

# Gender Pay Report

UK legislation now requires any organisation with 250 or more employees to publish some key pieces of data about their gender pay gap by 4 April 2018. The legislation relates to employees which means that members of the LLP are not included in the published data.

The gender pay gap is the difference between the average earnings of men and women. It is different from equal pay which is about men and women receiving equal pay for equal work.

David Pollitt, our Managing Partner, and I have on many occasions expressed our commitment to building a diverse and inclusive workplace that nurtures and celebrates the talents of all.

We want to create an environment where talented people want to work and where different talents are valued and respected. We believe that diversity of perspective, background and cultural experience is critical to our ability to create sustainable value for you and our clients - we know that difference of views drives

fresh thinking and improves the way we manage our risks. This is why Diversity and Inclusion is one of the five pillars of our People Strategy. As part of this strategy we have committed to achieving greater diversity within the leadership of the firm, which, from a gender perspective, means we are working to retain, inspire and develop more women into senior roles. We believe that is a fundamental part of being a responsible business.

Analysing and understanding our workforce profile, which is often an important underlying feature of gender pay gaps, helps to inform our approach to Diversity and Inclusion.

As required by the legislation, I confirm that the information in this report is true and accurate.



Virginia Clegg  
Senior Partner, DAC Beachcroft

## The data required by the legislation

This data is based on employees of DAC Beachcroft Services Limited, all of whom work either in DAC Beachcroft LLP or DAC Beachcroft Claims Limited. Like many, we are a work in progress. On key gender metrics we are better than some, but not as good as others.

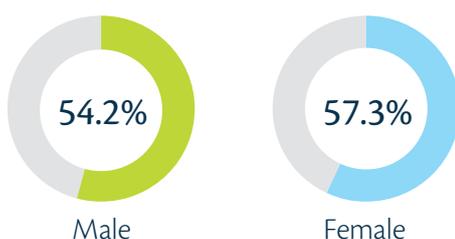
### Hourly pay gap

	Mean	Median
Hourly pay gap	27.1%	22.6%

### Bonus gap

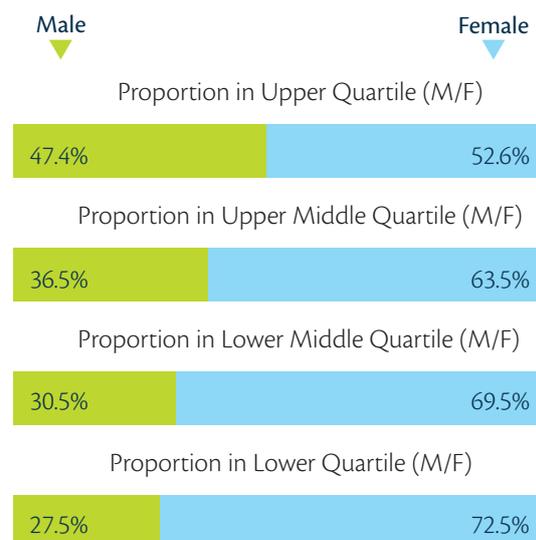
	Mean	Median
Bonus gap	44.8%	42%

### Proportion who received bonus (M/F)



### Quartiles

The legislation requires us to identify our overall pay range, divide it into equal sized quartiles and report on the percentage of men and women in each quartile.



What we see in our quartile distribution is almost equal numbers of men and women in the upper quartile, which is a pleasing result. However, the higher proportion of women than men in all the other quartiles has the effect of diluting the impact of the females in the top quartile on the average female salary.

This distribution, and particularly the predominance of women in the lower quartiles, in part reflects the fact that more women than men are now entering the profession. The female strength in law graduates, training contracts and new admissions is reflected in our own workforce where 67% of our fee earners at Senior Associate (Associate in CSG) and below are female.

We also see the skewing effect of the high proportion of women compared to men in our secretarial and administrative roles which is reflected in our lower quartile data where 72.5% are female.

Our bonus gap warrants specific comment because it is bigger than our regular pay gap. There are a number of factors which contribute to this difference.

The legislation requires us to include the actual bonus amounts received by part time colleagues. This creates a gap when part time fee earners' bonuses are compared to those of full time, fee earning colleagues. This disproportionately affects women because 91.4% of part time fee earners who received a bonus are female.

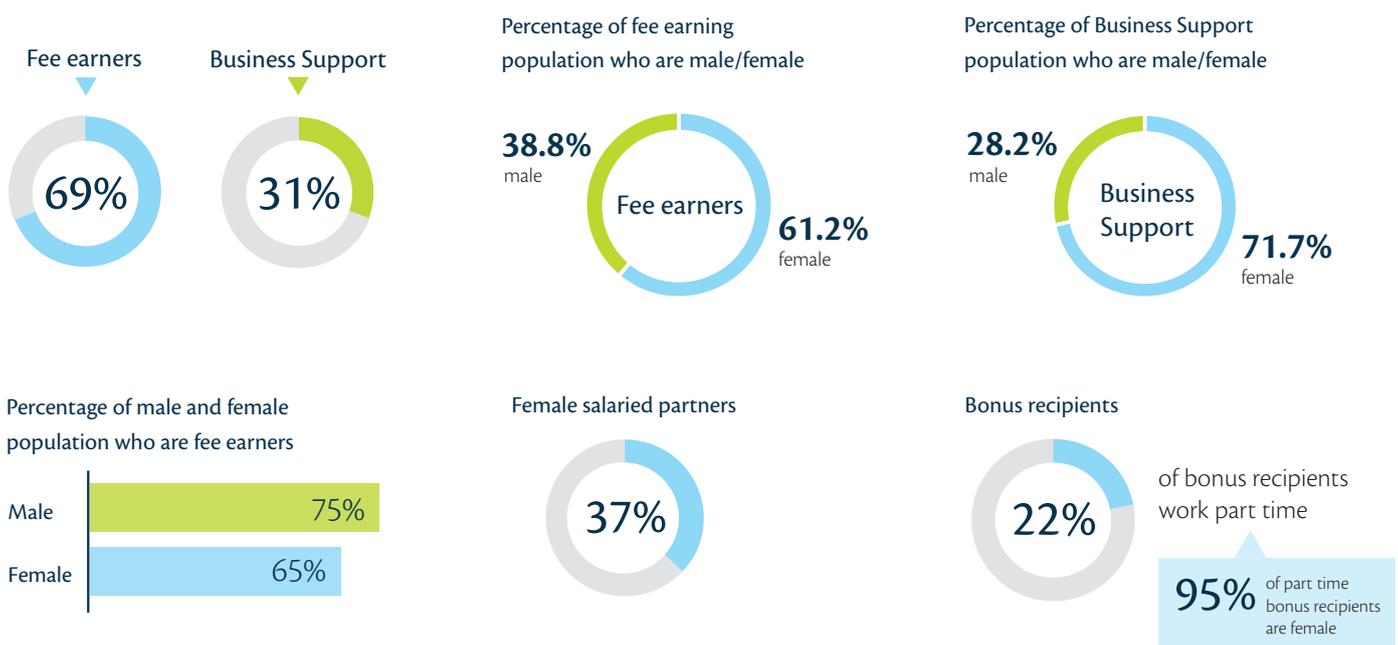
Another feature which affects the bonus data is the different nature of the bonus schemes for fee earning and business support colleagues. The predominantly female secretarial and administrative population are part of a scheme which awards fixed amounts. Fee earners' schemes award variable amounts, depending on performance against financial targets. Added to this, there are currently fewer women than men in senior roles within business support.

### What causes gender pay gaps?

Looking across the UK workforce as a whole, there are many (often related) reasons for gender pay gaps including: fewer women at senior levels in businesses; women taking on a greater share of caring responsibilities; more women working part-time; occupational segregation, or unconscious bias.

To help understand our pay data, it is useful to consider our workforce profile and, in particular, the impact of our having a significantly higher proportion of women in non fee earning business support roles.

### Workforce profile



## Our response

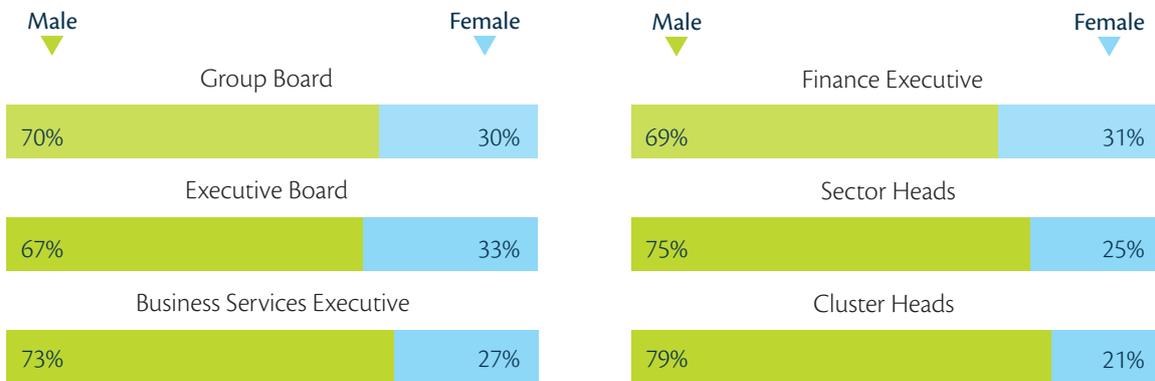
There isn't a single quick fix solution to the root causes of a gender pay gap. It is a complex issue but we believe that the key to addressing it is in our continued focus on the connected elements of our Diversity and Inclusion strategy, actively supported and sponsored by our senior leadership team.

From a gender perspective we are committed to continuing these activities:



### Inspiring and developing women into senior leadership roles

We have seen some real progress with the gender balance of our senior leadership roles and we are committed to building on this. As part of this commitment, we continue to monitor, review and report on our leadership profile :



### Mentoring, coaching and leadership development

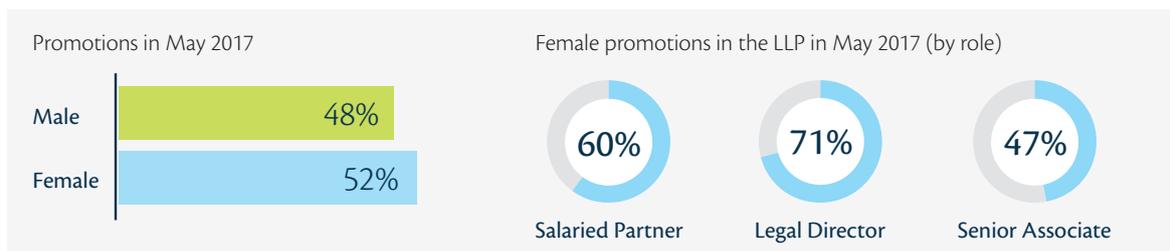
These development activities are an important part of our commitment to achieving greater diversity within the firm's leadership and are examples of our being committed to supporting our colleagues to succeed, including promotion success.



### Monitoring the gender make up of our talent pipeline

We actively analyse the make up of our business and monitor the composition of each area of the business by group, location and job role. This includes an analysis by gender of successful promotion candidates. We will continue to seek to understand and guard against potential barriers to progression.

In 2017, for example, the profile of our promotions by gender represents reasonable balance in most areas and progress overall :





### **Access to senior role models**

Inspiration and encouragement, through strong internal networks, help colleagues feel valued and play an important role in career development. Events organised through our Women's Groups and through mentoring and coaching relationships, help to build a culture of accessible leadership, including direct access to our Senior Partner – one of the few women in this role in the sector – and to other senior board executives.



### **Agile and flexible working**

We are committed to not losing colleagues because of the challenge of balancing work and caring responsibilities. Agile and flexible working, applicable to male and female colleagues, is an important part of our evolving response.



### **Improving return to work experience**

We recognise how important it is to have support when returning to work from maternity leave/other parental leave or long periods of absence. Our Parent & Carers Forum brings together a group of colleagues – most of whom are working parents – through which we can discuss concerns, make recommendations, and help our colleagues reconnect with the firm effectively.