

Lewis Silkin Gender Pay Gap Report 2018





At Lewis Silkin we are committed to ensuring that all roles in our business are accessible to those with the skills and experience who wish to work here regardless of gender. We celebrate difference and are proud of our inclusive culture. We value transparency and openness, and believe everyone at our firm should be supported to achieve their full potential.

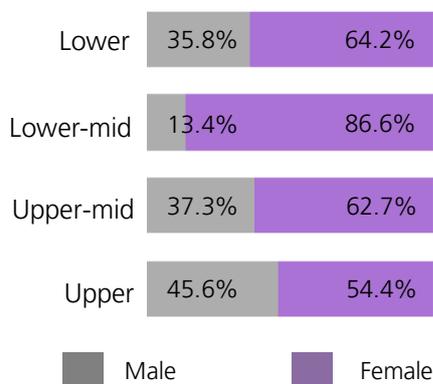
The first section of our report focuses on our employee population in which we fulfil our statutory reporting obligations. The second section provides data on our partnership. Although this is not a statutory requirement we want to share this information with our people and our clients.

The data is accurate at 5 April 2018 for both groups. However, as partner remuneration varies each month, we have calculated hourly rates using annualised data instead. This is the approach endorsed by the Law Society.

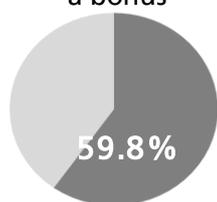
Staff Mandatory statistics

	Mean	Median
Pay gap	16.1%	33.0%
Bonus gap	41.8%	39.5%

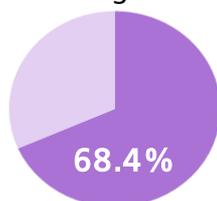
Headcount by quartile



Proportion of men receiving a bonus



Proportion of women receiving a bonus



Understanding Gender Pay Gap statistics

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 meanwhile involve calculating hourly rates and comparing the average hourly rates for men and women in totality across a business. They do not compare people in the same roles. Gender pay gap figures tend to be more related to the demographic balance of an organisation rather than specifically to the rates of pay for men and women.

Understanding Lewis Silkin's statistics

Explaining our statutory figures as at 5 April 2018

Our statutory figures have improved compared to last year and our pay gaps are below the average for the industry (according to official statistics, in 2018 the legal and accountancy sector had mean and median pay gaps of 25.9% and 26.0% respectively). Whilst we welcome our improved figures, the gaps still exist. We are committed to taking the long term action that is needed to eliminate these gaps.

Like many law firms, we have a large PA and administrative staff and the majority of those in these roles are women. This will continue to affect our gender pay gap figures going forward.

The degree of pay gap seen at the overall level does not exist when we compare pay gaps for similar levels.

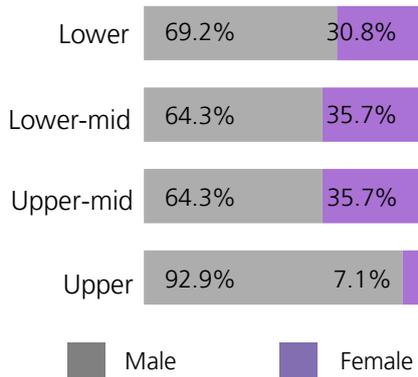
	Mean pay	Median pay
Associate	7.8%	5.8%
Senior Associate	13.3%	6.2%
Managing Associate	-2.0%	-4.5%
Paralegal	-1.8%	-4.1%



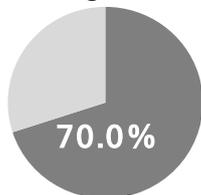
Partners only Voluntary statistics

	Mean	Median
Pay gap	24.3%	26.1%
Bonus gap	25.9%	33.3%

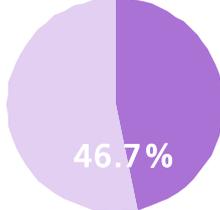
Headcount by quartile



Proportion of men receiving a bonus



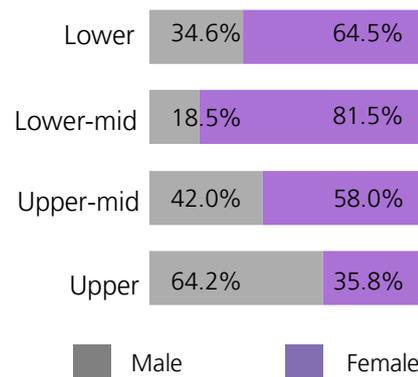
Proportion of women receiving a bonus



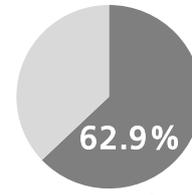
Combined Voluntary statistics

	Mean	Median
Pay gap	54.4%	46.0%
Bonus gap	76.1%	73.2%

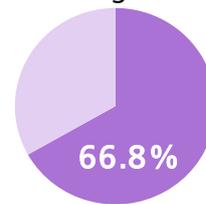
Headcount by quartile



Proportion of men receiving a bonus



Proportion of women receiving a bonus



Explaining our voluntary figures: partner and entire firm

Our partnership is currently male dominated. Many of these male partners have been with our firm for many years, so have a large and well developed client base. Client partner billings are a large factor behind remuneration therefore their remuneration reflects this. This explains the overall gender pay gap for the firm when partner figures are combined with staff figures.

We want to ensure that there are no obstacles preventing our newer partners from achieving similar success.

Many of our newer partners are women but we accept we can't change the makeup of our partnership overnight. We are committed to doing all we can to facilitate positive demographic change over time.

A significant measure we have taken is that all Lewis Silkin partners are now equity partners. Unlike in other firms where the step to equity can operate as an additional "glass ceiling", at Lewis Silkin it is easier for female partners to reach the top.

But we know that this isn't enough. We want to ensure that ours is a modern partnership that works both for our business and for our partners, so will be conducting a review of our partner remuneration structure as well as the role of partner more generally.



What is Lewis Silkin doing?

We recognise that we can and should do more to address the gender pay gap. We believe our responsibility extends beyond our firm and that we can help to make a real difference within the legal industry and beyond.

Within Lewis Silkin

- **Flexible and agile working:** we reviewed our flexible and agile working policy and introduced principles which make it clear that flexible and agile working is expected and supported for all our fee earners and business services staff where appropriate. We are also investing in our IT infrastructure later this year to better support agile working.
- **Maternity coaching:** we continue to provide maternity coaching to address the drop off which we have identified as occurring at Senior Associate level.
- **Shared parental leave:** we offer enhanced maternity pay and shared parental leave to support parents.
- **Review of partner remuneration:** our Strategy Board has committed to refreshing the various elements of our partner measurement and reward systems in 2019 and we will seek to implement changes which will recognise overall contribution, including a commitment to supporting diversity and inclusion as part of our leadership behaviours.
- **Women's Network:** we launched a Women's Network to help make Lewis Silkin a more rewarding place, not just for women but for everyone. As part of this we are running a number of events with external speakers, open to all and affording networking opportunities.

Within legal industry and beyond

- **Law Society:** we ran an internal Law Society sponsored roundtable to discuss issues of female progression with a cross section of women across our business and contributed the results to the Law Society research. Our senior leadership team has also attended the male roundtable Law Society events, designed to ensure male leaders have an understanding of the issues around female progression and the gender pay gap.
- **Recruitment:** we request that recruiters produce gender balanced shortlists where appropriate.
- **Sharing best practice:** we host a series of external GPG workshops, led by our people, providing the opportunity to share best practice with clients and contacts.
- **"The First 100 Years":** we are supporting this initiative to mark the centenary of the Sex Disqualification (Removal) Act 1919 which paved the way for women to become lawyers for the first time. The firm is sponsoring one of the videos and we plan a series of events to celebrate the successes of women within Lewis Silkin.

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