

Lewis Silkin gender pay gap report 2021



This report sets out our gender pay gap statistics as at 5 April 2021 and provides an update on the actions we are taking to reduce the pay gap. As this is our fifth pay gap report, we have also chosen to show our progress over time.



“At Lewis Silkin we are committed to thinking in a 21st Century way. An essential part of that is ensuring that a focus on Diversity and Inclusion - including gender equality - underpins our culture and is at the forefront of the way we go about our work.

Gender should be a neutral factor in the fulfilment of someone’s career and lifetime aspirations. Efforts towards this goal have been gathering momentum with each passing year, both in society generally and also in our workplaces; there is a greater propensity to call out imbalance, a growing recognition that gender is not a women’s issue but a business issue and increasingly more imaginative ways of trying to achieve equality.

For Lewis Silkin, gender pay gap reporting highlights the impact of the actions we have taken at the firm to date, but also shows us why we still need to do more.

Our gender pay gap continues to move in the right direction, but at a slower pace than we would like. Making further progress depends on us addressing the underlying issues we face, and we are committed to encouraging and championing the incremental changes that will make a positive difference going forwards.”

Jo Evans
Chair of the Partnership

What is meant 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 partnership 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 these figures 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. We have systems in place which safeguard equal pay.

The **median gender pay gap** represents the middle point of a population. To calculate this you must draw up a list of all the hourly rates of pay for women and all the hourly rates of pay for men at a particular employer. The median pay gap is the difference between the figures for the woman in the middle of the woman’s list and for the man in the middle of the men’s list.

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. The mean figures can be distorted by one or two very high or very low earners (“outliers”).

About this report

Our report has two sections.

1. The first section shows three sets of gender pay gap statistics: employees 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 better reflects the overall gender balance at Lewis Silkin. The data is accurate for all groups at 5 April 2021. As partner remuneration varies each month, we have calculated partner hourly rates using annualised data; this is the approach endorsed by the Law Society.
2. The second section sets out the actions we are taking to reduce our gender pay gaps.

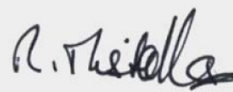
We confirm the data reported is accurate and has been calculated according to the legal requirements.



Andrea Roots
Interim Chief People Officer



Giles Crown
Joint Managing Partner



Richard Miskella
Joint Managing Partner

Our pay gap statistics

	Staff only	Partners only	Whole firm (staff and partners combined)
Mean pay gap	12.4%	19.6%	56.2%
Median pay gap	20.4%	8.3%	41.9%
Mean bonus gap	-11.6%	33.3%	55.7%
Median bonus gap	37.3%	37%	60.8%
Proportion of men receiving a bonus	50%	72.6%	57.6%
Proportion of women receiving a bonus	49.6%	79%	51.7%
Proportion of women / men in lower quartile	67.5% / 32.5%	35.3% / 64.7%	67.6% / 32.4%
Proportion of women / men in lower-mid quartile	83% / 17%	27.8% / 72.2%	72.2% / 27.8%
Proportion of women / men in upper-mid quartile	71.2% / 28.8%	35.3% / 64.7%	68.1% / 31.9%
Proportion of women / men in upper quartile	59.8% / 40.2%	11.1% / 88.9%	36.8% / 63.2%

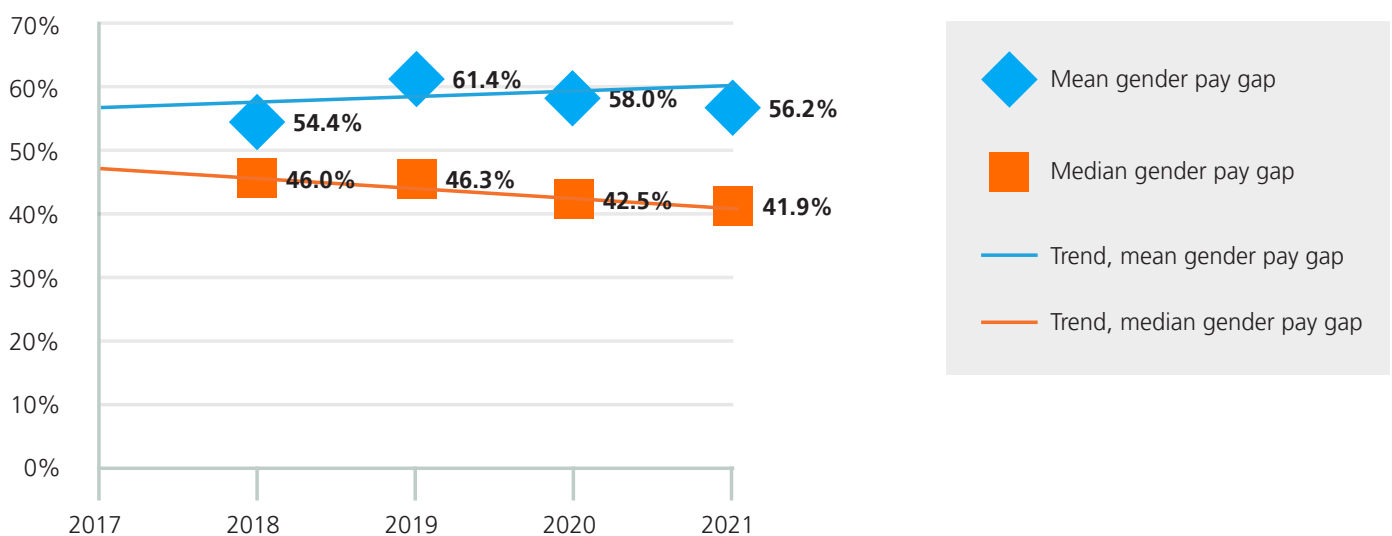
Whole firm (staff and partners combined)

Our mean and median pay gaps have reduced since we started reporting and we are pleased with the overall trend. However, they have not fallen by as much as we would have liked and they remain too high.

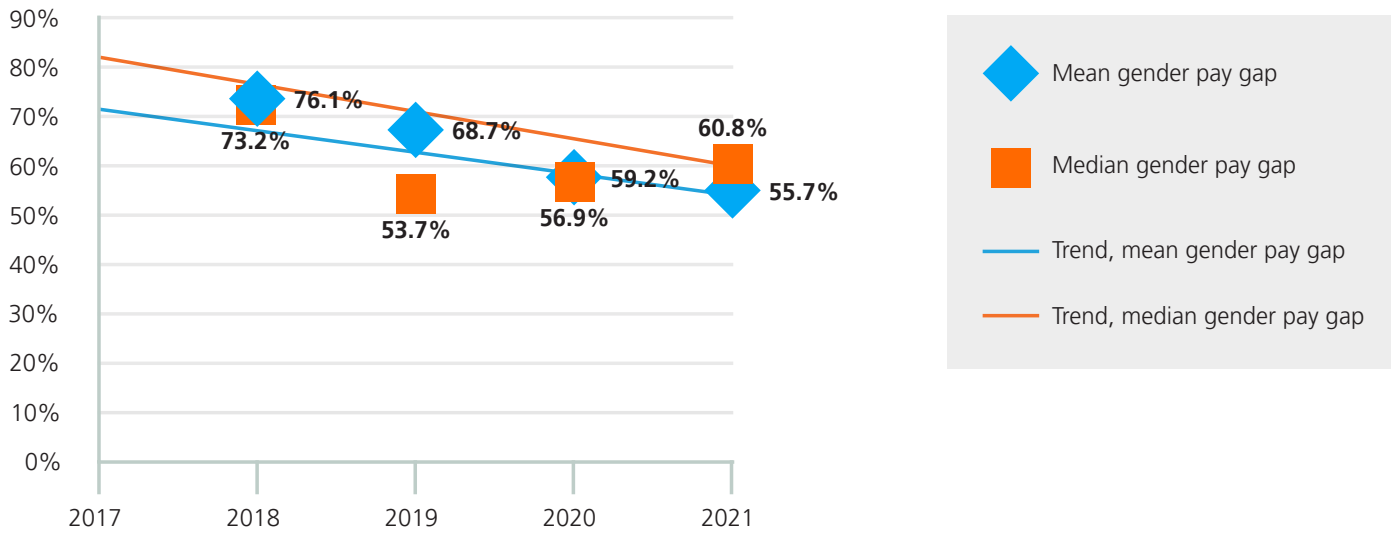
We have set ambitious and challenging targets: 40% reduction in both mean and median pay gaps by 2027 compared to 2019 levels.

To progress against these targets, we need to achieve an average 5% reduction each year. Currently we are tracking behind our target and have more to do.

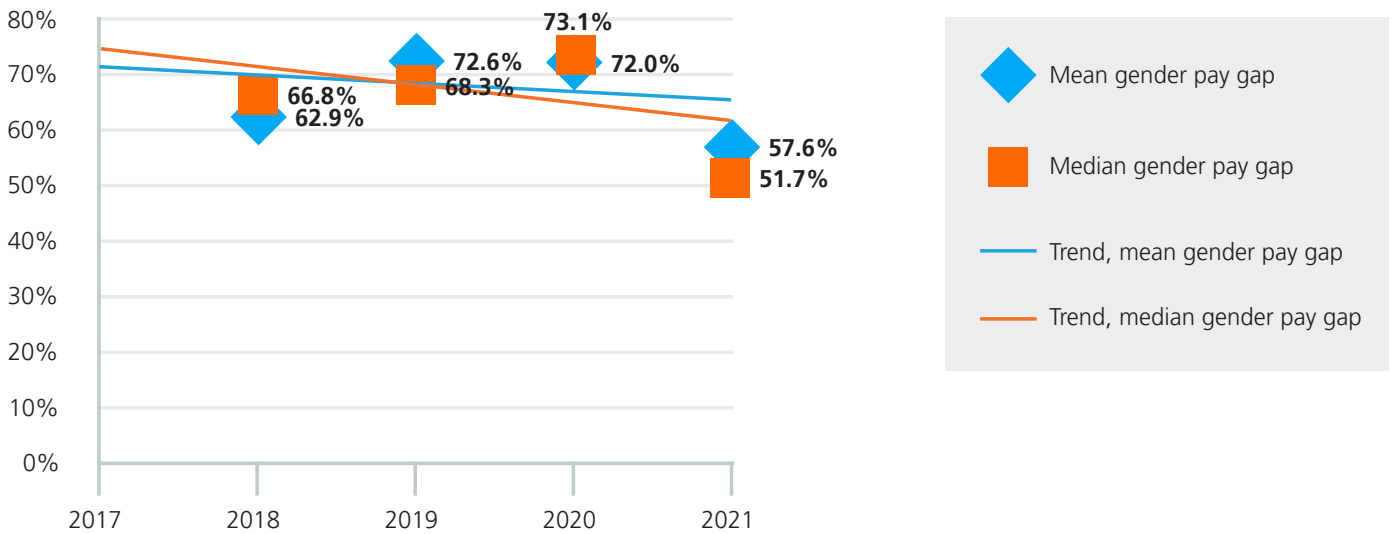
Whole firm pay gaps



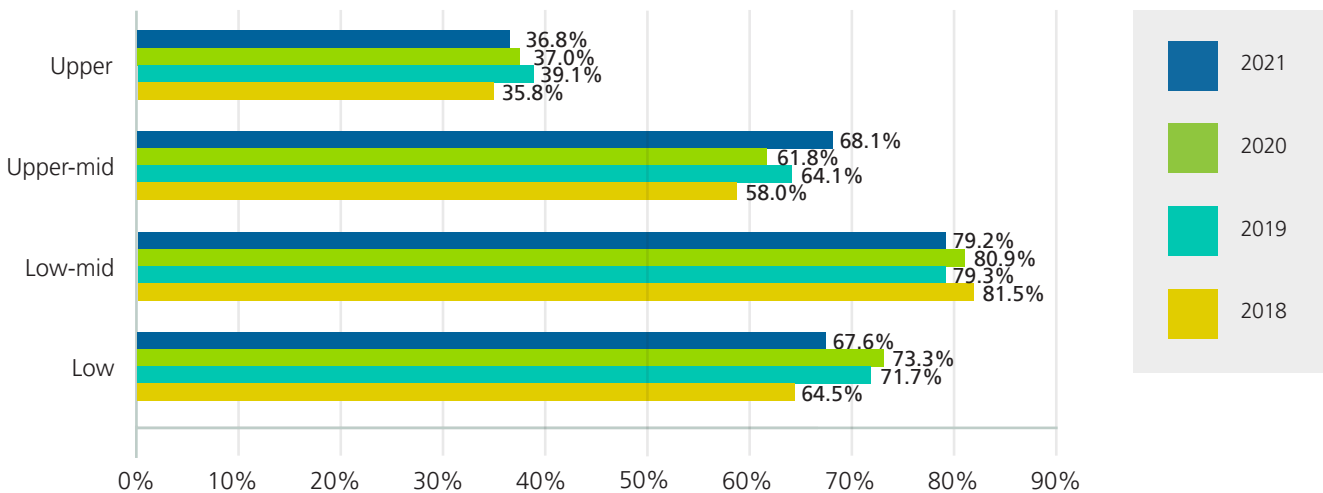
Whole firm bonus gaps



Whole firm proportion receiving bonus



Whole firm proportion of women in each hourly pay quartile

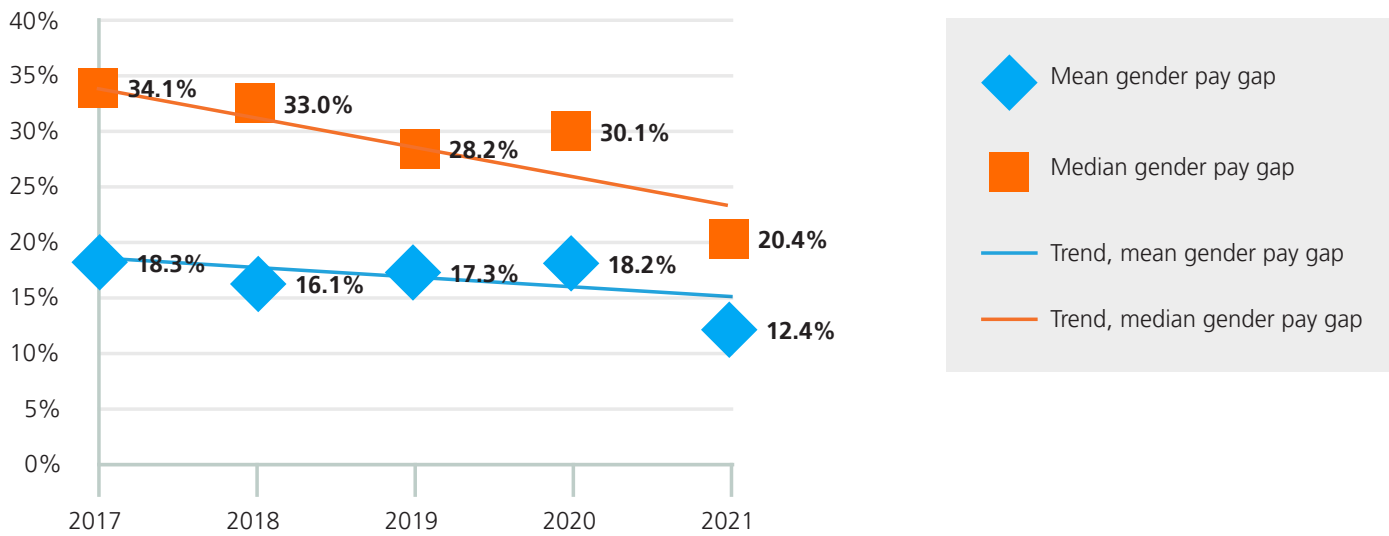


Employees only

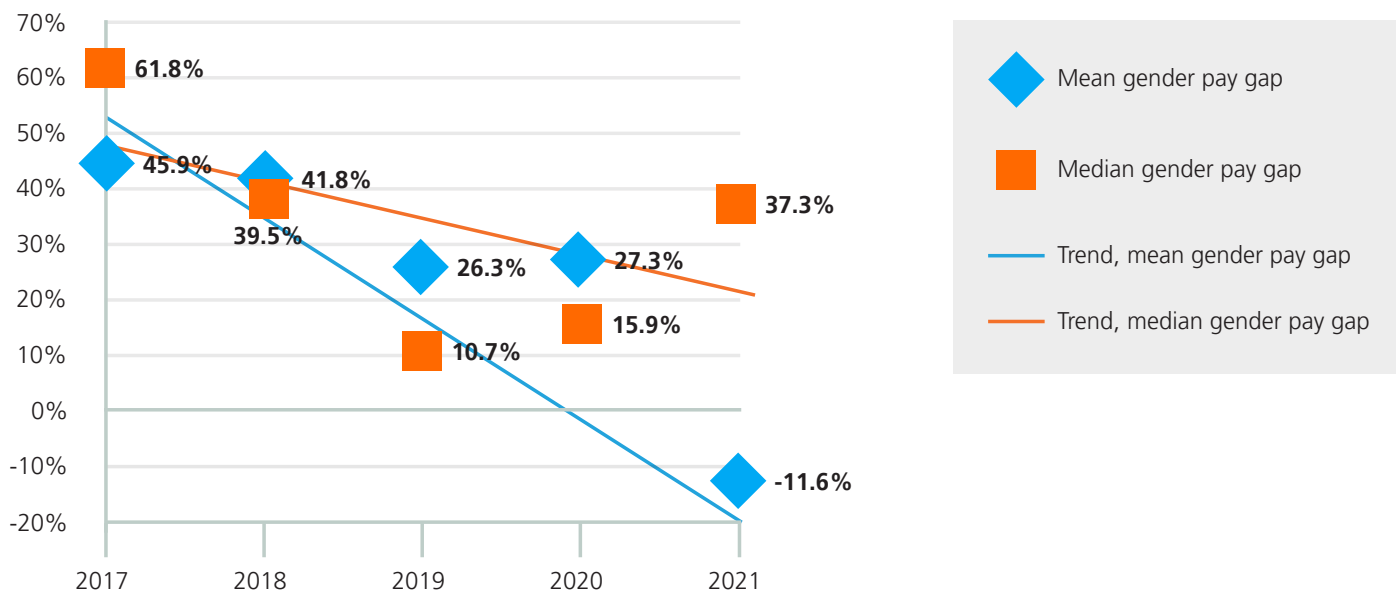
Our mean and median pay gaps have fallen to their lowest levels yet.

This is a result of more women being promoted to senior roles or being recruited at senior levels within our legal career structure. We've also seen a number of senior female appointments in our business services team.

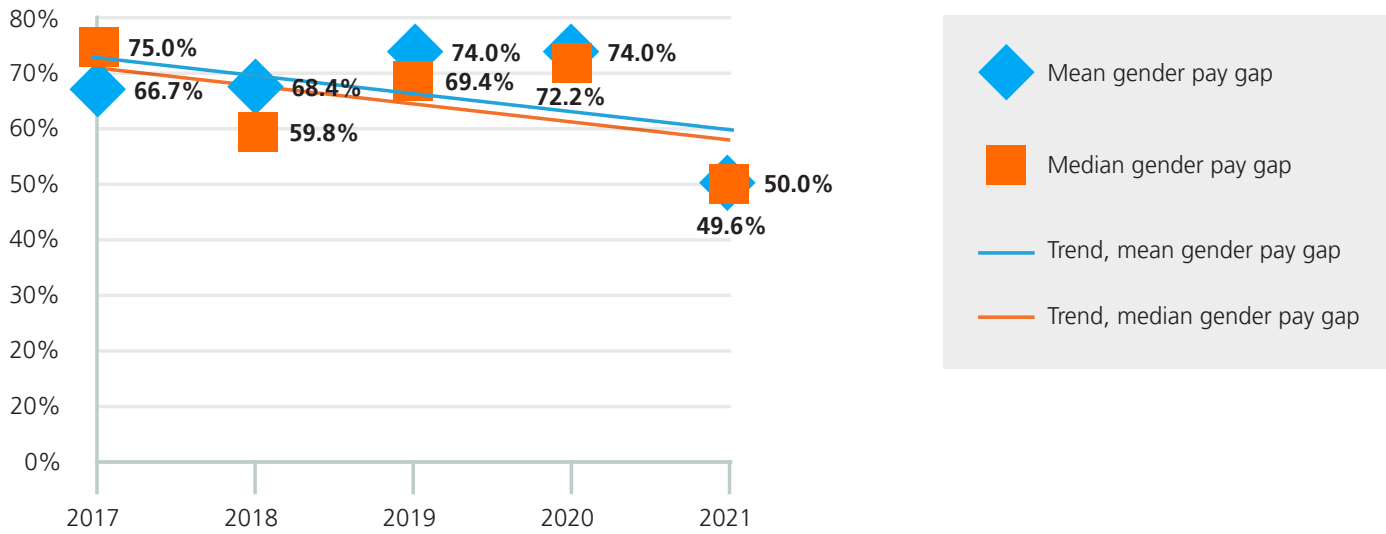
Employee pay gaps



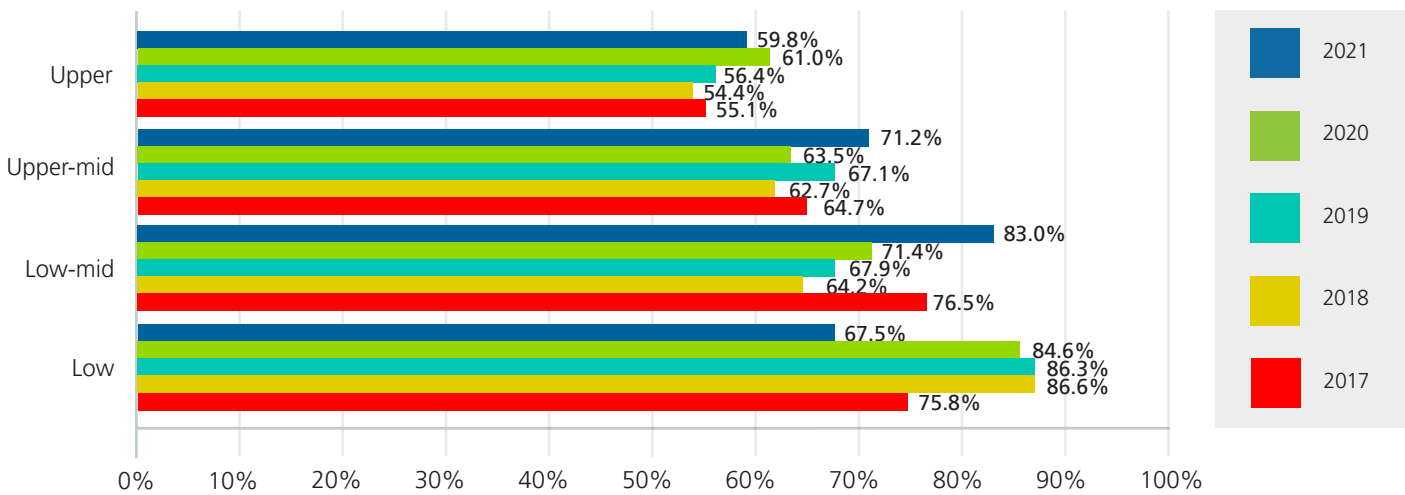
Employee bonus gaps



Employee proportion receiving bonus



Employee proportion of women in each hourly pay quartile

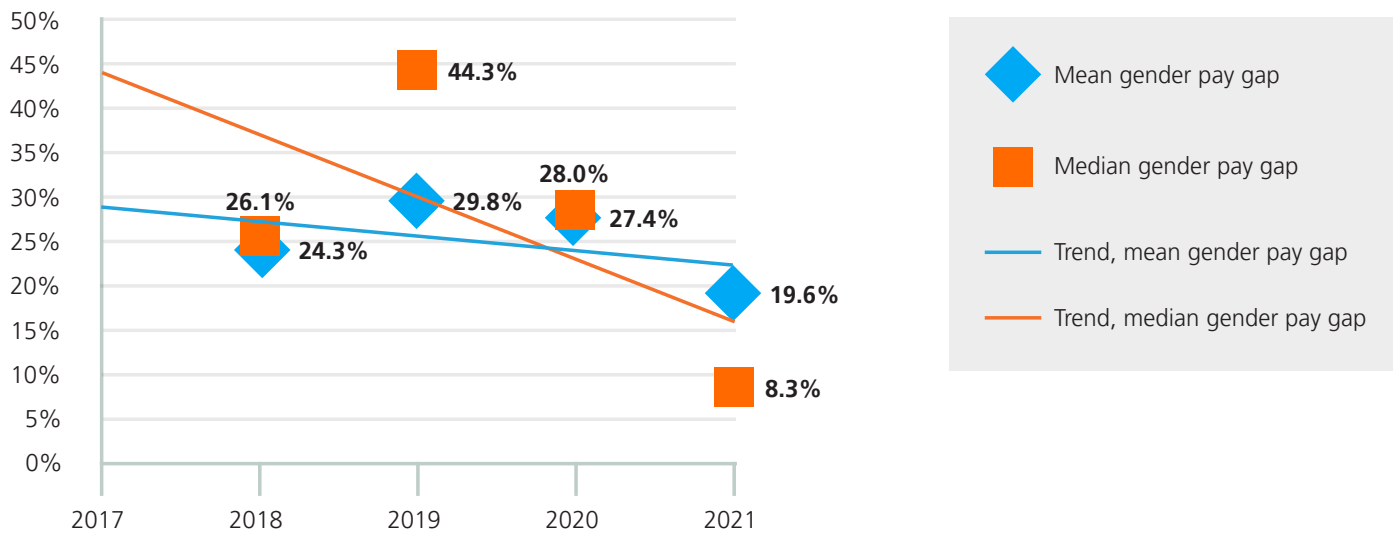


Partners only

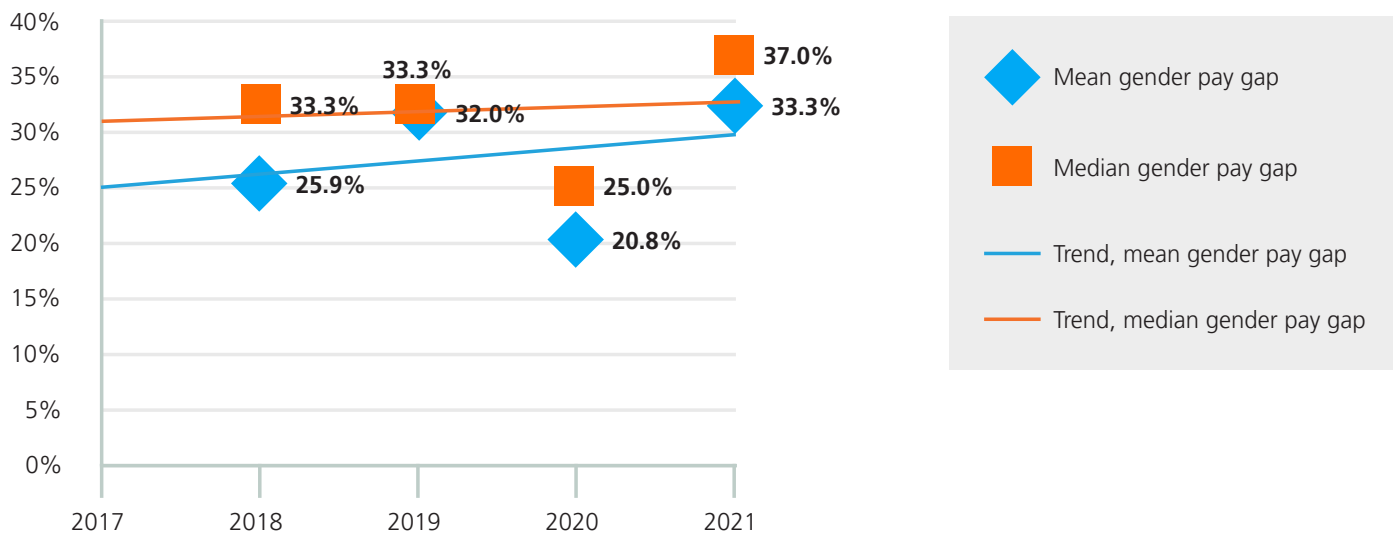
We have seen some significant movement in gaps among our partnership. These changes reflect the career progression and recognition of our female partners.

That said, we recognise that our partnership gender balance is a key metric to be addressed. We are pleased to see female partners taking on management responsibility and progressing within our all equity partnership, but we remain committed to further increasing the representation of women in the partnership.

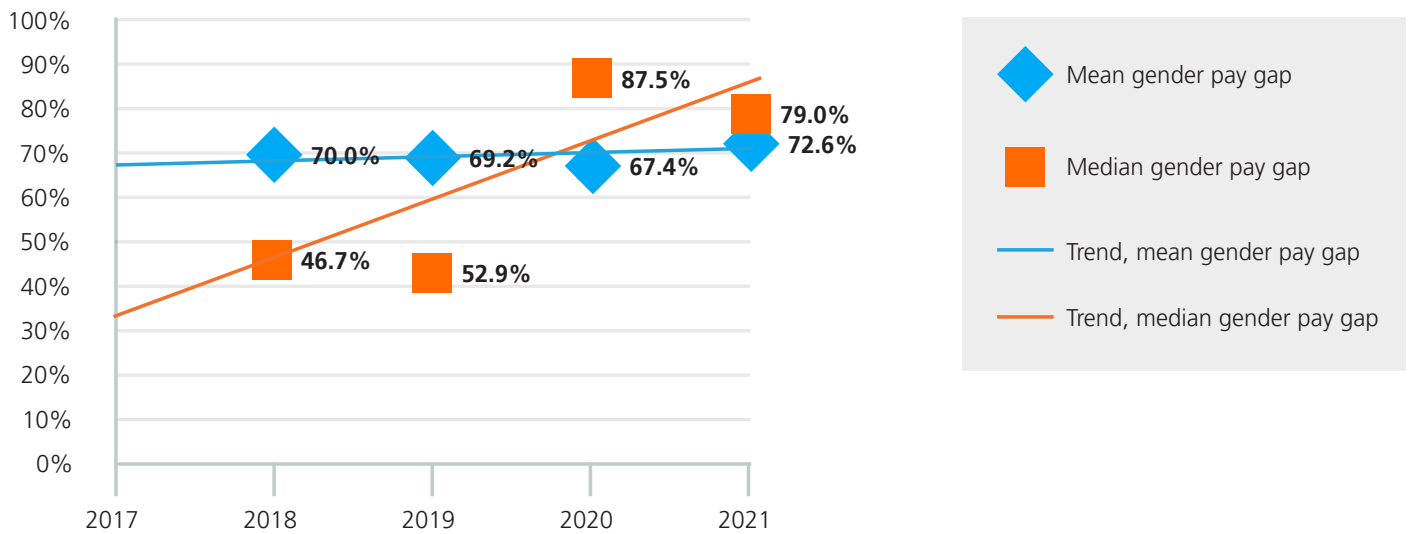
Partner pay gaps



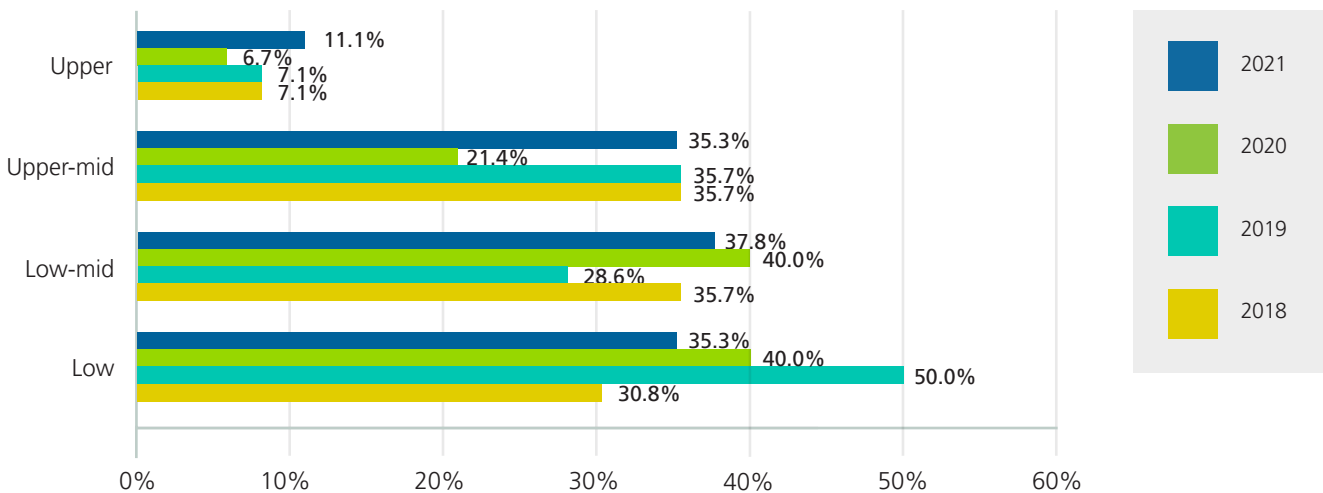
Partner bonus gaps



Partner proportion receiving bonus



Partner proportion of women in each hourly pay quartile



What steps are we taking to improve our gender pay gap?


The gender pay gap is a complex issue for any employer, and is impacted by a variety of factors. There is no one easy solution, but we are committed to gender equality and to eliminating 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.

The infographic on the next page highlights the actions we have taken:

Targets for achieving gender balance

As Women in Law Society pledge signatories, we have set targets for achieving gender balance and developed an action plan for achieving gender balance in our senior management and leadership teams. We are also working to ensure that aspects of pay, reward and recognition of the senior leadership team are linked to achieving our targets.




40%

reduction in the firm's mean and median gender pay gap between 2019 and 2027. We have some way to go to achieve this.



45%

of partners to be women by 2027. Currently, around 30% of Lewis Silkin partners are women.



We have appointed a partner to our Strategy Board with specific responsibility and accountability for diversity and inclusion, and this Board reviews the effectiveness of our actions and progress against our gender diversity and pay gap targets on an ongoing basis.

Our initiatives

Attract

1. Engagement with schools / universities to encourage women to consider a career in law
2. Provision of well rounded benefits package
3. Ensuring that we have appropriate gender balanced representation at recruitment events

Recruit

1. Gender neutral language in job adverts
2. Target balanced candidate shortlists and interview panels
3. Mandating diversity targets for recruiters
4. Colleagues are encouraged to recommend women in their networks for vacant positions
5. Utilising female targeted job boards where relevant

Retain & Develop

1. Increased participation in the Authentic Leading Women course
2. Updated our maternity coaching programme to increase the number of coaching sessions and support available
3. Diversity and inclusion / unconscious bias training for all colleagues
4. Internal coaching support for female talent
5. Introduced partner interviews, gathering qualitative data to evidence collaborative behaviours and support for diversity and inclusion, which our Partner Remuneration Committee (PRC) draws on in their remuneration decisions
6. Sense check potential unconscious bias during performance reviews
7. Working on the development of our 'Pathways to Partnership' programme for female talent
8. Diversity and inclusion as a mandatory objective for all colleagues

Exit

1. Working to build D&I activities into our Alumni Network programme
2. Researching possible Return to Work Programme for those who have had career breaks
3. Working to understand the rationale for exiting female talent

Latest updates

- ▶ **Breaking down gender-specific barriers** - Proactive and ongoing analysis of our people data to identify and respond to factors, attitudes, and processes that create gender-specific barriers at the firm. In March 2022 we launched a firm-wide survey to help us better understand how men and women experience career progression at the firm and to inform the design of our Pathways to Partnership Programme.
- ▶ **Supporting parents** - As a result of enhancing our Shared Parental Leave allowance and pay to the same level as maternity leave and pay, we have seen an increase from 0% of eligible fathers taking more than their statutory minimum paternity leave in 2016/17 to 50% in 2020/21. We will continue to support working parents and are looking at how we can ensure greater equality between family leave entitlements for men and women.
- ▶ **Hybrid working model** - We are exploring the benefits of flexibility through a hybrid working model that (for most roles) will see as much time working away from the office as in an office environment.