

REPORT

Gender and ethnicity pay gaps

SHOOSMITHS PAY GAP REPORT 2019

SHOOSMITHS

03700 86 30 00
www.shoosmiths.co.uk

An update from Simon Boss, CEO of Shoosmiths LLP:

We are now in our third year of pay gap reporting, and in this report have published both our (mandatory) employee, and (voluntary) self-employed partner gender pay gaps. We have also continued our commitment to publishing our ethnicity pay gap data, and are pleased to include a set of actions specific to this group for the first time.

We remain absolutely committed to our goal of achieving gender balance at Shoosmiths, and so are disappointed not to have been able to report another decrease in our gender pay gaps this year. However, we are pleased to see some progress, such as significant reductions in our partner bonus gap, and an increase in the percentage of women entering our partnership. We are proud to have passed the widely held sector goal of 30% female partnership and are aiming for higher.

Progress takes time and we need to be looking to the longer-term; collating this year's report has provided a timely opportunity to evaluate the impact of our efforts to date to improve the number of women in senior positions.

The predominant cause of the gender pay gap is the lack of women in the most senior positions available within our firm. With that in mind, it is our ongoing priority to target interventions at the 'career milestones' at which women are most likely to hit barriers to progression, and consequently start to experience an impact on pay.



Our key focus areas for the year ahead include:

- Refreshing our gender equality network – to encourage more women across the business to connect with each other and access professional development opportunities, as well as empowering male colleagues to become allies and sponsors of female talent. We will seek to engage new members (at all levels of seniority) and develop a new Charter (a collaborative document which outlines members' roles, remit, and terms of service) to align with our other inclusion networks.
- Identifying the barriers to progression within the Partnership. (This includes a review of findings from the first cohort of our externally-coached 'High Performing Women' programme, and selection of a second cohort, which will seek to continue to identify and resolve barriers affecting both the Partnership and women progressing through other roles at the firm).
- Introducing unconscious bias training with a cross-firm pilot, and the co-creation of content with external subject matter experts to be rolled out to staff.
- Building on our review of maternity provision, and expansion of the support structures in place for those becoming parents, such as our return-to-work internal buddying scheme. Developing our pre- and post-leave framework to identify and respond to questions which women have in relation to having a child and their return to the workplace, and to address concerns which relate to the balance of family responsibility and continued progression.
- Developing our wider approach to supporting working families. This includes continued promotion of paternity, adoption and shared parental leave, and flexible working schedules where appropriate to the role.
- Supporting our working group for inclusion, which brings together colleagues from across the firm to provide strategic input into our work in this area. This is an evolution of the gender equality working group which we established alongside the collation of our first gender pay gap report.
- Continuing to monitor and evaluate implementation and effectiveness of interventions made to date, to maintain focus on our end goal of gender balance in our firm.

We know that we still have a lot more to do, but we hope that as we build on the depth and quality of our data and evaluation, we will continue to be able to pinpoint where we need to take action to achieve our desired outcome.

It is our unwavering belief that talent can come from anywhere, and that the recognition and fair progression of that talent is integral to the firm's success. Working to reduce our pay gap is central to that belief and we are fully committed to delivering on the recommendations outlined.

Gender pay gap report

Employee Gender Pay Gap			
2019		2018	
Mean	Median	Mean	Median
18.59%	26.53%	17.60%	16.92%

Employee Bonus Pay Gap			
2019		2018	
Mean	Median	Mean	Median
28.53%	15.50%	20.31%	0%

Inside the data: Typically, Shoosmiths' bonus data is composed of universal 'flat-rate' type bonuses, such as birthday vouchers. In 2019, a one-off firmwide bonus linked to a week's pay was awarded, which is reflected in a median figure on this occasion which is closer to the regular pay gap figure.

Partner Gender Pay Gap			
2019		2018	
Mean	Median	Mean	Median
10.56%	15.33%	8.18%	13.96%

Partner Bonus Pay Gap			
2019		2018	
Mean	Median	Mean	Median
30.01%	5.69%	44.98%	33.34%

Inside the data: The primary factor which impacts our partner pay gap – both mean and median – is the tiered structure within our partnership model. As outlined in our overview, one of our focus areas for reducing the pay gap is to continue to promote the progression of women into partnership positions, and to support them on their onward progression once they are in that partnership role.

All Gender Pay Gap			
2019		2018	
Mean	Median	Mean	Median
39.15%	37.27%	39.01%	39.17%

All Bonus Pay Gap			
2019		2018	
Mean	Median	Mean	Median
79.10%	27.71%	84.03%	16.10%

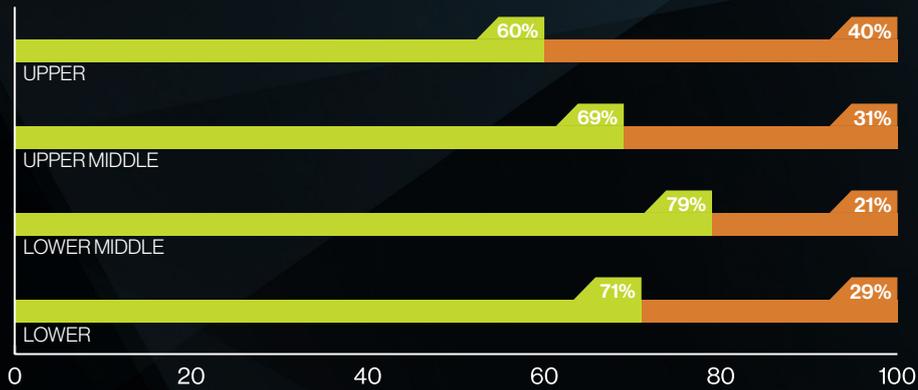
Inside the data: When looking at employee and partner pay gaps together, the range of salaries in that data set means that, whilst it's important that we include in our reporting, analysing the figures within the two populations separately gives us more insight into where trends are occurring.

Pay quartiles

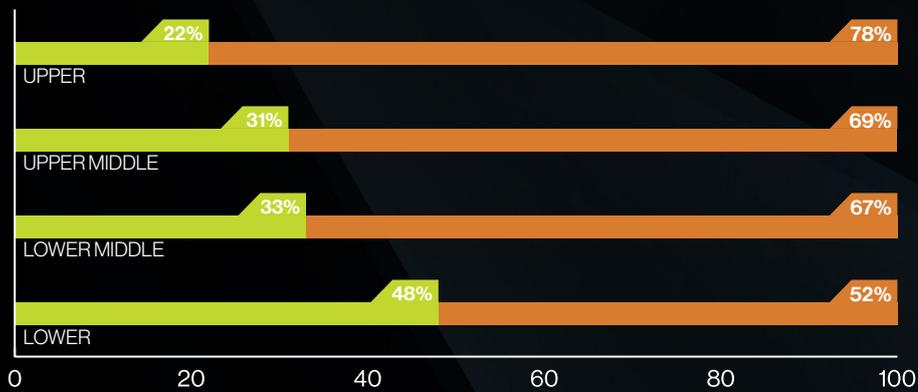
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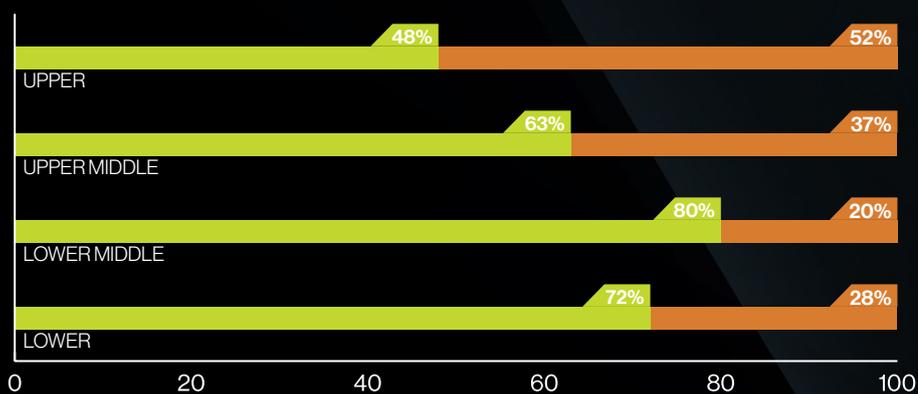
Employees



Partners

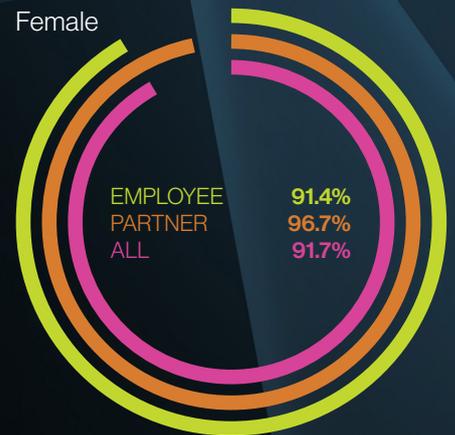


All

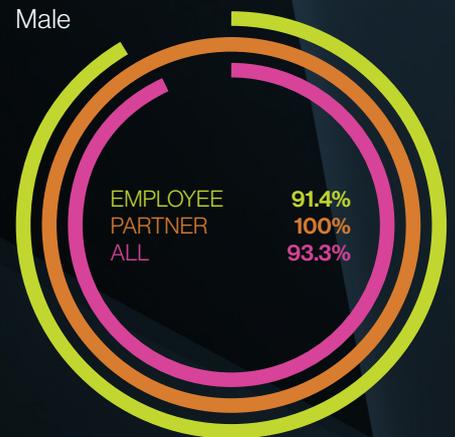


Proportion receiving a bonus:

Female



Male



Ethnic diversity at Shoosmiths

Since we published our last pay gap report, we have been looking at ways in which we can better support and develop employees from BAME (Black, Asian or Minority Ethnic) backgrounds. As with the gender pay gap, one of the main causes of the ethnicity pay gap is the lack of representation in senior positions. Looking at the data, we know we need to do more to increase the ethnic diversity in our firm (in terms of overall headcount), as well as looking at barriers which might be affecting progression prospects.

At Shoosmiths we believe it is important that our diversity initiatives are employee-led, and as such a BAME network has recently been established. Through consultation with interested parties, we have identified the areas which this population feel would be most beneficial to their experience at the firm and their progression prospects. These areas have formed the basis of the firm's action points for the next year;

- **Awareness.** We will build a national network of champions to coordinate activities which celebrate ethnic diversity and provide educational material which highlights and breaks down unconscious biases.
- **Affiliation.** We will join up with external BAME organisations and collaborate with other BAME networks (e.g. clients' equivalent networks).
- **Attraction.** Attracting diverse candidates to the firm is a key focus, and we have made good progress through our graduate recruitment strategy – 17% of current trainees identify as BAME, and we will look to build on this by developing bespoke opportunities to connect with BAME students.
- **Personal and professional development.** Relevant skills building and role-modelling progression routes will be a priority, as will supporting BAME talent with their career planning.

Employee Ethnicity Pay Gap			
2019		2018	
Mean	Median	Mean	Median
21.66%	19.95%	17.44%	15.59%

Employee Bonus Pay Gap – Ethnicity			
2019		2018	
Mean	Median	Mean	Median
33.08%	27.27%	48.85%	35.72%

Partner Ethnicity Pay Gap			
2019		2018	
Mean	Median	Mean	Median
-0.43%	2.21%	-0.65%	-4.41%

Partner Bonus Pay Gap - Ethnicity			
2019		2018	
Mean	Median	Mean	Median
13.95%	-15.99%	8.36%	-4.17%

All Ethnicity Pay Gap			
2019		2018	
Mean	Median	Mean	Median
31.23%	28.41%	27.09%	22.67%

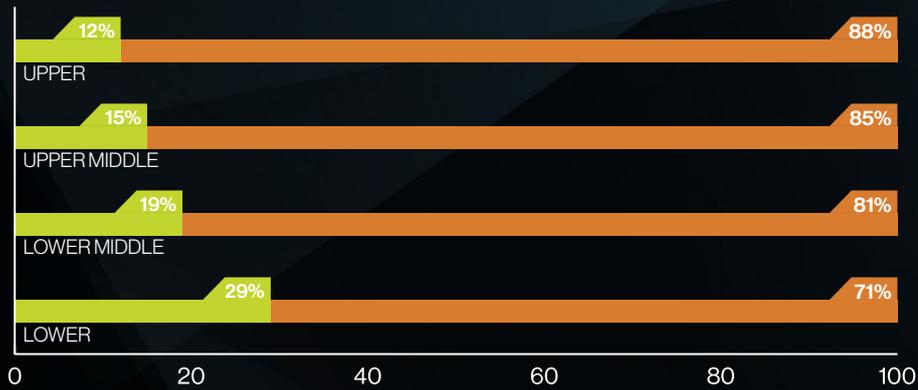
All Bonus Pay Gap - Ethnicity			
2019		2018	
Mean	Median	Mean	Median
62.50%	30.46%	59.00%	43.27%

Ethnicity pay quartiles

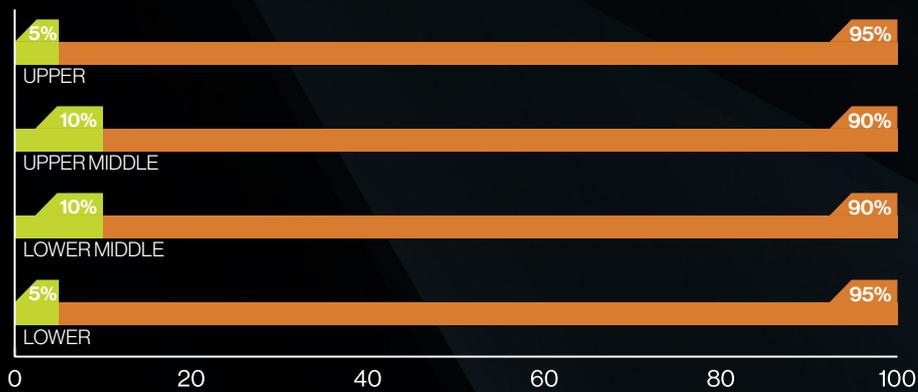
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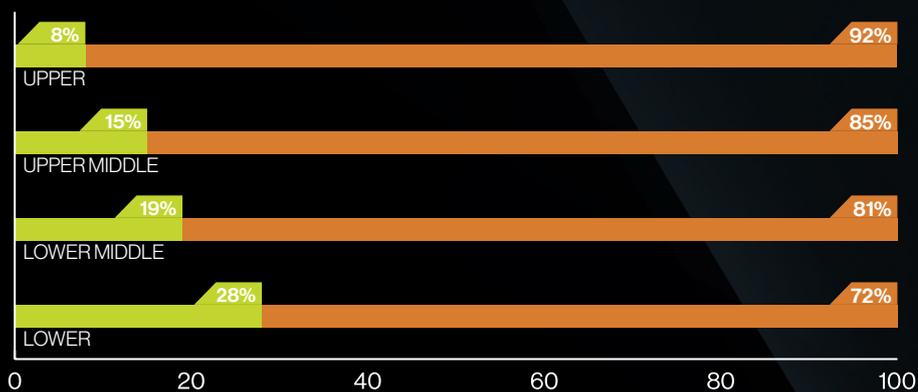
Employees



Partners

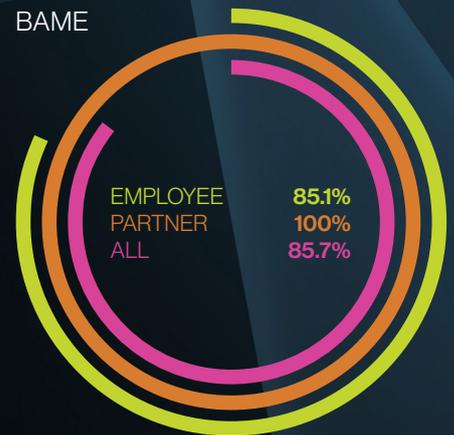


All



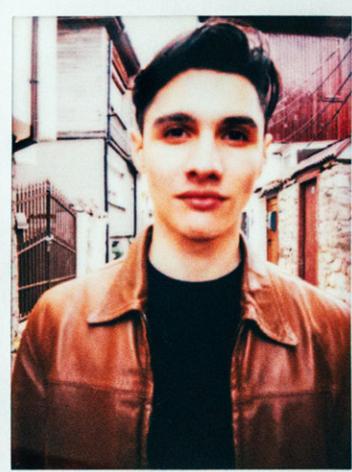
Proportion receiving a bonus:

BAME



White - British





Our approach to diversity and inclusion

At Shoosmiths, we rely on our team to perform at their best and deliver results for our clients. We realise that we can't achieve this without a clear commitment to diversity, inclusion, and wellbeing. Learn more about our approach, and get in touch with our team, on our [website](#).

Contacts:



Simon Boss
+44370 086 4136
simon.boss@shoosmiths.co.uk



Peter Duff
+44370 086 5049
peter.duff@shoosmiths.co.uk



Louise Hadland
+44370 086 3222
louise.hadland@shoosmiths.co.uk



Rachel Parker
+44370 086 5523
rachel.parker@shoosmiths.co.uk

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