

Burges Salmon

Gender Pay Report 2018

At Burges Salmon, our key strategic aim for our people is to have an open, inclusive and diverse culture where the only determinants of success are ability and merit.

Gender diversity remains one of our diversity and inclusion priorities. One of the main areas we are focused on is the development and progression of our female lawyers and business professionals.

This year's gender pay report provides details of:

- our gender pay and bonus gap along with a comparison with last year's figures;
- our partner remuneration gap, reported in line with the Law Society's guidance;
- the combined pay/remuneration gap for all of our people; and
- our ethnicity pay gap.

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.

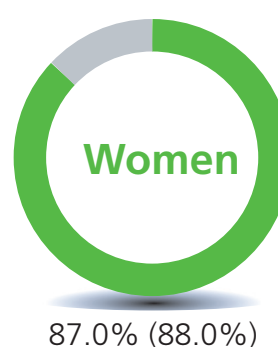
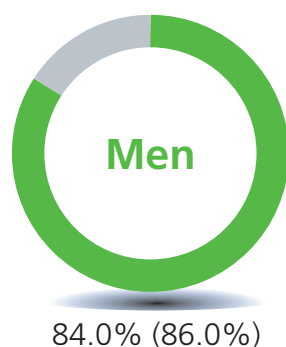
What is the gender pay gap?

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

Gender pay gap and bonus gap

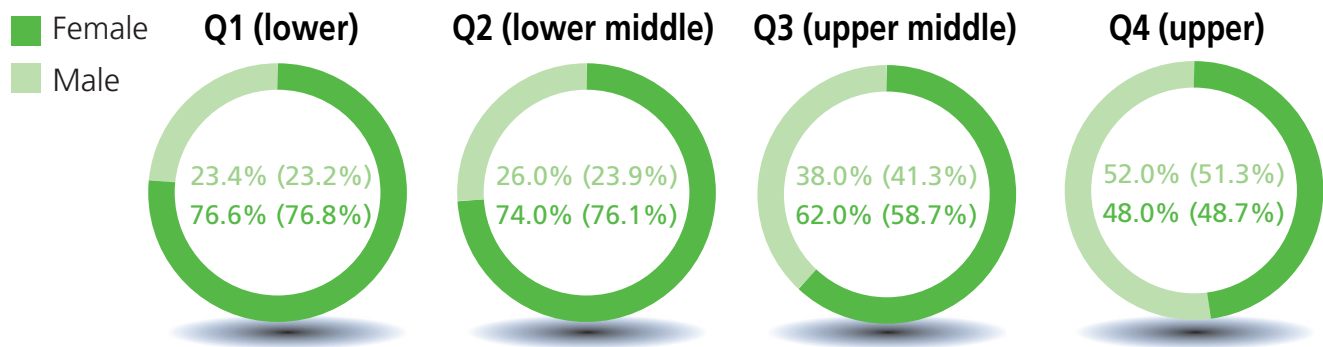
	Mean			Median		
	2018	2017	Change +/-	2018	2017	Change +/-
Hourly pay	21.9%	23.3%	-1.4%	33.3%	35.2%	-1.9%
Bonus paid	35.1%	39.5%	-4.4%	11.2%	20.3%	-9.1%

% of people receiving a bonus



*2017 figures are shown in brackets

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



*2017 figures are shown in brackets

Our employees fall broadly into three categories; lawyers, secretaries and business professionals.

Overall, 65% of our workforce is female and 28% of these women work in secretarial roles. The majority of our secretaries (96%) are female.

When focussing on the lawyer and business professionals categories, the number of women in our workforce reduces to 58%. The gender pay gap for lawyers and business professionals is 11% mean and 9.3% median.

When looking at our lawyers alone, there are almost equal numbers of men (46%) and women (54%) and the pay gap reduces to 4.7% (mean) for this group.

Bonus gap analysis

Our mean bonus gap has reduced this year by 4.4% from 39.5% to 35.1%. This improvement is primarily linked to the progression of women in the firm. Our median bonus gap has reduced from 20.3% to 11.2% which reflects the overall distribution of bonuses across the firm.

As with last year, we are required to use the actual bonus amount received in our calculations with no adjustments for part-time workers. This creates a gap as more women than men work part-time and our bonus schemes are based on pro-rated salary according to working hours.

Analysis of the quartiles

There have been a number of positive movements up the quartiles since last year. 62 people have moved up a quartile, 56.5% of whom were female, demonstrating positive pay progression. We have placed an emphasis on advertising our vacancies internally and encouraging progression, particularly within business professional roles where we have made 30 internal promotions over the last year, 67% of whom were women.

Partner remuneration gap

	Mean			Median		
	2018	2017	Change +/-	2018	2017	Change +/-
Hourly remuneration	33.0%	34.0%	-1.0%	33.0%	41.0%	-8.0%

This year we have published our partner remuneration gap to increase transparency and represent the position across Burges Salmon.

All of our partners are owners of our business and their remuneration is determined by the profits of the firm which are distributed through our lockstep model. This rewards individuals equally as they progress on the ladder through to parity. There are no salaried partners.

Our median partner remuneration gap has reduced by 8% since 2017, representing the progression up the ladder of our female partners over the last year. We are taking a number of positive steps detailed below to continue to proactively improve this position.

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

Combined pay/remuneration gap

	Mean			Median		
	2018	2017	Change +/-	2018	2017	Change +/-
Hourly pay	63.0%	62.0%	+1.0%	47.0%	46.0%	+1.0%

This year, in line with the Law Society's guidance, we are reporting a figure that combines both employee and partner figures.

Our combined gap is significantly higher than the pay gap for employees as a result of the higher levels of remuneration received by partners, which is attributed to the profits of the business. In addition, it reflects the greater proportion of male partners and their length of service in the partnership.

Ethnicity pay gap and bonus gap

	Mean			Median		
	2018	2017	Change +/-	2018	2017	Change +/-
Hourly pay	6.6%	1.3%	+5.3%	9.6%	10.4%	-0.8%
Bonus paid	14.5%	16.9%	-2.4%	0%	0%	0%

Whilst we are not required by legislation to publish our ethnicity pay gap data, we feel it is important in order to understand and improve the diversity of our business more widely.

In total, 83% of employees have reported their ethnic origin; a high figure which we believe gives an accurate representation of the position in the firm.

Relatively small workforce changes year on year 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 (BAME and non-BAME). The mean increase of 5.3% since 2017 is mainly due to a small number of BAME leavers during the year.

Salary Exchange

This year there has been an increase in the number of women taking advantage of salary exchange benefits such as childcare vouchers, which result in a reduction in the hourly rate of pay. Although these arrangements can have the effect of widening our gender pay gap, they reduce the amount of tax and National Insurance paid by our employees, and we are pleased that our people are taking advantage of these benefits.

What are we doing to address our gender and ethnicity pay gap?

As a responsible business, we are committed to diversity and inclusion and to narrowing our gender and ethnicity pay gaps.

We have held workshops with our female senior associates and directors to understand and address their perceptions of partnership. We have collaborated with the Law Society on their "Women in Leadership in Law" study and we have worked with Thomson Reuters on their "Transforming Women's Leadership in the Law" programme.

We have taken steps to improve diversity and promote inclusivity for all and we have detailed some of our recent initiatives below:

- **Career Progression** – We have developed a "Career Focus Training Programme" to improve transparency of career development opportunities, equipping our lawyers with the necessary skills and knowledge to take ownership of their career.
- **Talent Pipeline** – We are actively monitoring our future talent pipeline at all levels, having regular discussions with senior leaders to ensure there is a good balance of men and women in the pipeline and encouraging women to take up senior roles.
- **Non-linear careers** – We understand that the traditional career path does not suit everyone. We have recruited a number of people who have returned to work following a career break. In addition, we are launching our flexible resourcing model, B-Flex, which will enable people to work in non-traditional ways that suit their own lifestyle and career aspirations.
- **Maternity support** – We are offering parent transition coaching to help new parents successfully manage the journey to parenthood in the context of their professional lives.

- **BCultured** – We have established our Black, Asian and minority ethnic (BAME) employee network, BCultured, whose members work alongside the firm’s diversity and inclusion group to inform, advise and advance BAME matters.
- **Rare** – We use this Contextual Recruitment System, which puts applicants’ academic achievements into context and helps us to spot the best talent regardless of background.
- **Social Mobility** – We play an active role in improving social inclusion and access to the legal profession, raising aspirations of young people in the local community. We are signatories of the Social Mobility Pledge and founder members of the Social Mobility Business Partnership.
- **Apprenticeships** – In addition to our established Solicitor Apprenticeship programme, we have launched our Business Professional Apprenticeship programme, opening up further apprenticeship opportunities across the business.

In addition to these existing initiatives, this year we will be taking further actions to promote diversity and inclusivity in the firm:

- **Unconscious bias training** – According to the Law Society’s “Women in Leadership in Law” study, unconscious bias was perceived to be the main barrier to career progression. In 2019 we will be delivering further unconscious bias training to all of our people.
- **Mentoring** – We will draw together various mentoring initiatives around the firm to provide a comprehensive and cohesive mentoring offering to our people across the firm.
- **Resourcing** – We want to recruit from as wide a talent pool as we can and ensure that our employment opportunities are accessible and inclusive. We are implementing a “Blind Recruitment” approach to help us facilitate this.

We confirm that the data provided in this report is accurate.



Chris Seaton
Senior Partner



Robert Halton
Chief People Officer