

Lewis Silkin Gender
Pay Gap Report
2020



At Lewis Silkin, we know that our business only succeeds because of the talents and expertise of our people within it. If we can make sure that everyone has the opportunity to reach their full potential, our business will continue to thrive.

We recognise that our overall gender pay gap remains too high, however, it is moving in the right direction.

Our gender pay gap can only be eliminated over the longer-term, and we are committed to taking the action needed to make this happen. This report sets out our gender pay gap statistics and provides an update on the actions we are taking to reduce them.

What do we mean by 'gender pay gap'?

The gender pay gap is not the same as equal pay. Equal pay is about ensuring that men and women doing the same sort of work are paid the same. We are confident that across our business there is no equal pay gap for men and women doing the same work.

Gender pay gap figures involve calculating hourly rates and comparing the average hourly rates for all men and women in totality across a business. This means that they do not compare the pay of people in the same roles. As a result, gender pay gap figures tend to be more related to the demographic balance at different levels of an organisation rather than specifically to the rates of pay for men and women.

The median gender pay gap represents the middle point of a population. If you lined up all of the pay of women and all of the pay of men at a company, the median pay gap is the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the middle man.

The mean gender pay gap is the difference between the mean hourly rate of pay for women, compared to the mean hourly rate of pay for men. Mean hourly rates are calculated by adding up the hourly rates for all individuals and dividing this by the number of individuals.

About this report

Our report is split into two main sections.

1. The first section of our report shows three sets of gender pay gap statistics: staff only, partners only, and the whole firm. Although it is not a statutory requirement, we want to share information about our whole firm as it more appropriately reflects the gender balance at Lewis Silkin. The data is accurate at 5 April 2020 for all groups. However, as partner remuneration varies each month, we have calculated partner hourly rates using annualised data instead. This is the approach endorsed by the Law Society.
2. The second section sets out an update on the actions we are taking to reduce our gender pay gaps.

Lewis Silkin's statistics

Whole firm: staff and partners combined

We have a target of reducing our whole firm gender pay gaps by 40% by 2027, in comparison to 2019 levels. We need to be making consistent year-on-year progress to hit this target, and we are pleased that this year we have seen 3.4% and 3.8% reductions in our mean and median pay gaps. Covid 19 has had a direct impact on the changes in these gaps. Without the impact of furlough, we would have seen reductions in our whole firm mean and median pay gaps of 4.5% and 5.2%, putting us on track to achieving our target.

Staff only

We are pleased that at Lewis Silkin, the proportion of women in the highest paid quartile has risen over the past 3 years. At the same time there have also been small reductions in the numbers of women in the lower-mid quartile, with greater increases in the proportion of women in the lower quartile. This accounts for the lack of significant change in the mean and median pay gaps over the last 4 years.

Partners only

There have been no new women partners in the highest paid quartile. This will need to change if our mean pay gap for the firm is to come down as partner remuneration drives the mean pay gap for the whole firm statistics. Please see below for details of ways in which we are trying to address this.

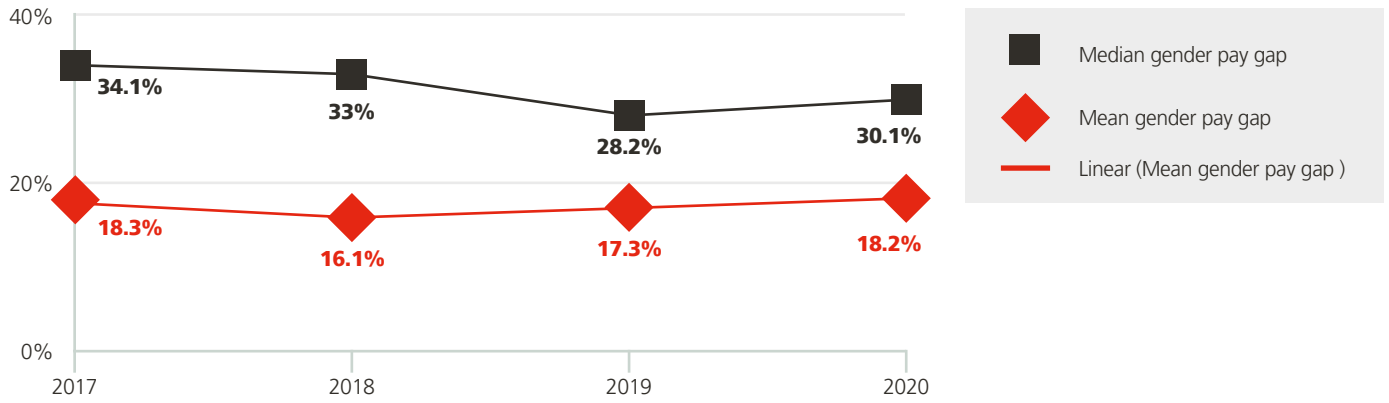
The table below contains our gender pay gap statistics.

	Staff only	Partners only	Whole firm (staff and partners combined)
Mean pay gap	18.2%	27.4%	58%
Median pay gap	30.1%	28%	42.5%
Mean bonus gap	27.3%	20.8%	59.2%
Median bonus gap	15.9%	25%	56.9%
Proportion of men receiving a bonus	74%	67.4%	72%
Proportion of women receiving a bonus	72.2%	87.5%	73.1%
Proportion of men / women in lower quartile	28.6% / 71.4%	60% / 40%	26.7% / 73.3%
Proportion of men / women in lower-mid quartile	15.4% / 84.6%	60% / 40%	19.1% / 80.9%
Proportion of men / women in upper-mid quartile	36.5% / 63.5%	78.6% / 21.4%	38.2% / 61.8%
Proportion of men / women in upper quartile	39% / 61%	93.3% / 6.7%	63% / 37%

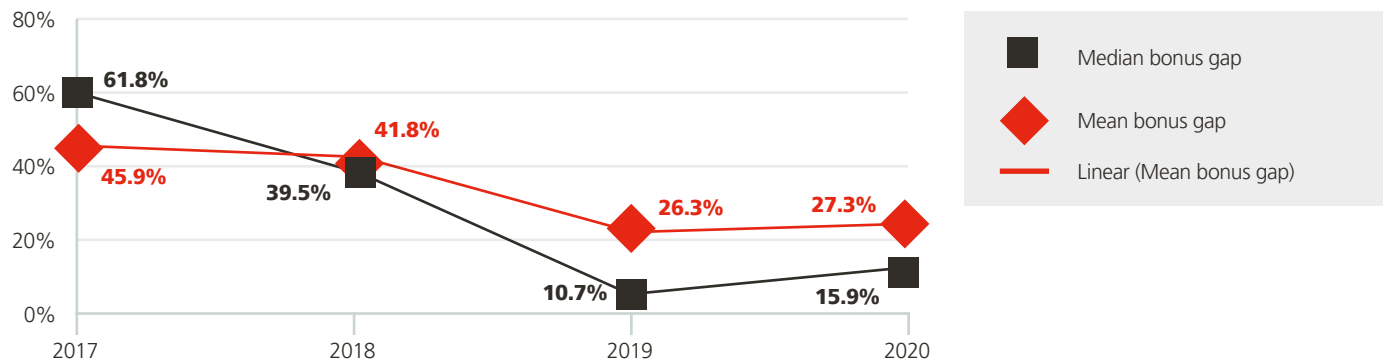
These charts show the trends in our statistics over the last 3 years.

Staff only

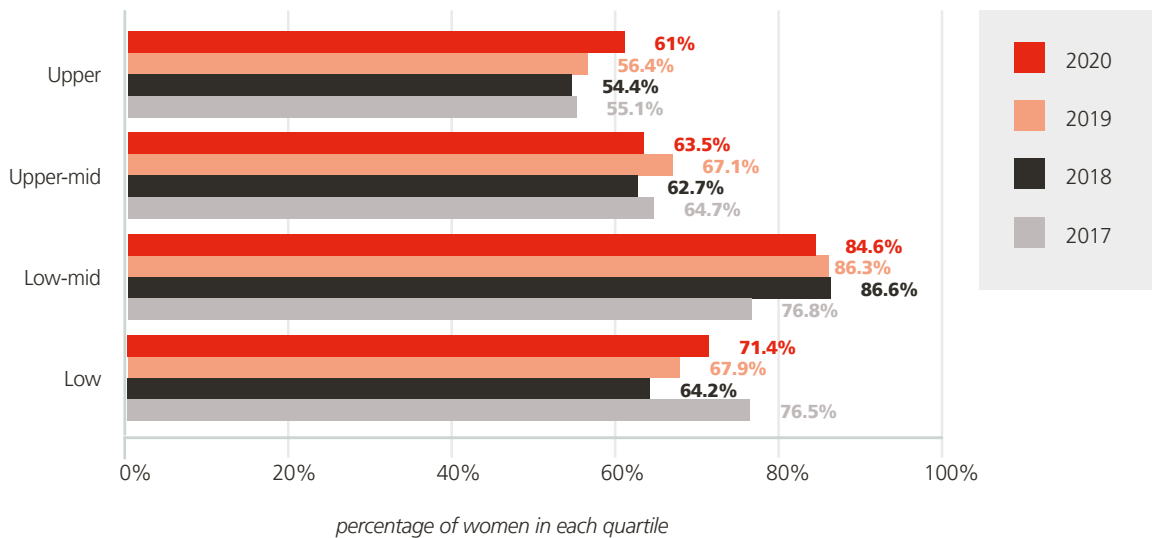
Pay gaps



Bonus gaps

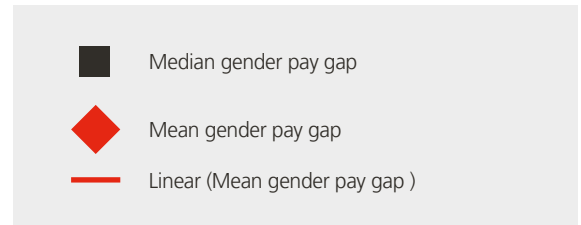
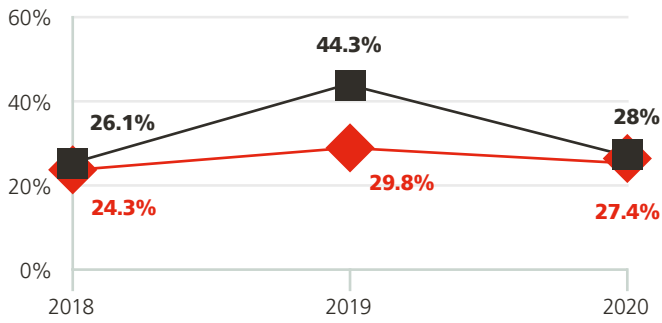


Quartiles

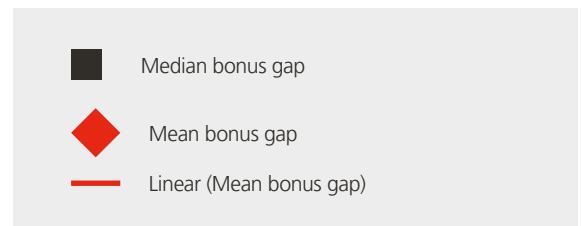
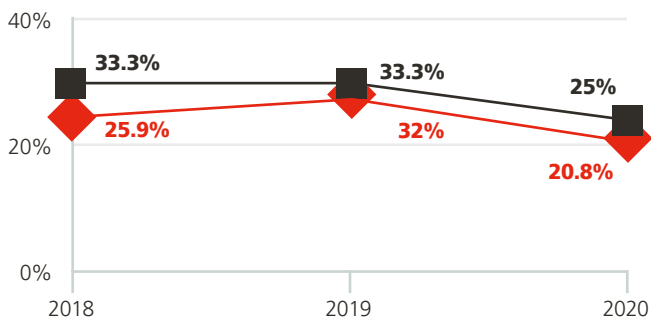


Partners only

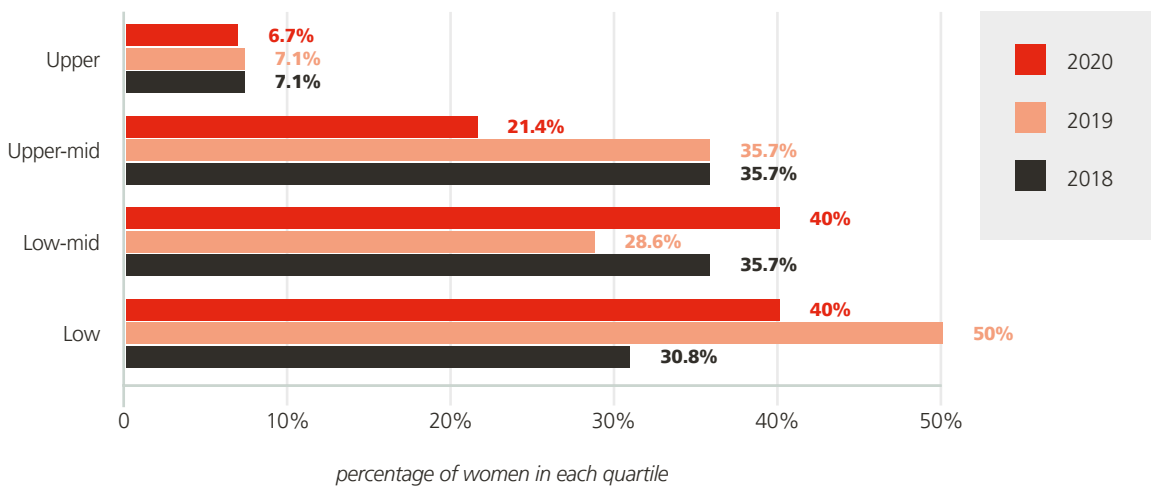
Pay gaps



Bonus gaps

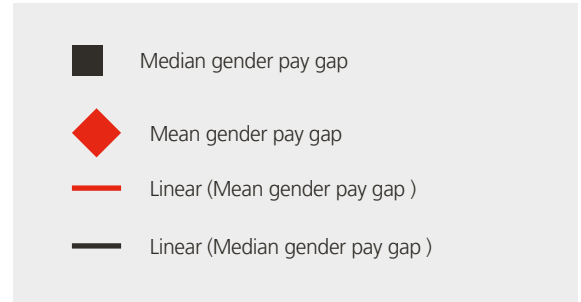
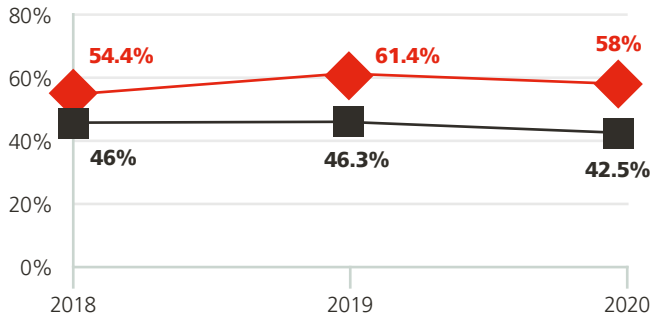


Quartiles

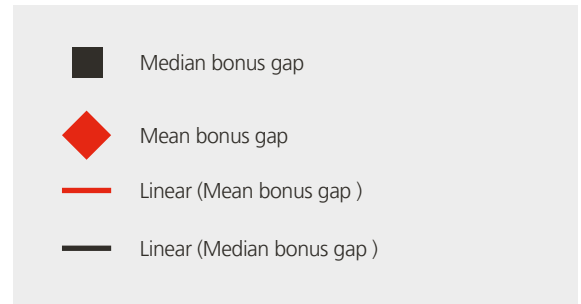
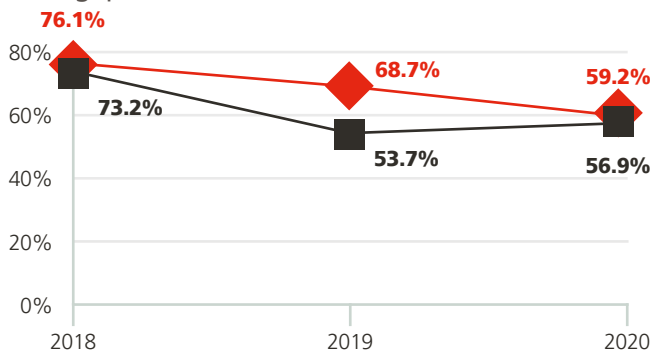


Whole firm

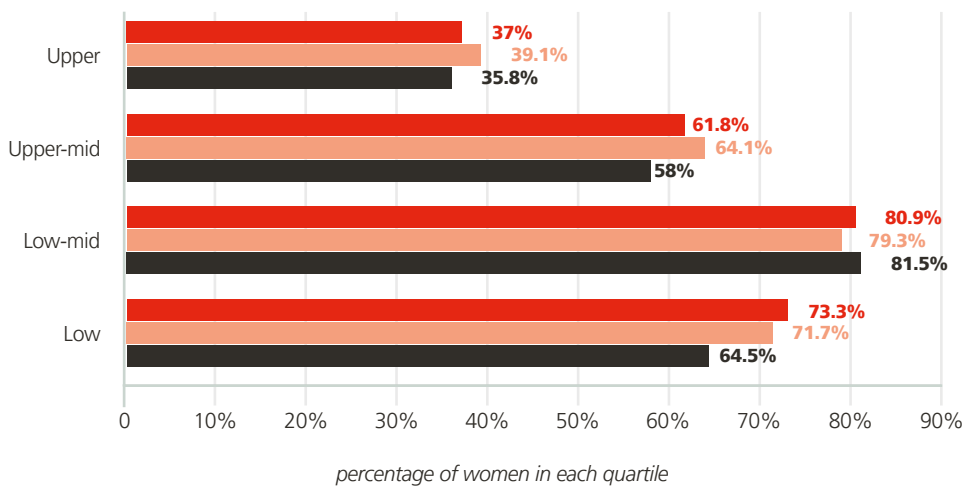
Pay gaps



Bonus gaps



Quartiles



What are we doing?

The gender pay gap is a complex issue and is caused by lots of different factors, not all of which are obvious or easy to identify. There is not one easy solution or path to gender equality for any employer. Because of this, we know that not everything we try will necessarily be effective. But we promise to “fail fast”. We will keep working hard and will not stop until we have eliminated our gaps.

Our initiatives are driven by our ethos of bravery and kindness. We will be brave at challenging ourselves, each other, and the established ways of doing things, and kind to each other as we work towards our shared objective.

Law Society Women in Law pledge. We have signed the pledge which requires us to set targets for achieving gender balance; develop an action plan for achieving gender balance in our senior management and leadership teams; tackle workplace culture, bias, bullying and sexual harassment; and ensure that aspects of pay, reward and recognition of the senior leadership team are linked to achieving our targets.

Targets. As a result of the Women in Law pledge, we have set ourselves ambitious targets:

- We aim to **reduce the whole firm’s 2027 mean and median gender pay gaps by 40%** when compared to 2019 levels. We are currently on track to meet this target.
- We aim for **45% of partners to be women by 2027**. Currently, around 30% of Lewis Silkin partners are female.

Review of partner remuneration. To ensure we are fairly remunerating all partners, we are continuing to consult widely with partners in a review of their remuneration and are looking to assess performance by recognising overall contribution.

In 2020 we introduced partner interviews, gathering qualitative data to evidence collaborative behaviours and support for diversity and inclusion, which our Partner Remuneration Committee (PRC) drew on in their 2020 remuneration decisions.

We have agreed further steps in 2021 to continue to recognise a wider group of Partners for overall contribution, for example the introduction of Relationship Partner Credits.

Recruitment and Promotion. We are pleased to confirm that in 2020 we promoted 3 women Partners. We avoid single sex recruitment panels (i.e. we aim to ensure that no decision to recruit is made where the Lewis Silkin touch-points have been all male). We also target a gender balanced short-list for all roles (recognising the gender diversity within the available talent pool).

Senior leadership. We appointed a partner to our Strategy Board with specific responsibility and accountability for diversity and inclusion. As a result, the effectiveness of our actions and progress against our gender diversity and pay gap targets is raised and reviewed on an ongoing basis by the Strategy Board.

From 2021, each Lead Practice Group will have a specific diversity and inclusion objective and their performance against this will be reviewed.

Accountability. We have a dedicated group committed to reviewing our gender balance against our targets on an annual basis. This group will prepare an annual report for the Strategy Board, identifying any challenges and making recommendations about how those challenges might be mitigated.

Firm values. We recently refreshed our firm values, giving greater prominence to promoting inclusive behaviour and authenticity.

Business development. We eliminated single sex panels and pitch teams, subject to required expertise.

Supporting women. We increased participation in the Authentic Leading Women workshop, and we have updated our maternity coaching programme to increase the number of coaching sessions and support available for women who are on maternity leave. We are also introducing a menopause policy and support.

Flexible and agile working. We have embraced agile working. We are engaging all our people in a workplace study with the aim of facilitating as many roles as possible, of all levels of seniority, to be delivered flexibly and from home.

Feedback. We have also used our award- winning employee engagement tool (Peakon) to get new ideas about what more we could be doing to support greater diversity and achieve gender balance.

What we are doing within the legal industry?

Law Society Women Lawyers Division. Lucy Lewis (who sits on our Strategy Board with responsibility for diversity and inclusion) sits on the committee of the Women Lawyers Division. This has enabled us to share best practice. We are also benefiting from the collective expertise in defining our action plan to address some of the shared challenges across the profession.

Awards. We continue to highlight our high achieving women and regularly nominate them for awards, this year including Lucy Lewis for the Law Society Excellence Awards and Stephanie Kay for the Women in Law Awards Rising Star.

We confirm the data reported is accurate and has been calculated according to the legal requirements.



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