

Burges Salmon Gender Pay Report 2019

Data from April 2019



At Burges Salmon, diversity and inclusion are integral to our firm wide strategy. We aim to have an inclusive and diverse culture where each individual's contribution is valued. We want to ensure that all of our people feel comfortable to be themselves at work and are treated with fairness and respect.

Gender equality remains a key element of our diversity and inclusion strategy. We are particularly focused on the development and progression of women across the firm. This is reflected in our 2019 promotions where 40% of our partner promotions were female and our highest ever proportion of women were appointed to director level (56%).

In addition to the statutory requirement to provide gender pay gap figures for employees, we have, for the second year, provided details of our partner remuneration gap and a combined pay gap for all of people. It is important that we give a full and accurate picture of the firm as a whole.

We have continued this year to publish our Ethnicity Pay Gap. Whilst not yet required by legislation, improving ethnic diversity is an important priority for us and we believe this data is crucial in order to understand and improve the diversity of our business more widely.

Looking ahead, we have established a Gender Taskforce and recently launched our Gender Balance Network 'BBalanced'. Together these groups will play an important role in achieving our goal of gender equality throughout the firm.

Whilst we are pleased to have made progress in narrowing our gender pay gap since reporting began in 2017, we know that there is more we must do to achieve our gender diversity ambitions.

A handwritten signature in black ink that reads "Chris Seaton".

Chris Seaton
Senior Partner and Chair of the Gender Taskforce Group

A handwritten signature in black ink that reads "Robert Halton".

Robert Halton
Chief People Officer

Explaining the gender pay gap

The gender pay gap measures the difference in hourly earnings between men and women within an organisation. It is important to note that this is different to equal pay, which focuses on women and men being paid the same for doing equal work.

Organisations are required to report their:

- mean and median gender pay gap;
- distribution of men and women across the organisation divided into four quartiles from lowest to highest pay;
- bonus gender pay gap;
- proportion of men and women receiving a bonus.

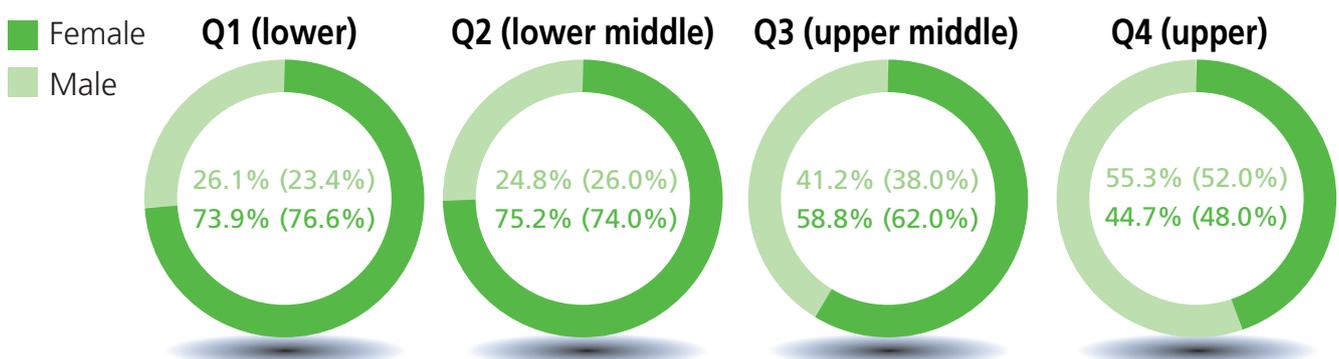
We are pleased to report that our gender pay gap has reduced since 2017, primarily due to the progression of women in the firm. We are committed to continue to reduce the gap and we have summarised some of the steps we are taking to tackle the barriers to progression that women may face.

The data

Employee gender pay gap

| | 2019 | 2018 | 2017 | +/- change 2018-19 |
|-----------------------|-------|-------|-------|--------------------|
| Mean Gender Pay Gap | 21.6% | 21.9% | 23.3% | -0.3% |
| Median Gender Pay Gap | 31.3% | 33.3% | 35.2% | -2.0% |

Proportion of men and women in each quartile of the pay structure



*2018 figures are shown in brackets

Our employee gender pay gap exists predominately because of the higher percentage of women in the lower and lower middle pay quartiles. We are focused on providing progression opportunities, particularly for women in these lower pay quartiles. In 2019 we have promoted a total of 46 employees across business professional and secretarial roles, 76% of whom were women.

There is a better gender balance at more senior levels amongst employees, with 59% of business professional leaders and 50% of directors and senior associates being female.

When focusing on lawyers alone, our gender pay gap is significantly lower at 6.7% mean. When looking at business professionals (excluding secretarial roles) our gap reduces to 6.1% mean.

Employee bonus gap

| | 2019 | 2018 | 2017 | +/- change 2018-19 |
|------------------|-------|-------|-------|--------------------|
| Mean Bonus Gap | 34.0% | 35.1% | 39.5% | -1.1% |
| Median Bonus Gap | 8.9% | 11.2% | 20.3% | -2.3% |

Proportion of men and women receiving a bonus

(2018 figures shown in brackets)

| Men | Women |
|-------------|-------------|
| 79.0% (84%) | 82.0% (87%) |

Our mean and median bonus gaps have reduced by 1.1% and 2.3% respectively and slightly more women than men received a bonus in this reporting period.

The bonus gap is calculated using actual bonus amounts with no adjustments for part-time workers. Our bonus payments are based on pro-rated salaries for part-time workers which impacts our bonus gap because significantly more women than men work part-time.

Partner remuneration gap

| | 2019 | 2018 | 2017 | +/- change 2018-19 |
|---------------------------------|-------|-------|-------|--------------------|
| Mean Partner Remuneration Gap | 22.0% | 33.0% | 34.0% | -11.0% |
| Median Partner Remuneration Gap | 33.0% | 33.0% | 41.0% | 0% |

We do not have salaried partners at the firm. All of our partners are owners of our business and we operate a lockstep model which means that our partner's remuneration is determined by the profits of the firm which are distributed equally.

We are pleased to report that our mean partner gap has reduced by 11% since 2018. This reduction represents the progression of our female partners through the lockstep.

There is no partner bonus gap because partners do not receive a bonus.

Combined partner and employee pay / remuneration gap

| | 2019 | 2018 | 2017 | +/- change 2018-19 |
|--------------------------------------|-------|-------|-------|--------------------|
| Mean combined pay/remuneration Gap | 61.0% | 63.0% | 62.0% | -2.0% |
| Median combined pay/remuneration Gap | 47.0% | 47.0% | 46.0% | 0% |

Our combined pay/remuneration gap includes both employee and partner figures together. When we combine these two groups, our pay gap increases significantly due to the higher number of men in the partnership and the higher levels of remuneration received by partners.

We will continue to focus our efforts to increase the number of women within the partnership.

Ethnicity pay gap and bonus gap

| | 2019 | 2018 | 2017 | +/- change 2018-19 |
|--------------------------|-------|-------|-------|--------------------|
| Mean Ethnicity Pay Gap | 3.2% | 6.6% | 1.3% | -3.4% |
| Median Ethnicity Pay Gap | 10.4% | 9.6% | 10.4% | 0.8% |
| Mean Bonus Gap | 46.3% | 14.5% | 16.9% | 31.8% |
| Median Bonus Gap | 0% | 0% | 0% | 0% |

We have analysed and published our ethnicity pay gap for the second year as we feel it is important in order to understand and improve the diversity of our business more widely.

In total, 74% of employees have reported their ethnic origin which we believe gives an accurate representation of the position in the firm.

Relatively small workforce changes can have a significant impact on the overall mean and median ethnicity pay gap, largely due to the difference in size of the two populations. Whilst we are pleased to see our mean ethnicity pay gap reduce to 3.2%, our mean bonus gap has increased significantly to 46.3%. This increase is due to a small number of our BAME population who received bonuses in the previous reporting periods.

What are we doing to address our pay gaps?

We remain committed to improving diversity and inclusion across the firm and we have taken a number of steps to support this commitment over the last year:

- We have delivered **unconscious bias training** to our Board members, senior managers and partners and during 2020 we will be rolling this out to all of our people. We recognise that such training must also be supported by inclusive practices and we are taking steps to review our policies and processes to minimise the impacts of unconscious bias.
- During 2019 we implemented a **blind recruitment** policy for our apprentice and graduate recruitment, supporting our commitment to ensuring that our recruitment processes are fair and inclusive.
- In 2019 we launched our **BAME Network 'BCultured'**. The network has made a real difference to BAME inclusion both within the firm and in the wider community. They have engaged the wider firm, raising awareness through a fantastic programme of events and campaigns including Black History Month and Chinese New Year. In addition, members have been central to the firm's outreach work with schools and universities, providing access to positive role models and raising aspirations of young people.
- We were proud sponsors of the **Law Society's Gender Equality Symposium** in 2019, where industry experts and legal professionals discussed the steps needed and the practical tools required to achieve gender balance in the workplace.
- We have now launched our flexible resourcing model, **Burges Salmon Flex**, which will enable people to work in more agile ways that suit their own lifestyle and career aspirations. We have begun to develop a pool of talented individuals who are keen to return to work following a career break and are looking for a high degree of flexibility which Burges Salmon Flex provides.
- We have expanded the firm's **Apprenticeship Programme** and we now recruit both legal and business professional apprentices. We now have a total of 23 apprentices across the firm, opening up further apprenticeship opportunities across the business.
- We have been involved with the **Stepping Up Programme**, a diversity development programme aimed at changing the leadership landscape of the South West, since its inception in 2018. We have been awarded 'Stepping Up Diversity Champion' in 2019 and 2020 in recognition of our support.
- We have partnered with **Womens' Work Lab**, a new charity focused on helping mothers back into meaningful work by providing training, coaching and work experience. We are providing support through offering work experience during 2020.

- We have been recognised as a top 75 employer in the 2019 **Social Mobility Employer Index** in recognition of our commitment to improving social mobility and widening access to the profession.
- Over the last year, we have re-focused our approach to our **talent pipeline**, which is having positive results.
- We have expanded our **Career Focus Training** to improve transparency of career development opportunities for our lawyers at all levels, equipping them with the necessary skills and knowledge to take ownership of their career.
- Following a review, we are implementing a new **family leave support framework** to ensure our people receive the support they need before, during and after family leave. The framework includes improved communications, manager training, and both group and individual coaching sessions to help people return to work with confidence.
- **Family Matters** is our parents and carers network which provides information, advice and support to working parents and carers. In 2020 we are increasing network activity, providing more opportunities for our people to collaboratively share experiences and practical ideas.

Looking to the future

Diversity and inclusion remains a key priority for the firm and we have a number of exciting initiatives and plans to build on the work we have already done to improve gender equality and wider diversity and inclusion at Burges Salmon.

We have established a Gender Taskforce, chaired by our Senior Partner and made up of senior leaders across the firm. The taskforce will be responsible for building on the success of existing initiatives and identifying new objectives, setting the direction and driving meaningful change. One of their first actions will be to conduct focused research to help the group identify priority areas for action.

We have seen the huge benefits that employee led networks can bring through the success of our existing diversity networks. On International Womens Day 2020 we launched our Gender Balance employee led network 'BBalanced'. This network will be working closely with the Taskforce, focusing on promoting and advancing gender equality across the firm.

The taskforce and network will identify priorities and objectives across six key areas; culture, support, development, opportunity, recruitment and accountability.