

## Statutory 2021 Gender Pay Gap report – covering 5 April 2019, 2020 & 2021 data

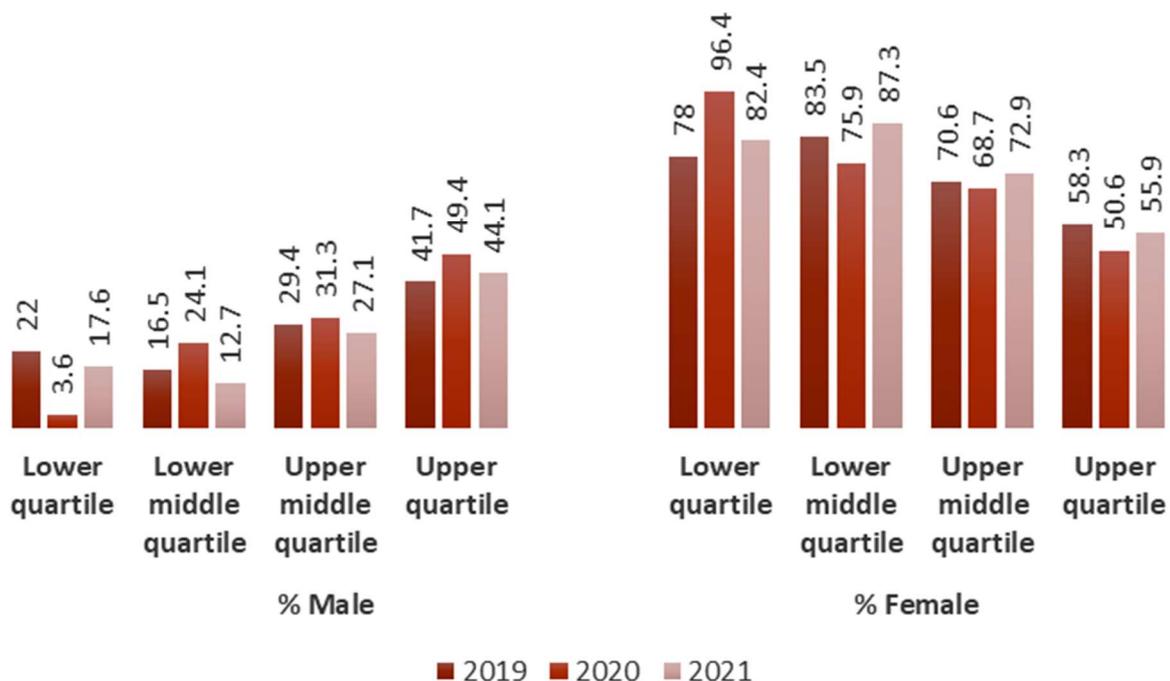
Gender pay reporting legislation requires all employers with over 250 employees to publish on the Government's website and our own website. The Gender Pay Gap legislation aims to show the distribution of men and women across different roles within an organisation and highlight where there may be concentrations of a particular gender at lower or higher pay levels.

Under these regulations, we are required to provide 6 statutory calculations every year to show the pay gap between male and female employees in the business. The figures below reflect snapshot dates for pay data taken at 5 April in the appropriate year.

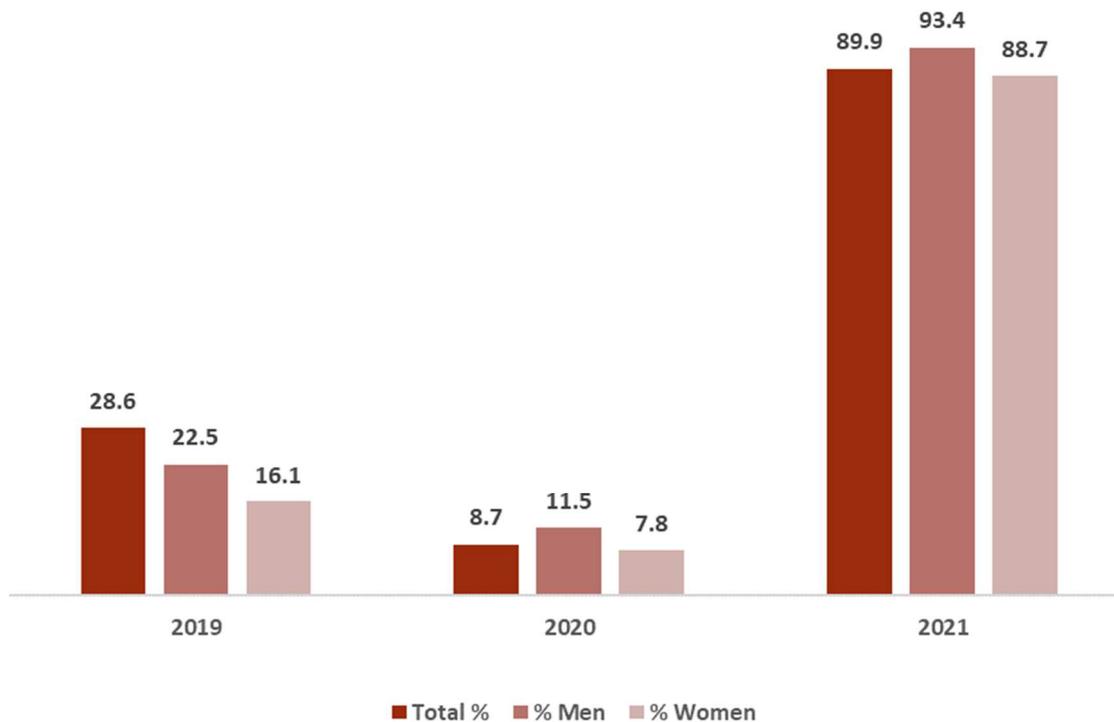
Notwithstanding the increase that has occurred in our gender pay gap over the past 3 years, we are committed, in the longer term, to reducing our gender pay gap and continue towards the creation of a workforce that is flexible, diverse and inclusive and attracts, retains, develops and motivates talent in the communities in which we work. We will focus on careful and considerate review of salaries and variable pay as part of our compensation processes and drive forward our career development and recruitment initiatives and programmes, described in more detail under Next Steps below, to reduce the gap.

OUR PAY DATA	2017	2018	2019	2020	2021
1. Difference in <b>mean pay</b> (hourly rate) of men and women	27.5%	24.0%	27.5%	32.4%	32.7%
2. Difference in <b>median pay</b> (hourly rate) of men and women	40.2%	37.2%	35.5%	35.5%	44.3%
3. Difference in <b>mean bonus</b> pay of men and women	46.1%	25.0%	62.2%	79.9%	35.2%
4. Difference in <b>median bonus</b> pay of men and women	61.0%	0.0%	59.0%	40.2%	42.3%

### 5. Proportion of women and men in each pay quartile band



## 6. Proportion of employees receiving a bonus



### Commentary to explain our results

Our Mean gender pay gap figure represents an average, i.e. the compensation of the individuals included in the data, divided by the number of individuals. The increase can be attributed to a combination of hiring decisions. It should also be noted that the firm made use of the furlough scheme from April 2020 and this has had an impact on the number of employees we are required to report on as at 5 April 2020. As at 5 April 2021 of the 13 levels within our lawyer and professional support frameworks, in the case of 5 of these levels the pay gap is in favour of women and in 8 in favour of men.

It remains that we continue to employ significantly more women than men, in 2021 (353 women and 120 men) and this figure reflects the composition of our workforce with a large proportion of women being employed in legal support roles which predominantly fall within the lower pay quartiles. Whilst these roles are competitively rewarded by reference to the market and benchmark data, the fact that so many of them are held by women has the effect of reducing the average pay of women across our whole business.

The median pay gap - if we rank everyone's pay data from lowest to highest the median is the value in the middle of that list and has increased through the period 2019-2021 and is currently 44.3%. We will continue to monitor and actively manage this through ongoing focus around hiring of mid-level females and continued consistency in decision making within our promotion processes.

The mean bonus gap is significant in 2019 and 2020 but is stabilised in 2021 where we were able to make bonus payments across the organisation. The bonus gap can be explained by bonus payments being made for a small number of consultancy arrangements, which will not be present in the medium term. The median bonus payment gap has increased slightly in 2021 to 42.3%. This is as a result of a number of lower value bonus payments being made across the firm and is also influenced by a small amount of individual contractual and team bonuses and payments made under the sabbatical scheme.

## Next steps

We will continue to ensure that processes are in place to for objective and robust management of decisions around recruitment, performance, pay and bonus. The Board has committed to the following:

- A continued focus on year on year improvement (by career level) in % of female representation in Leadership roles. We have increased the number of women in our Partnership from 14 percent in 2017 to 32 percent today.
- An ongoing commitment to flexible working practices at all levels, considerate integration of maternity returners and close review of our trainee programmes and pipeline.
- Positive influence and action within our recruitment and hiring processes with particular consideration on individual impact of relevant hires on our gender pay gap. Targeting more men in junior roles and more women in senior roles (upper quartiles).

In addition, we will continue to ensure that our internal procedures are robust, specifically in relation to new joiners, pay review, bonus payments and promotion processes.

## Other key initiatives

We have continued to increase the proportion of our employees who work flexibly (from 31 percent in 2017 to 35 percent today) as well as evolving our agile and flexible way of remote working to support a diverse employee population. All of our roles will continue to be advertised as open to flexible working patterns.

We are currently consulting over the best blend of hybrid office and home working to enable our business and balance the needs of our employees.

We remain committed to developing a diverse and high performing pool of talent for our business. Our Career Framework was built to provide clear entry points and pathways through the organisation. We continue to review and design these structures to ensure we can provide ongoing transparency and an accurate reference framework for development and progression within the organisation.

We are delighted to have been re-accredited by NES in 2021 and consider that the National Equality Standard will continue to be a key guidance framework for our Board and Diversity Action Group. We recognise that we need to work hard to ensure that we are able to retain this important standard and acknowledge that alongside considering new initiatives we should always look at ways to review and improve existing schemes and programmes to ensure diversity is at the forefront of everything we do.



John Westwell  
Managing Partner

A handwritten signature in black ink, appearing to be 'JW'.



Ina Simon  
HR Director

A handwritten signature in black ink, appearing to be 'Ina Simon'.