

# Lewis Silkin gender pay gap report 2023



This report sets out our gender pay gap statistics as at 5 April 2023 and provides an update on the actions we are taking to reduce the pay gap.



*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. Despite the strength of our commitment to DE&I, this year’s Gender Pay Gap report paints a mixed picture.*

*Amongst the firm’s partners, our mean pay gap has reduced year on year since 2019. Our employee pay gap has also generally been on a downward trajectory over the same period. However, while these forward steps are encouraging, we must not shy away from the fact that our whole firm pay gap remains stubbornly high.*

*While we have achieved equal male and female representation at board level and in our senior leadership roles (Legal Practice Group Heads and Office Heads), not enough external women apply for and are accepted into partnership roles. To help address this, we have continued to develop our talent programmes, which are designed to encourage colleagues to stay at and progress within the firm. While it is too early to say what the impact of these efforts is, early signs are encouraging. Outside the reporting period, of the nine colleagues being promoted to partner in April 2024, five are women.*

*Since the publication of our last Gender Pay Gap report we have introduced our Pathways to Partnership programme which aims to encourage more women to apply for partnership and other senior leadership roles. We have also introduced a purpose designed development programme for our Business Teams. Going forwards, we will be expanding the remit of the Pathways*

*to Partnership programme to encompass the specific needs of our people at different stages of their careers. In addition, we have created a new specialist DE&I role at the firm, in part to help us make further progress on our gender pay gaps.*

*A huge recent step forwards (albeit outside the reporting period) has been the introduction of our New Parent Policy, which makes all new parents employed in our firm – irrespective of role or gender – eligible for a full twelve months’ leave and six months’ full pay. By breaking down some of the barriers which discourage people from taking time away from work, and giving all new parents in the firm the flexibility and freedom to be present in the critical first year of their child’s life, we hope to contribute to the shift away from traditional gendered parenting roles. Since we know that the effects of the menopause and peri-menopause can have a negative impact on a woman’s career, we also continue to offer specialist menopause support through our private healthcare provider.*

*These efforts should help us help us address the underlying issues we face, move our gender pay gap in the right direction and enable us to make a positive contribution to gender equality.*



**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.

### 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 2023. 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

# Our pay gap statistics

## 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

## Employees only

	2018	2019	2020	2021	2022	2023
Mean gender pay gap	16.1%	17.3%	18.2%	12.4%	14.0%	13.9%
Median gender pay gap	33.0%	28.2%	30.1%	20.4%	23.9%	25.9%
Mean bonus gap	41.8%	26.3%	27.3%	-11.6%	18.8%	40.7%
Median bonus gap	39.5%	10.7%	15.9%	37.3%	15.6%	26.2%
Proportion of men receiving a bonus	68.4%	74.0%	74.0%	50.0%	75.0%	71.9%
Proportion of women receiving a bonus	59.8%	69.4%	72.2%	49.6%	74.8%	71.2%

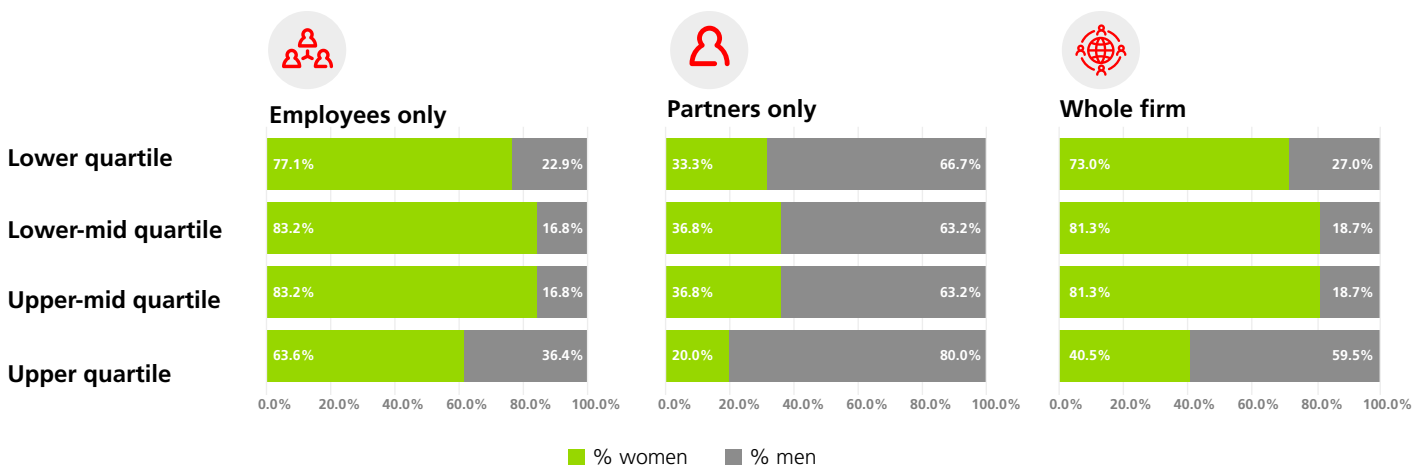
## Partners only

	2018	2019	2020	2021	2022	2023
Mean gender pay gap	24.3%	29.8%	27.4%	19.6%	15.0%	11.5%
Median gender pay gap	26.1%	44.3%	28.0%	8.3%	9.0%	21.8%
Mean bonus gap	25.9%	32.0%	20.8%	33.3%	20.1%	-1.7%
Median bonus gap	33.3%	33.3%	25.0%	37.0%	14.3%	0.0%
Proportion of men receiving a bonus	70.0%	69.2%	67.4%	72.6%	83.3%	87.0%
Proportion of women receiving a bonus	46.7%	52.9%	87.5%	79.0%	86.7%	91.3%

## Whole firm

	2018	2019	2020	2021	2022	2023
Mean gender pay gap	54.4%	61.4%	58.0%	56.2%	59.8%	57.3%
Median gender pay gap	46.0%	46.3%	42.5%	41.9%	42.4%	42.3%
Mean bonus gap	76.1%	68.7%	59.2%	55.7%	59.3%	60.0%
Median bonus gap	73.2%	53.7%	56.9%	60.8%	68.0%	65.8%
Proportion of men receiving a bonus	62.9%	72.6%	72.0%	57.6%	77.6%	76.8%
Proportion of women receiving a bonus	66.8%	68.3%	73.1%	51.7%	75.4%	72.5%

## Percentage of women and men in each pay quartile (as at 5 April 2023)



# 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 trying to reduce our gender pay gaps. Recent actions and ongoing activities are listed below.



## Attract

1. Reviewed and continue to review wording of our job descriptions to be attractive to all candidates. We are clear on our benefits package to applicants including information on our groundbreaking parental leave policy
2. We continue to engage with schools/universities through our mentoring and social mobility schemes. We are always aspirational in encouraging women to consider a career in law
3. Introduction of a new [work experience programme](#)



## Recruit

1. Continue to hire for skills and capability first and foremost, and continue positive actions from previous years:
  - More inclusive language in job adverts
  - Target balanced candidate shortlists and interview panels
  - Colleagues are encouraged to recommend women in their networks for vacant positions
  - Utilising job boards targeted to women where relevant
  - Training contract applications anonymised, gender balance monitored through to offer stage
2. Continue to review line manager recruitment training to ensure that the candidate experience of our process reflects our ethos of bravery and kindness
3. Continue to use anonymised CVs for all early career level applications



## Retain & Develop

1. We will expand our Pathways to Partnership programme in 2024 to cover Associates, Senior Associates, Managing Associates, Legal Directors and Practice Development Lawyers. All legal career pathways have been reviewed
  2. Where possible, we continue to provide flexibility around the structure of the working day and around work location
  3. Launched a new development programme for leaders in our Business Services teams (in early 2024)
- We know that trusting and empowering our people to work in the way that is best for them will enable them to do their work to their highest standard

# Progression plan – upcoming activities

 **Culture**

1. We will be raising awareness of the idea that people's identity and experience is not defined by a single characteristic. Our Employee Resource Groups will work together to help us better understand this and identify opportunities to build awareness. The intention is to help foster an environment that retains and promotes talented women
2. We will launch a pilot study to assess the potential impact of a single, holistic Reciprocal Mentoring programme, to understand to what extent this would benefit women at different stages in their careers. We will ensure that consideration is given to many facets of diversity including (but not limited to) age, gender, ethnicity, disability, sexual orientation and social and economic background

 **Data**

1. We will commit to use data related to the employee lifecycle (attract, recruitment, progression and leavers) to devise team level action plans that will educate decision making and drive evidence based activity
2. Use progressive data techniques to ensure that hiring decisions are understood and meta data is used by the firm to understand how each hire affects the gender make up of our overall firm

 **Development**

1. We will improve our understanding of how our people benefit and develop from the training that we provide. We will gather and analyse data that will allow us to see if there has been accelerated progression for people who have attended



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