

# Lewis Silkin gender pay gap report 2022



This report sets out our gender pay gap statistics as at 5 April 2022 and provides an update on the actions we are taking to reduce the pay gap. As this is our sixth pay gap report, we have also chosen to show our progress over time.



*A focus on Diversity, Equity and Inclusion - including gender equality – is a mainstay of our culture at Lewis Silkin and underpins our approach to work and our workplace environments.*

*Despite the strength of our commitment to DE&I, this year's Gender Pay Gap report paints a mixed picture. Whilst we have a strong pipeline of women on the career path to senior positions in the business and have achieved equal male and female representation at board level - including the appointment of our first female Joint Managing Partner in 2023 - we have not made sufficient progress in closing the gender pay gaps in the business. We have had some success in relation to female external Partner hires but overall we have not been able to attract an equal balance of male and female external candidates for Partner. The firm's continued success has ironically also worked against us – partner pay has increased, and as more of our Partners are men, this has exacerbated our pay gap.*

*We are working hard to do what we can to tackle these challenges. To encourage more women to apply for partnership and other senior leadership roles, we will be rolling out a new 'Pathways to*

*Partnership' programme this year which has been developed by the DE&I Board and our Gender group in order to provide additional targeted support. We will continue to critically review our recruitment processes, invest in our HR team and will be introducing a new inclusive leadership programme. In addition, we will be recruiting a DE&I specialist to help support our DE&I Board make progress on our gender pay gaps, amongst other things.*

*Sitting alongside these exciting initiatives, we are continuing to optimise all aspects of our working and management environment in order to provide the right conditions and support for parents and those with caring responsibilities. We will invest in and increase our support for women returning from maternity leave, and during 2023 we will start to provide equal access to parental leave for women and men. We believe that these initiatives and our ongoing collective efforts will help us address the underlying issues we face and move our gender pay gap in the right direction.*

**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. We have systems in place which safeguard equal pay.

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.

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 sets out the actions we are taking to reduce our gender pay gaps.
2. The second 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 2022. As partner remuneration varies each month, we have calculated partner hourly rates using annualised data; this is the approach endorsed by the Law Society.

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



**Julia Paulding**  
**Chief People Officer**



**Jo Farmer**  
**Joint Managing Partner**



**Richard Miskella**  
**Joint Managing Partner**

# 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:

## Our targets




**40%**

reduction in the firm's mean and median gender pay gap between 2019 and 2027.

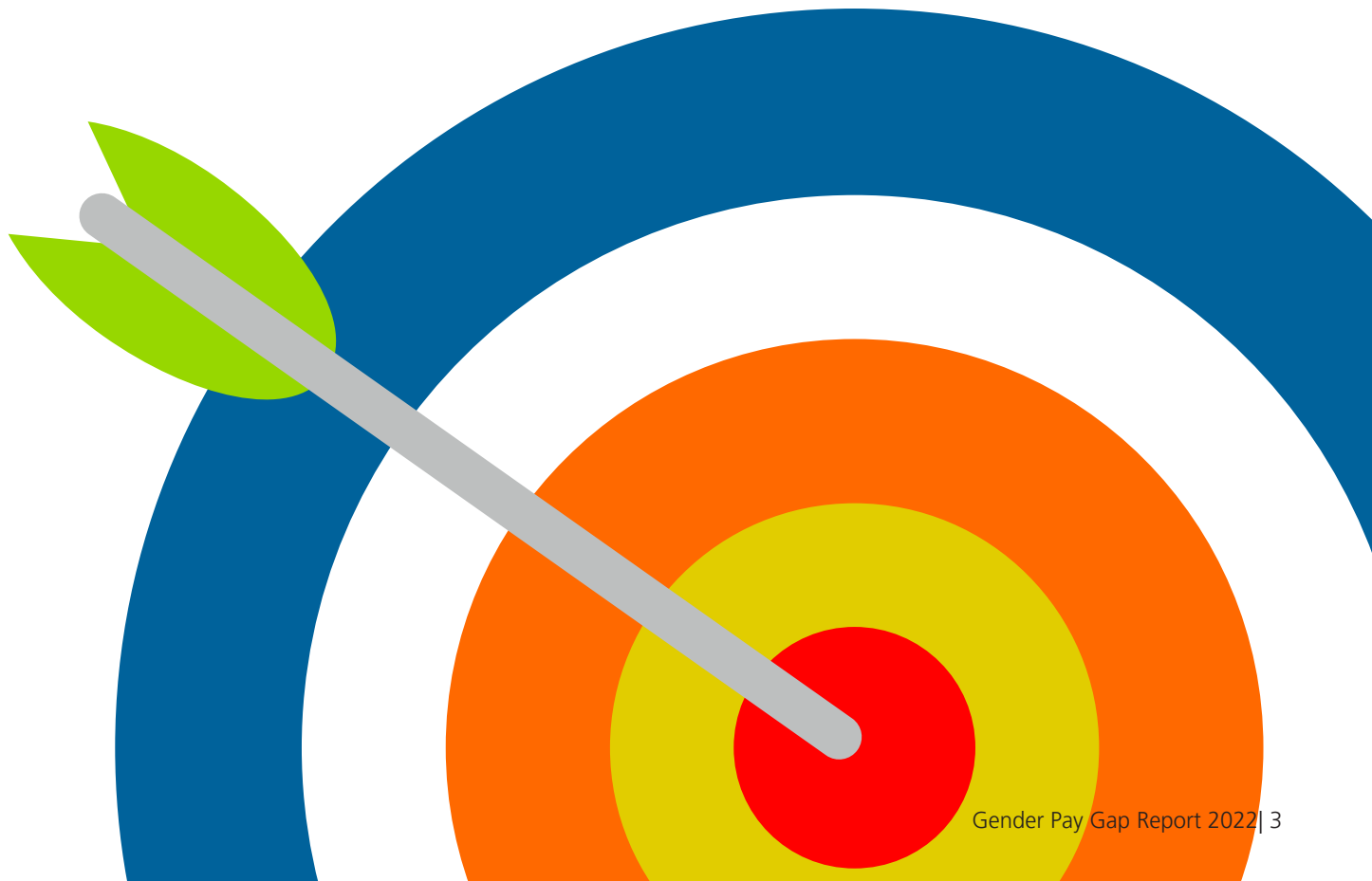


**45%**

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.





## 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. More inclusive language in job adverts
2. Target balanced candidate shortlists and interview panels
3. Colleagues are encouraged to recommend women in their networks for vacant positions
4. Utilising job boards targeted to women where relevant
5. Training contract applications anonymised, gender balance monitored through to offer stage



## Retain & Develop

1. Continue participation in the Authentic Leading Women Course
2. Fully hybrid working model (for most roles) to help balance work and home commitments
3. Supporting parents – enhancing family leave entitlement for men and women
4. Internal coaching support for female talent and external coaching for women in senior leadership roles
5. Pathways to Partnership programme delivered in 2023
6. Surveyed all staff to help us better understand how men and women experience career progression at the firm and presented results to senior management and our gender group
7. Continued with partner interviews gathering qualitative data to evidence collaborative behaviours and support for diversity and inclusion which our Partner Remuneration Committee draws on in their remuneration decisions
8. Sense check potential unconscious bias during performance reviews
9. Diversity and inclusion as a mandatory objective for all colleagues with a target of at least 30 hours per annum
10. Reverse mentoring programme to ensure senior leaders are educated about inclusion, including in relation to the barriers encountered by ethnic minority women



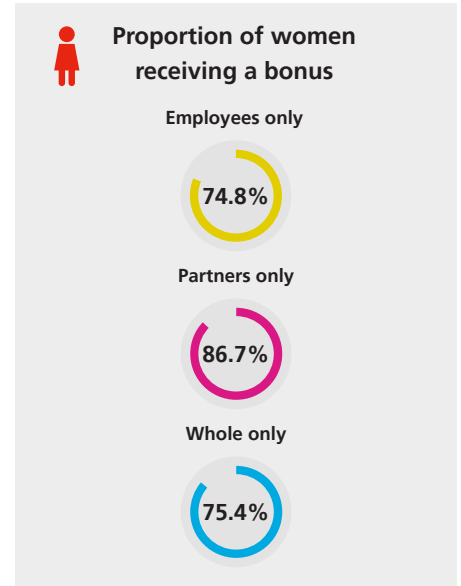
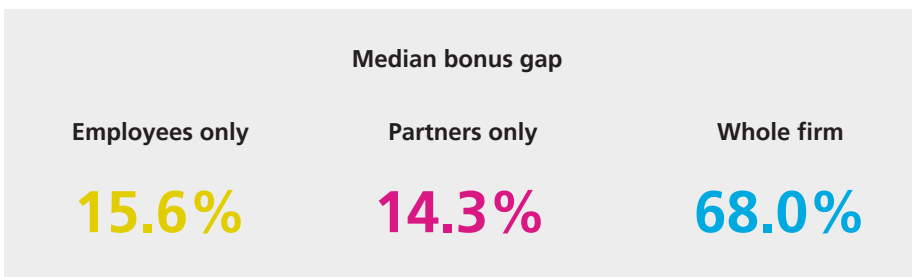
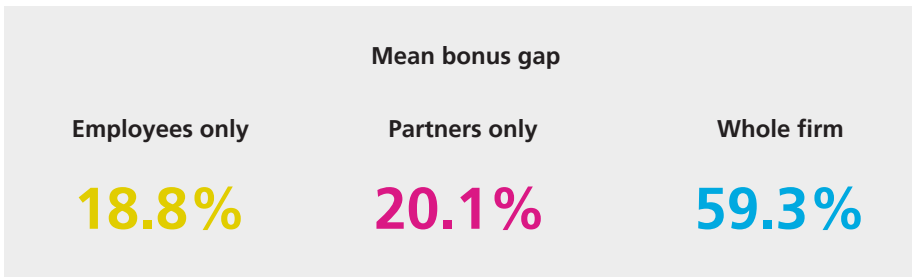
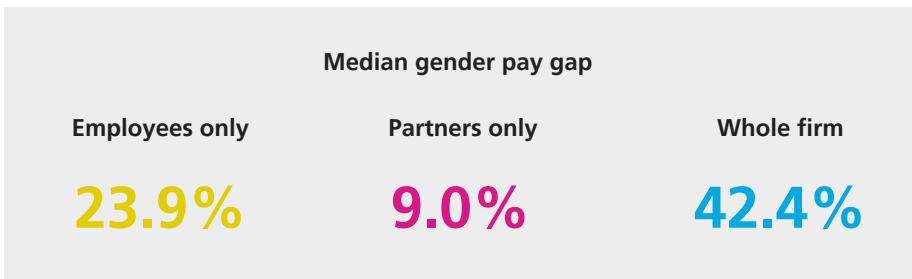
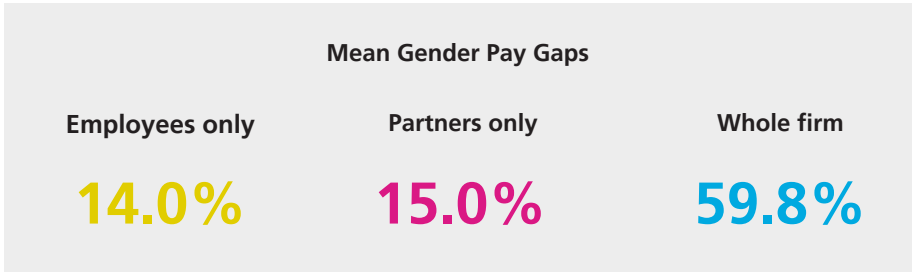
## Exit

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

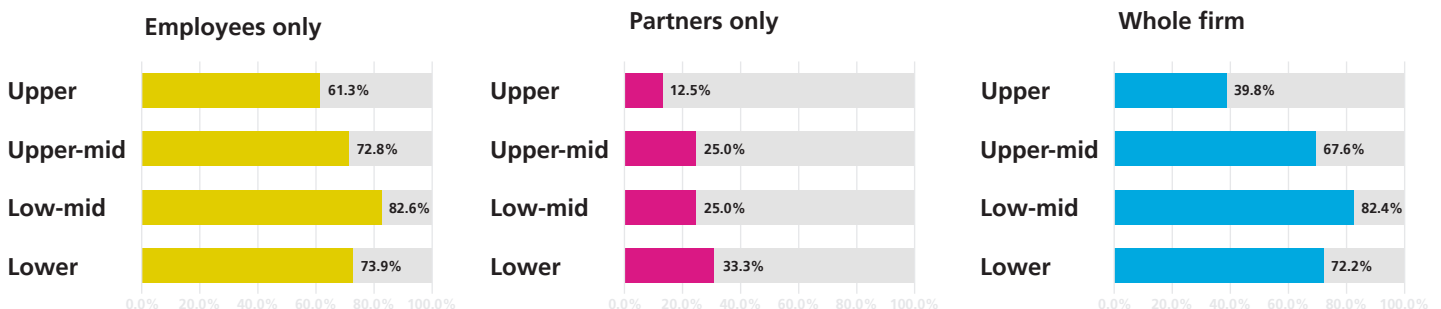
## Latest updates

- Recruiting senior resource to provide more support for inclusion and wellbeing activities
- Inclusive leadership training for senior decision makers
- International Women's day panel discussion March 2023 to highlight our approach to career progression within the firm
- Talent strategy includes focus on Business Services career progression to ensure all our female talent is supported
- Work allocation identified as a potential barrier to progression so planning actions to address this
- Planning to publicise female partners' progression stories to clarify and demystify the partnership role
- Currently analysing exit interview data and leaver career choices to identify and address issues around female retention

## Our pay gap statistics

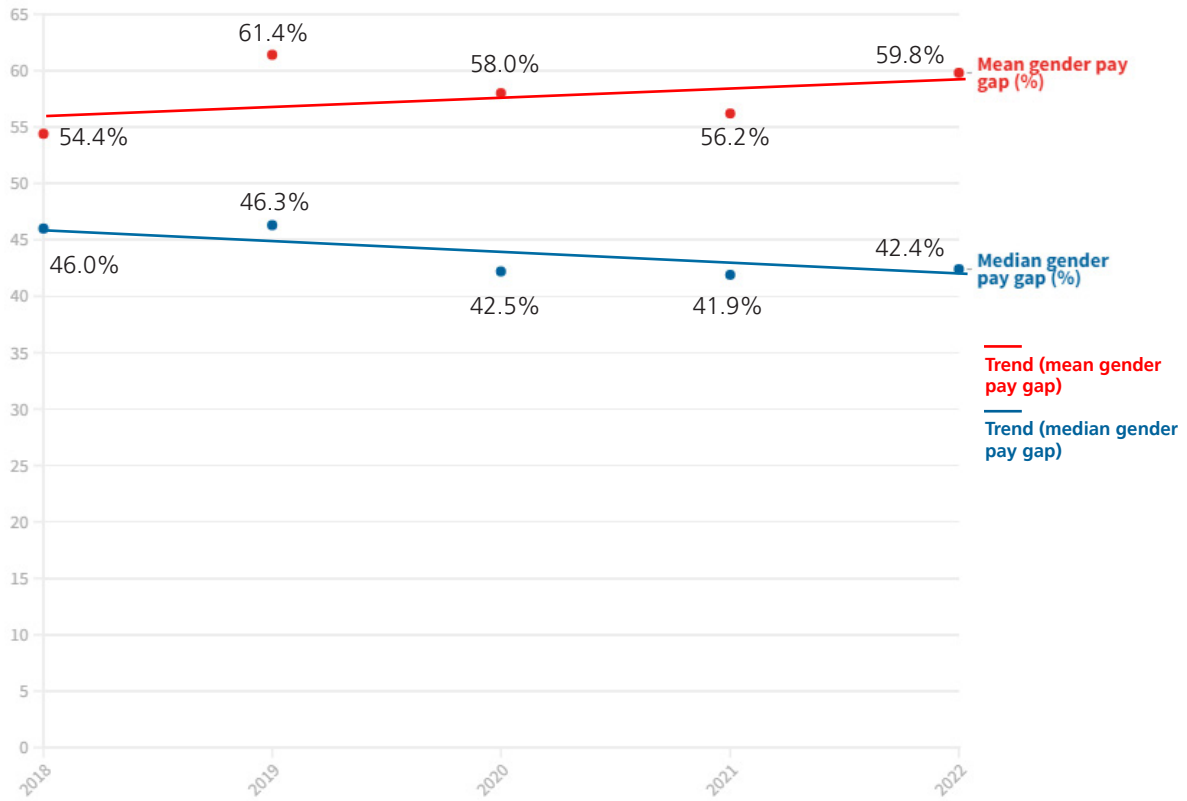


### Percentage of women in each pay quartile

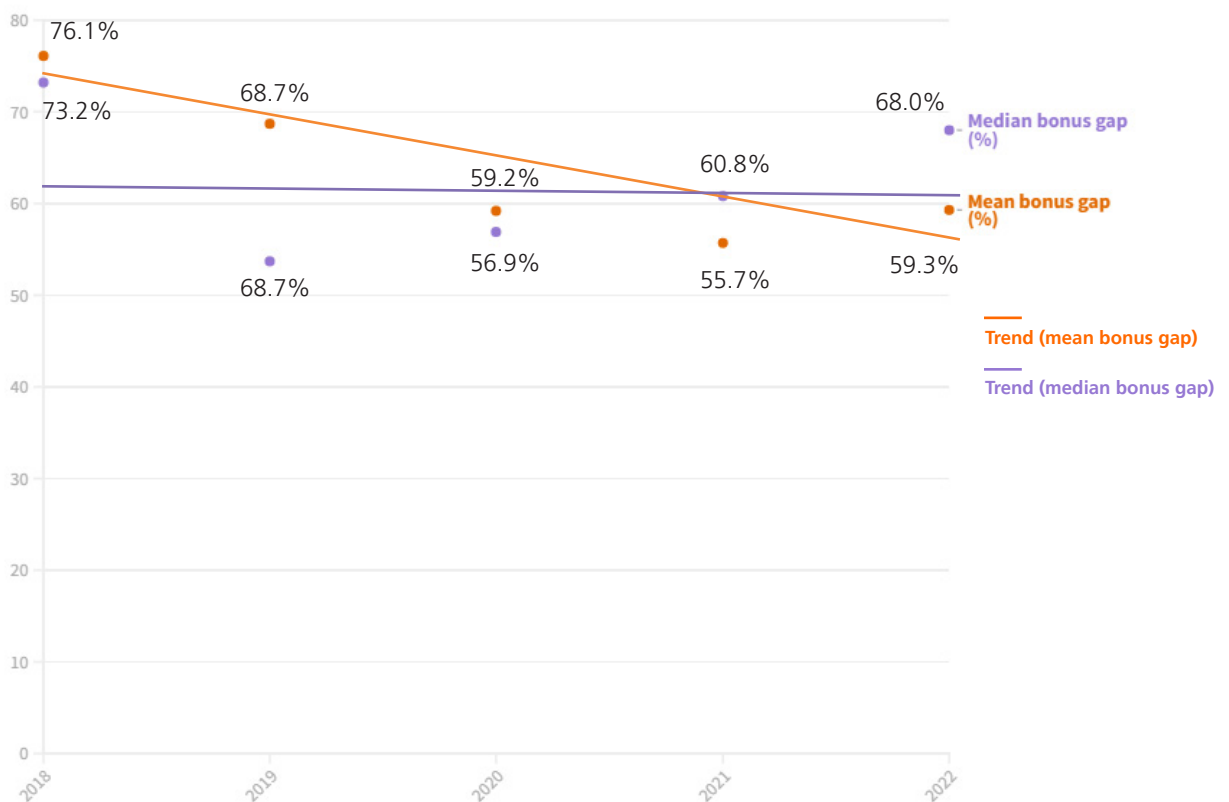




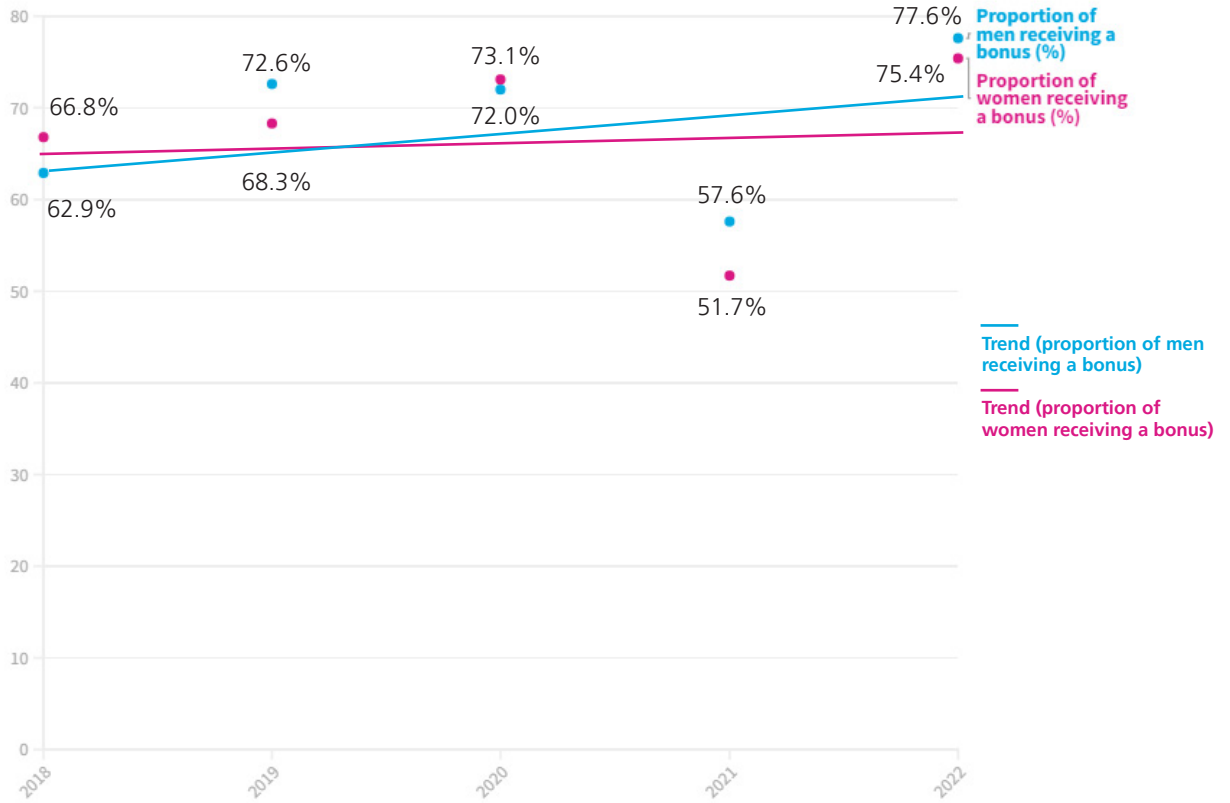
### Whole firm pay gaps



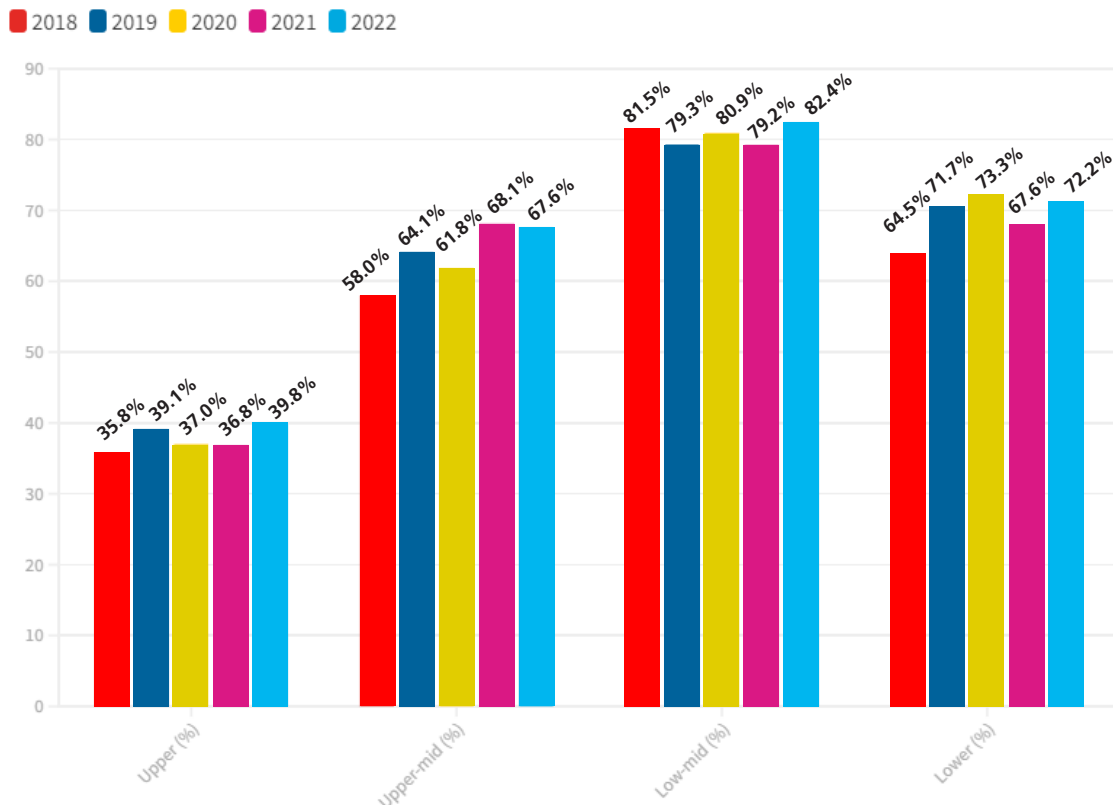
### Whole firm bonus gaps



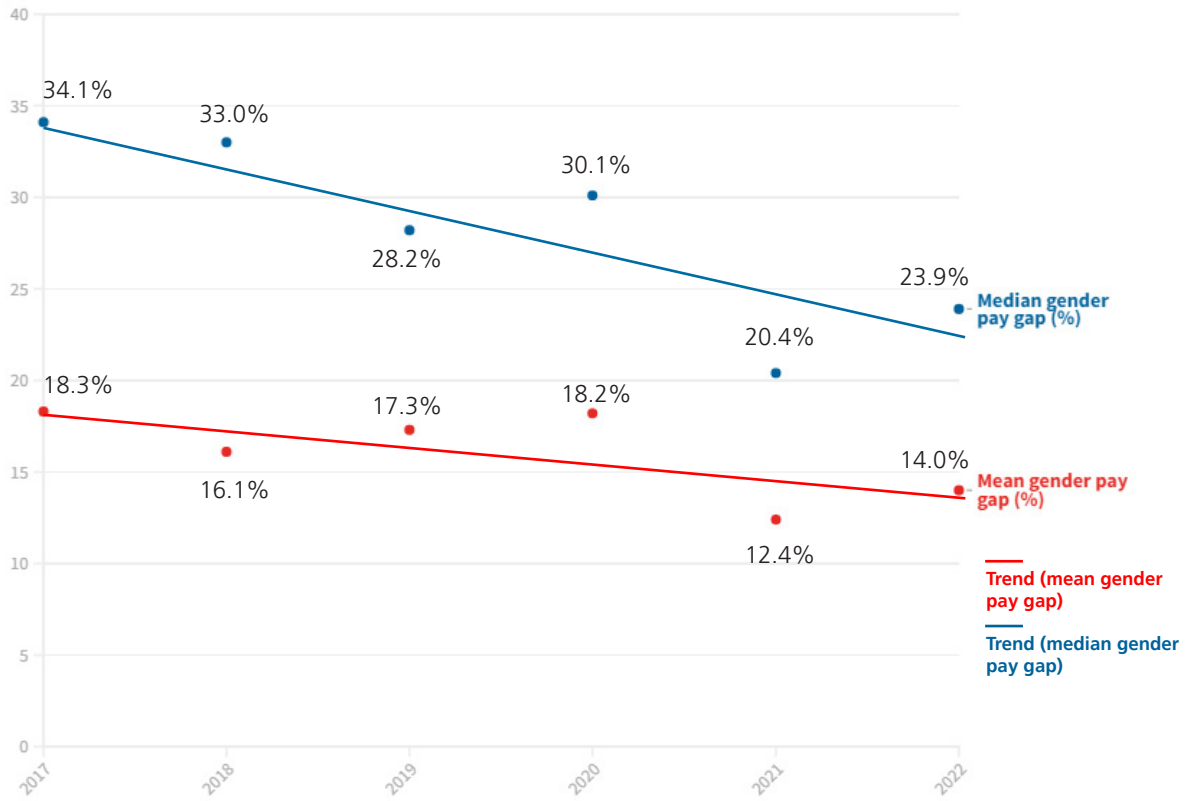
### Whole firm proportion receiving bonus



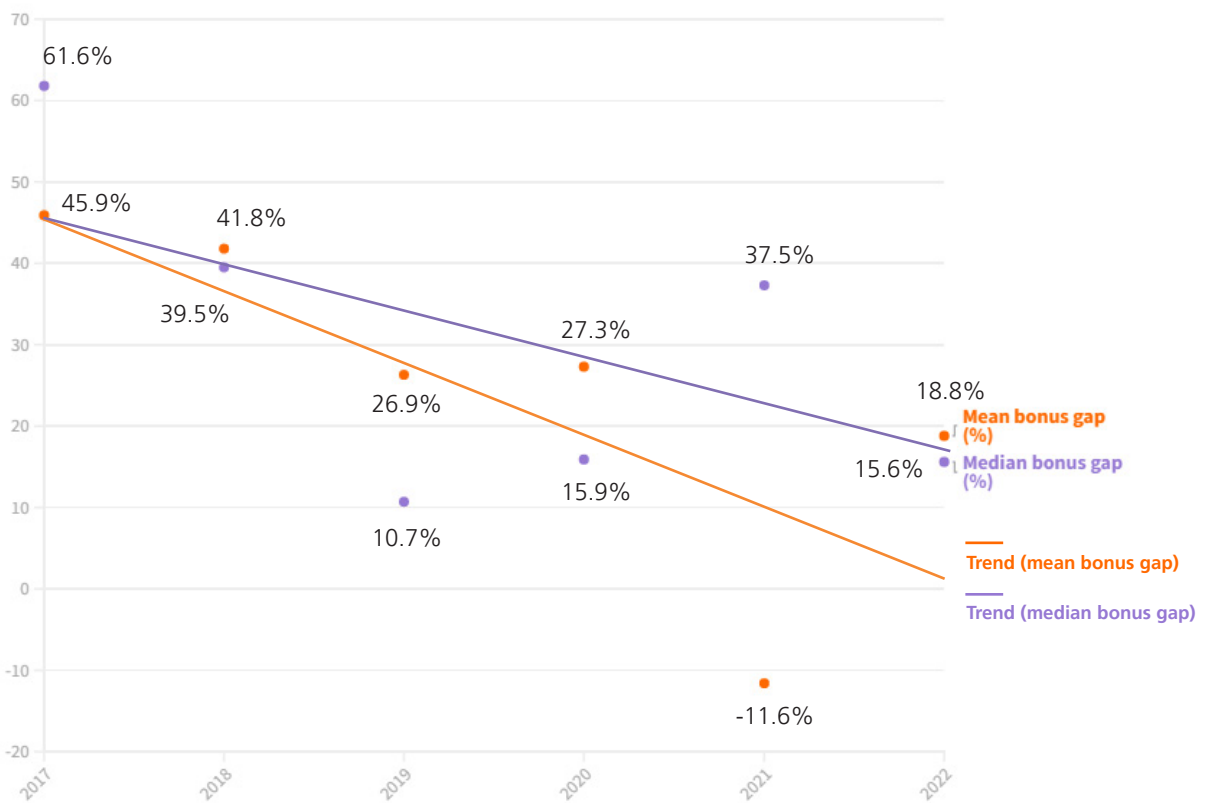
### Whole firm proportion of women in each hourly pay quartile



### Employee pay gaps

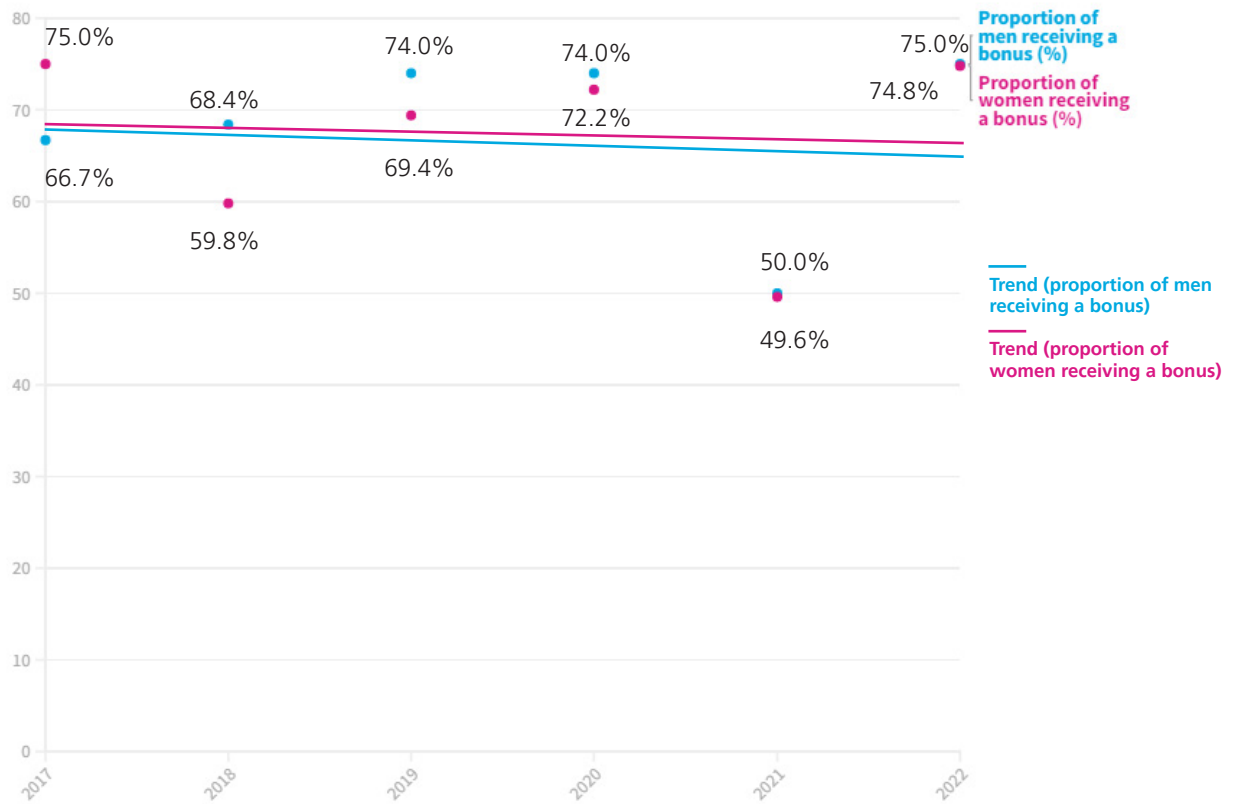


### Employee bonus gaps

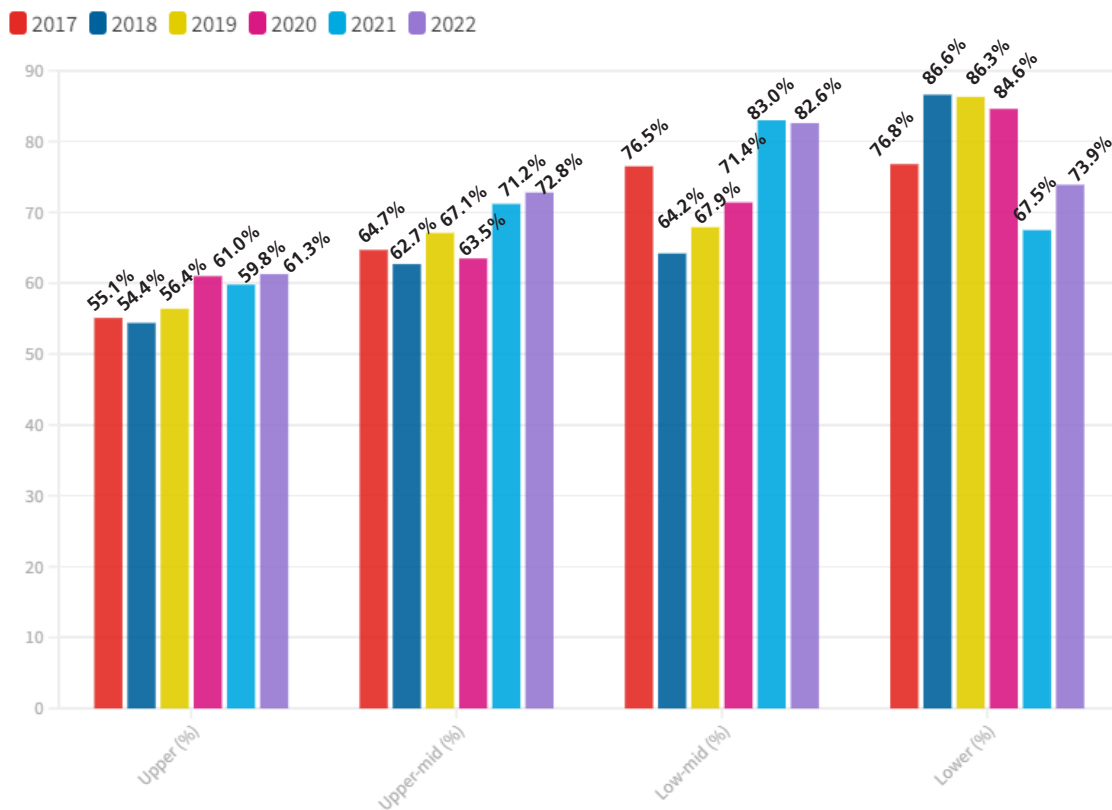




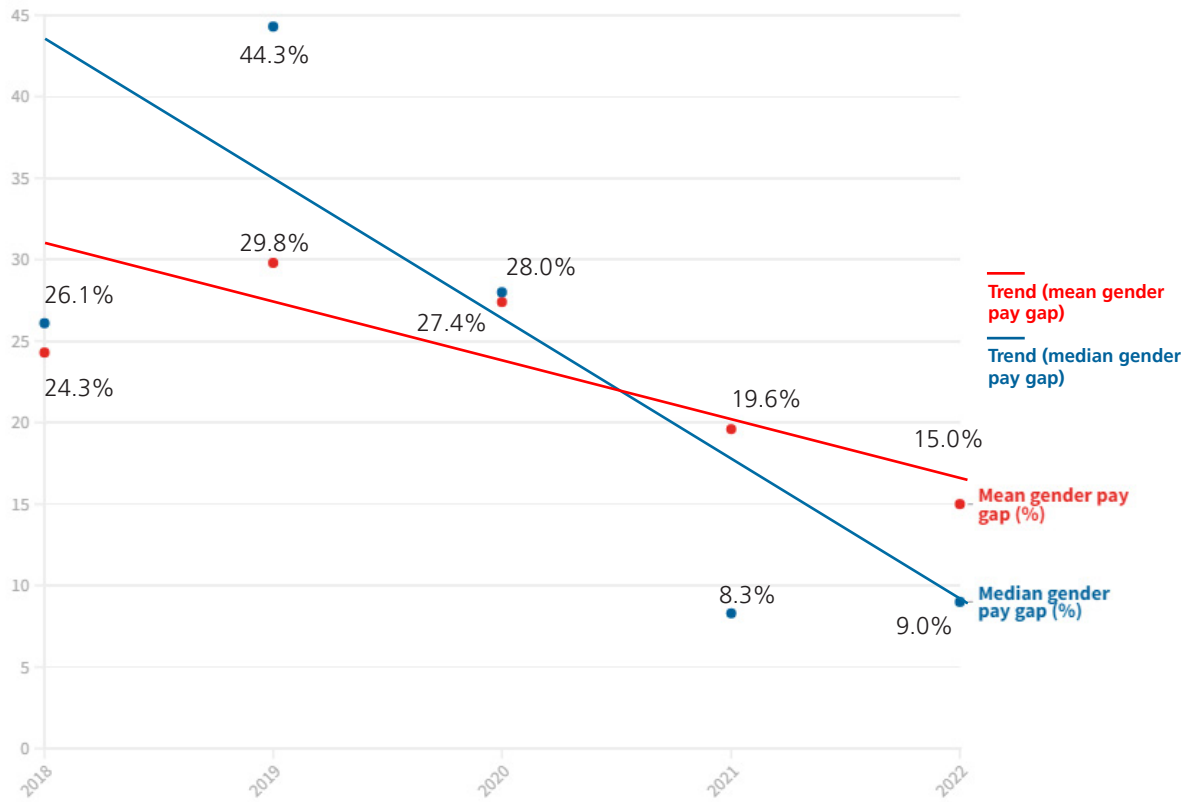
### Employee proportion receiving bonus



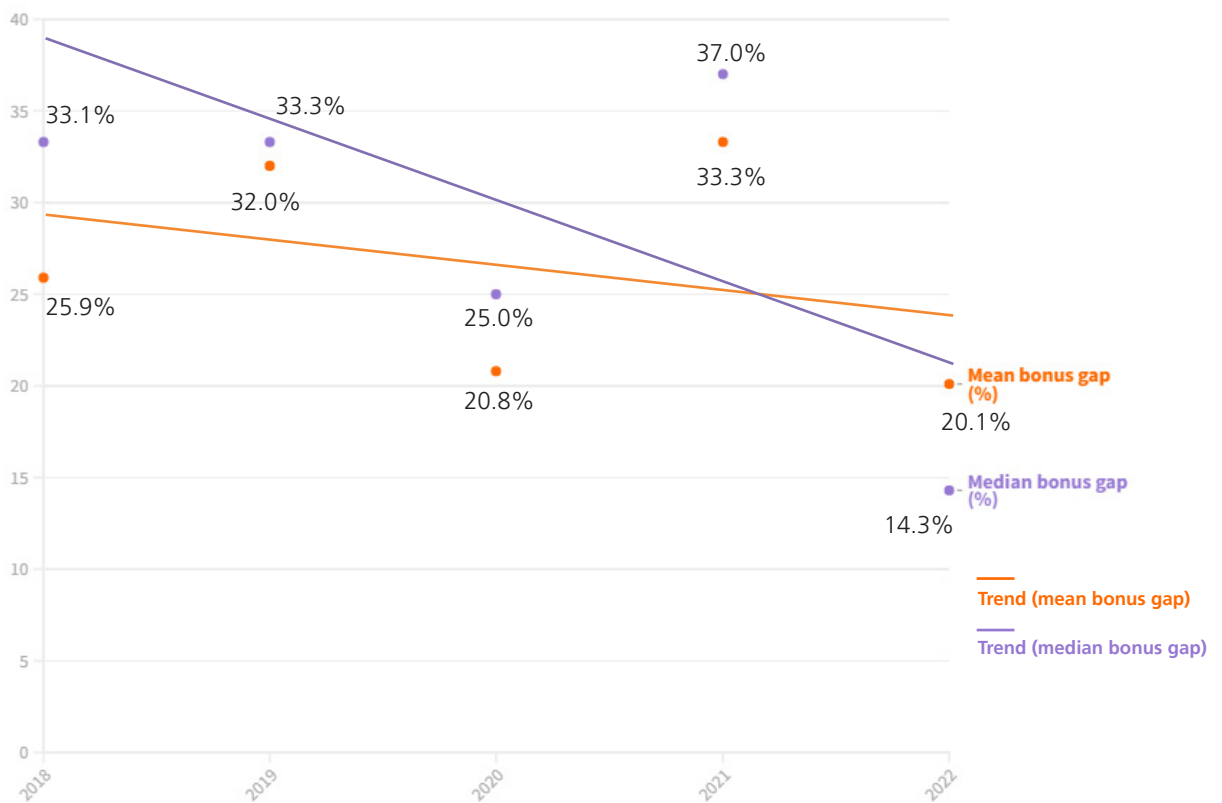
### Employee proportion of women in each hourly pay quartile



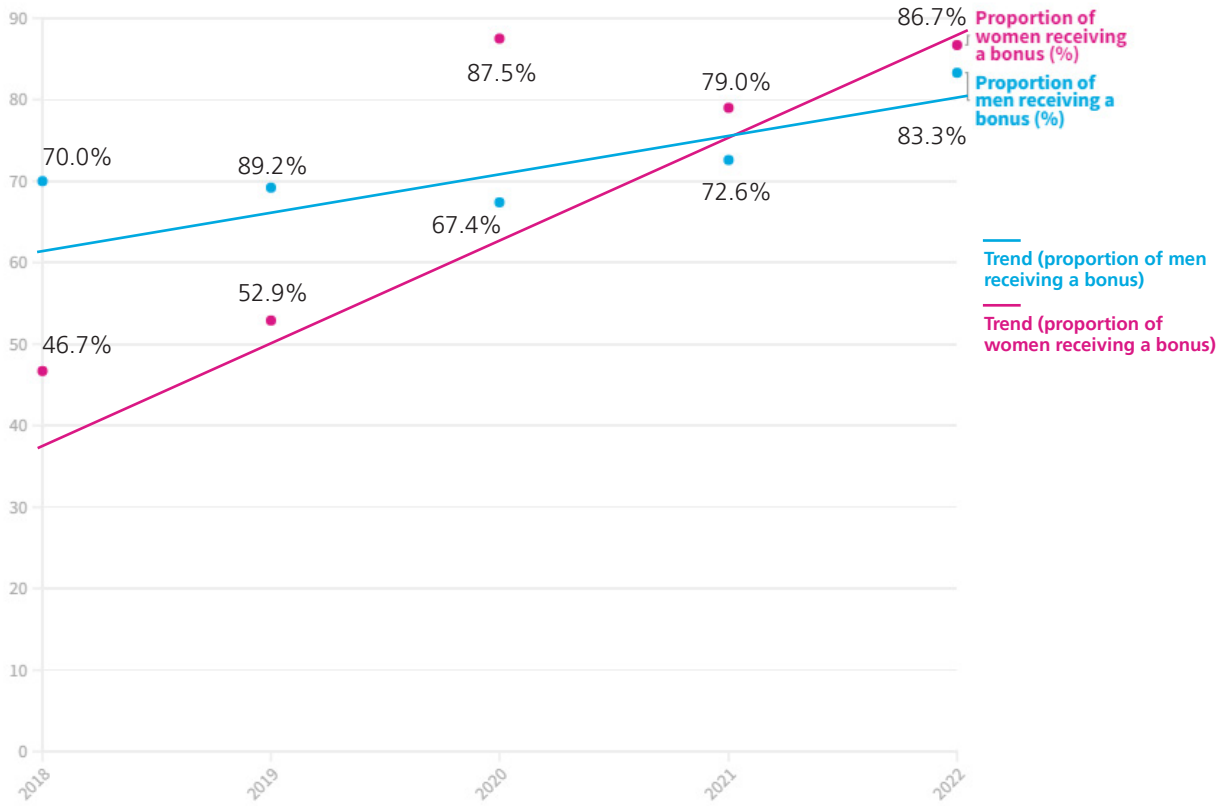
### Partner pay gaps



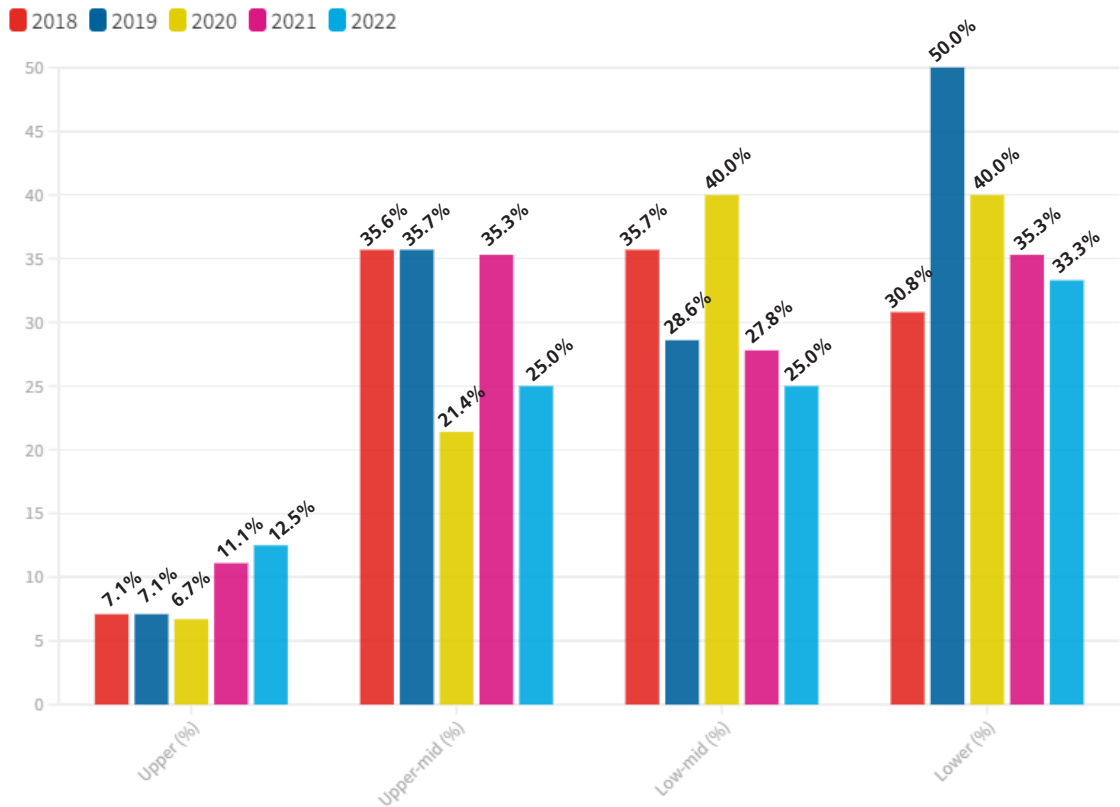
### Partner bonus gaps



### Partner proportion receiving bonus



### Partner proportion of women in each hourly pay quartile





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