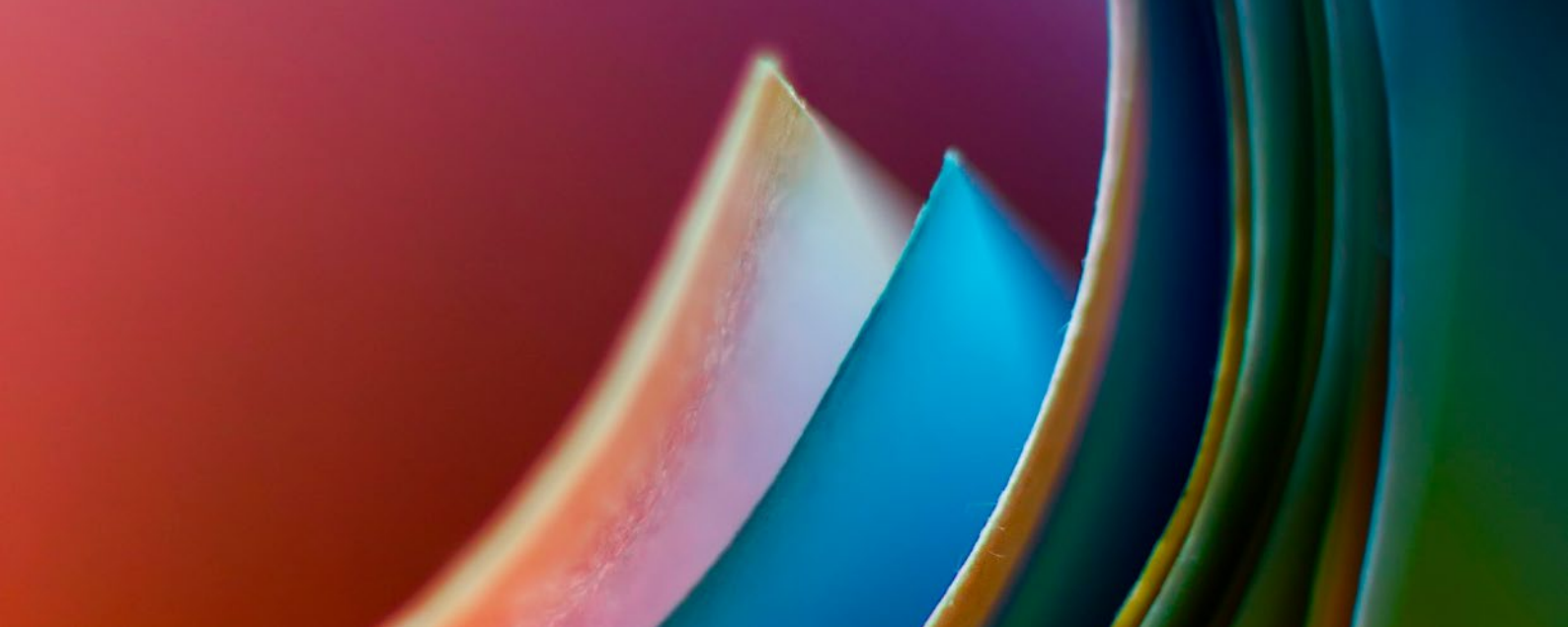
Staff demographics

We understand the importance of capturing and assessing the demographics of our firm in order to implement change and monitor progress. We partner with an external provider to capture our diversity data, and help us to analyse and understand data at three critical stages: attrition, recruitment and promotion.

Recruitment

Our recruitment policy and practice focuses on broadening the size of the potential talent pool, identifying and embracing individuals with transferable skills, motivation and intellectual capacity. We have a number of partnerships and programmes in place to support our objectives:

- We are founding members of PRIME, a profession-wide programme which provides fair access to quality work experience for young people from less privileged backgrounds
- Our CMS bursary scheme supports students from economically disadvantaged backgrounds to make a career in law more accessible.
- Our Early Talent Acquisition team now uses RARE Contextual Recruitment System (CRS) which takes into account the context in which someone's academic results are achieved. The CRS produces two outputs: Social Mobility flags to measure disadvantage and a Performance Index (PI) to measure outperformance compared to students at the same school. The contextual data can then be used to screen candidates who otherwise may not have been seen, based on their



Social Mobility flags and/or their Performance Index. This should support an increase in the diversity of the socio-economic backgrounds of our future trainees.

- We introduced a pilot Level 7 Solicitor Apprenticeship programme, offering places in London (2), Bristol (2) and Sheffield (2). On successful completion of the programme, participants will become fully qualified solicitors, having obtained their LLB and completed both parts 1&2 of the Solicitors Qualifying Examination (SQE). They will have received a competitive salary throughout the programme, avoiding the student debt of their counterparts. This programme has great potential to widen access to the profession.
- We are one of five law firms to participate in the Reignite Academy, a pioneering venture providing opportunities for experienced female lawyers to return to the profession after a career break.
- This year, we introduced blind CVs in order to eradicate bias at this crucial recruiting stage.
- We adopt gender neutral language on job descriptions, particularly for paralegal and secretarial roles where we have identified an over-representation of women.

Progression and promotion

We are committed that all staff have equal opportunities. As part of our new competency framework, we now appraise against technical ability and defined behaviours which are rooted in our values. That appraisal plus market information determines salary levels.

When considering promotions, we assess every employee equally and ensure that flexible working does not negatively affect this process. Agile and flexible working is greatly supported, and adopted, across the firm at all levels.

We have a true tech-enabled environment to facilitate agility. Our Senior Associate development scheme ensures

that we have strong representation of women in the pipeline of senior associates progressing to partnership – 76% of our UK partner promotions in 2019 were women, up from 55% in 2018 – and when considering partner candidates, we ensure that there is diverse representation on the interviewing panel.

Work allocation

Given the critical role that on-the job experience plays, work allocation is one of the most important elements of the development of our people. We have introduced a work allocation process across large parts of our business and are expanding this further.

Wellbeing

As a firm, we are committed to developing a culture which supports trust and respect and a shared responsibility for managing a successful work/ life balance and prioritises our people's wellbeing. Mental health in the workplace is a topic we feel strongly about. CMS was one of the first law firms to sign up to the Mindful Business Charter and we have put in place a number of channels internally to support our people's mental health. We also recognise that some of our people may wish or need to take an extended break whether it's to spend time with family, travel, volunteer, pursue a hobby, or just take some time out. Accordingly, we launched an inspiring initiative: Time Out, No Questions asked, offering our people the opportunity to take one month of unpaid leave per year (on top of their standard annual leave), no questions asked. We also provide a generous and supportive package for mothers, fathers, partners and adopters including enhanced pay, greater flexibility and the ability to take extended leave. Coaching support in the run-up to leave and in returning to work is also provided, and in monitoring performance we make specific allowance for the periods immediately before and after leave.



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