

Gender pay gap report

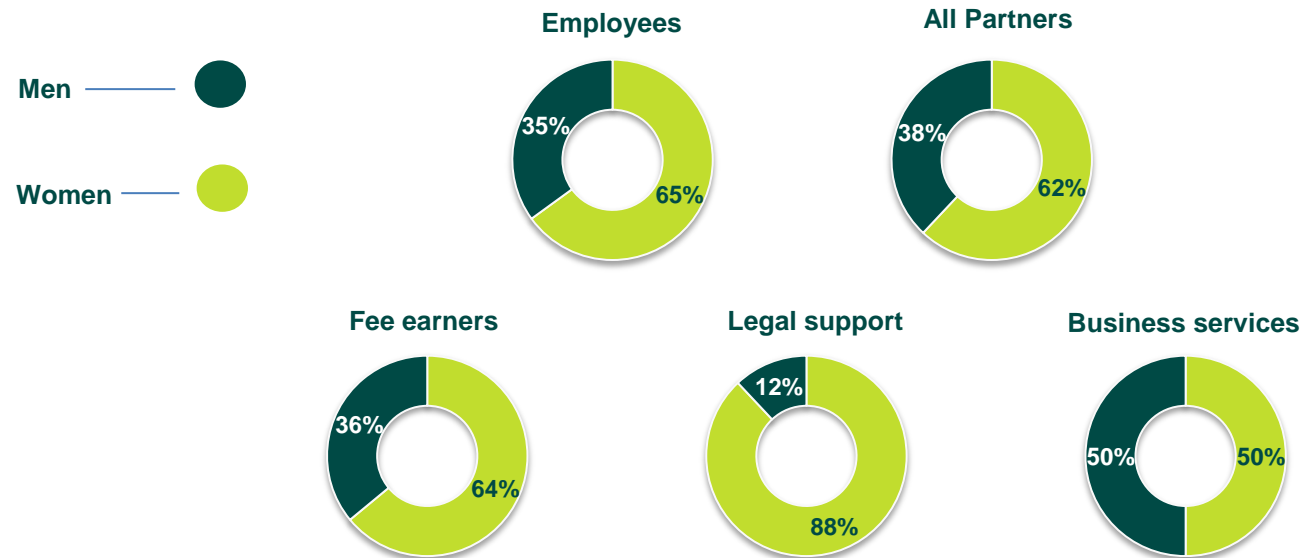
At Leigh Day we are committed to fair pay for all staff and ensuring they have equal opportunities for career progression and equal access to interesting and rewarding work.

In the legal world we are unusual in that we have a majority of women at all levels up to and including Equity Partner. In our most senior roles we have a 50/50 split with a female Managing Partner and a male Senior Partner. Three of our Heads of Department are female and the other three are male. Within our business services teams, our Finance, IT and Marketing Directors are male while our HR Director is female. Our Heads of Facilities, Compliance, Learning & Development and Information & Website are all female.

We have 44 Partners in the firm (both salaried and equity) of whom 27 are female and 17 are male.

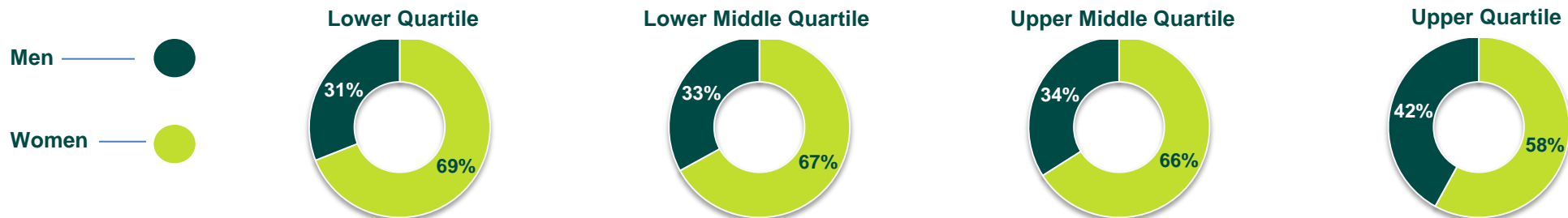
Gender balance within the firm

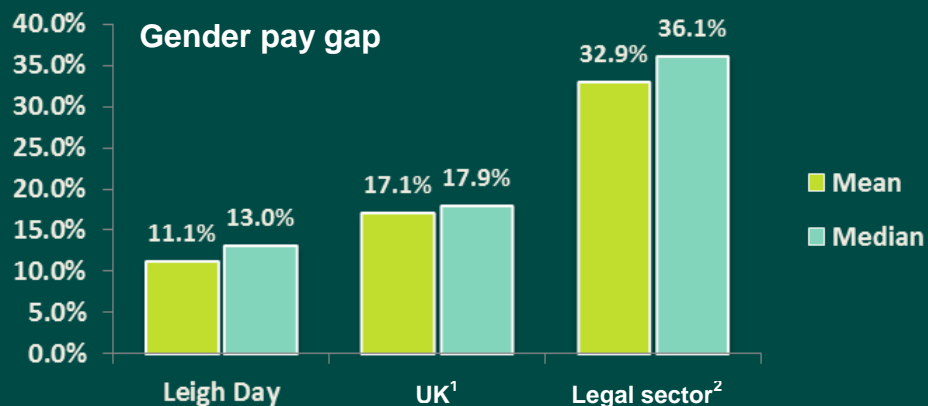
Relative to fee earners and the gender balance of the firm as a whole, we have proportionately fewer men in legal support roles and an equal number of men and women in business support roles.



Pay Quartiles

We employ more women than men in every pay quartile. We have a greater number of women (69%) in the lower pay quartile (secretaries, litigation assistants and business services roles) compared to our higher paid roles (salaried partners and senior managers) in the upper pay quartile (58%). This largely explains the disparity in our average salary rates for men and women overall.





¹October 2018 Office for National Statistics Annual Survey of Hours and Earnings
²ONS figures relating to legal activities

Pay

Both the firm's mean and median gender pay gap percentages have increased since last year (mean 9.1% and median 9.9%). However, our figures still compare favourably to both national and legal sector averages. We attribute the increase this year to the greater proportion of women in the legal support teams relative to last year.

Year on year we expect there to be fluctuations in our pay gap figures as they are sensitive to even slight variations in the number of men and women in any one category. However, we will continue to strive to ensure that our pay practices remain fair and free from gender bias, in line with our core values.

Steps we have taken to ensure we pay staff fairly

- We have developed a clear pay policy, agreed by our Management Board, which outlines our pay positioning and commitment to equal pay
- Our solicitors, paralegals and legal support staff are paid on incremental pay scales which reflect their level of experience. This is supported by our participation in a legal-sector pay survey, by which we benchmark our salary scales for legal staff against other law firms, thus removing any personal bias from the review process. Analysis of our pay data has confirmed this process to be effective in maintaining a low pay gap for these roles
- We benchmark our other non-legal roles using an external job evaluation system. This ensures that all our roles are rewarded appropriately and that pay is benchmarked against similar roles in other law firms. Again, this facilitates objectivity in the decision-making process
- Bonus payments are non-contractual and awarded as a set figure to all staff with a minimum length of service. Bonuses are pro-rated for part-time staff.

Bonus pay gap

Women paid bonuses	89.3%	Men paid bonuses	84.3%
Mean bonus gap	7.3%	Median bonus gap	0.0%

Bonus

87% of our staff were awarded a set figure discretionary bonus this year, based on length of service. The 0% median bonus gap reflects a greater proportion of staff (both men and women) with over 2 years' service who were eligible for the full amount. We attribute the mean bonus gap of 7.3% to awarding bonuses on a pro-rated basis to our part-time staff, of which the greater number were women.

A like for like comparison with last year's figures is not appropriate, given that a firm-wide bonus was not awarded last year.

Future steps

We will:

- **collect and analyse a wide range of pay and reward-based** data to assist in the identification and explanation of potentially unfair practices that result in differences in the pay and bonuses awarded to different genders
- **develop an action plan** with clear objectives relating to any potentially unfair practices identified above
- continue to **monitor our pay, reward and promotion processes for objectivity and fairness** and to ensure that any one gender is not at a disadvantage relative to another
- continue to **monitor our recruitment practices/external appointments** both at the higher and lower levels across both fee-earning and non-fee-earning populations to ensure there is no gender bias
- ensure we **promote roles at all levels in a gender neutral manner**.
- carry out, in light of the findings of this gender pay gap exercise, an **analysis of our ethnicity pay gap** as part of a wider initiative to ensure our practices are aligned to our deeply-held values of equality, diversity and inclusion.

Frances Swaine
 Managing Partner