



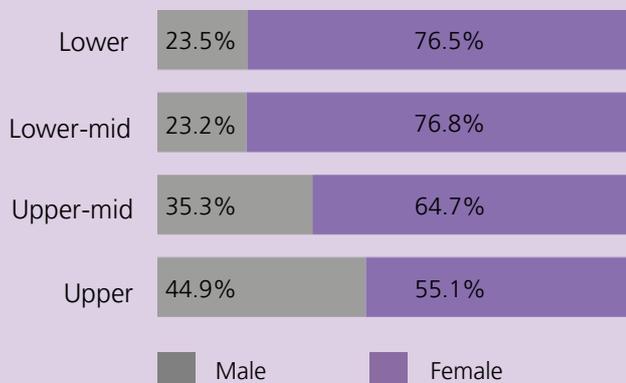
# Gender Pay Gap Report 2017

At Lewis Silkin we celebrate difference and value all our employees equally. We recognise our people are key to the success of our business, and we are committed to an inclusive workplace that supports our people to achieve their full potential.

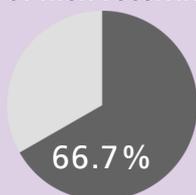
## Our gender pay and bonus gap figures

	Mean	Median
<b>Pay gap</b>	18.3%	34.1%
<b>Bonus gap</b>	45.9%	61.8%

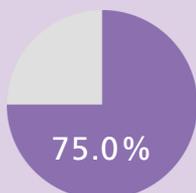
### Headcount by quartile



### Proportion of men receiving a bonus



### Proportion of women receiving a bonus



## Understanding Gender Pay statistics

These gender pay statistics are not the same as an assessment of equal pay.

Equal pay is about ensuring that men and women who do the same work, or work of equal value, are paid the same. Gender pay statistics are the output of a statistical calculation for an entire organisation. They do not make any allowances for the numbers of men and women in senior and junior roles, or compare the pay of people doing the same job.

## Understanding Lewis Silkin’s statistics

### Pay gap

Our analysis for 2017 shows a mean and median gender pay gap of 18.3% and 34.1%, respectively. This compares with a mean and median gender pay gap of 24.2% and 25.7%, respectively, for the legal and accountancy sector overall (according to the most recent Annual Survey of Hours and Earnings from the ONS).

Like many law firms, the majority of our PAs and administrative support staff are women. As the mean and median are calculated across the whole firm, this inevitably produces a gender pay gap. This level of pay gap does not exist when we analyse the statistics for our staff doing the same job at similar levels, where our pay points apply.

For example, the statistics for our lawyers by broad job role are as follows.

	Mean	Median
<b>Associate</b>	0.0%	-5.4%
<b>Senior Associate</b>	13.9%	10.8%
<b>Managing Associate</b>	-8.7%	-9.4%
<b>Paralegal</b>	0.9%	-12.6%

In some roles women earn more on average than men. Differences within these broad roles can be explained by the seniority of individuals within these roles, and in which location they work in the firm.



## Bonus gap

The bonus gap is larger than the pay gap. The main explanation for this is our Christmas bonus, a relatively small sum which is paid only to employees earning below a certain threshold. The majority of staff receiving this bonus are women, and so this produces a larger bonus gap.

If the Christmas bonus is removed from the analysis, the statistics are:

Mean bonus gap: 22.3%

Median bonus gap: 27.0%

Unlike the pay gap calculation, which is based on hourly pay, the bonus gap calculation uses the actual bonus received and so does not adjust for part-time working. As the majority of our part-time workers are women, this also increases the bonus gap.

## Quartiles

These show that there are proportionately more women than men in the lower pay bands than the upper pay bands. Again, this can largely be explained by the fact that the majority of our PAs and administrative support staff are women.

## What is Lewis Silkin doing?

Lewis Silkin is already a great place for women to work. We encourage alternative ways of working - many of our team members work part-time and we support agile working.

But we know we could do more. We want to ensure there is no unfairness in pay, and that there are no boundaries or restrictions preventing people from reaching their full potential.

## What we do already

Over the past few years we have:

- Introduced a flexible working committee to ensure that flexible working requests are fairly considered across all areas of our business
- Implemented a flexible working policy which is available to all
- Implemented a shared parental leave policy which provides pay for family leave to women and men and which mirrors our enhanced maternity pay policy
- Introduced our "Rockhopper" service for clients, which enables lawyers with family or other commitments to work flexibly from home
- Set up a Diversity and Inclusion Board which meets on a regular basis to develop and oversee policies and practices that support and promote a culture of equality of opportunity, diversity and inclusion
- Achieved 'Gold' standard in 2017 in the Law Society's Diversity Charter, which recognised the degree to which the

firm supports and facilitates flexible working, our senior level involvement and commitment to diversity and inclusion

- Been approached by the SRA after submitting our 2017 diversity statistics to take part in a best practice case study, recognising our success in championing female career progression
- Been open about our pay structures: we publish our pay structures on our intranet and inform staff about the number and amount of bonus awards
- Maintained our bonus award scheme, first introduced 10 years ago for lawyers. This recognises overall contribution to the business, not just for exceeding matter related hours targets but also for business development, CSR and pro-bono
- Provided opportunities for our senior women to attend external training sessions designed to support their career aspirations
- Joined the 30% club cross company mentoring scheme run by Women Ahead to provide mentoring opportunities for our talented women and to support women in other organisations to achieve their full potential

## Our priorities for the future

Looking ahead we will:

- Find more innovative ways to take a more proactive approach to career development for both men and women, supported by courageous career conversations
- Introduce unconscious bias awareness sessions for senior decision makers of both genders
- Encourage more men to take advantage of our shared parental leave policy
- Invest in our talented women with training designed to support their career aspirations
- Analyse bonuses paid to men and women doing the same role to ensure that bonuses are paid fairly
- Encourage and promote representation of women on key decision making bodies within the firm

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

**Penny Newman**  
Chief People Officer

**Ian Jeffery**  
Chief Executive