

Weightmans

# Gender Pay Gap Report

2021

[www.weightmans.com](http://www.weightmans.com)

# Introduction

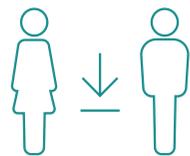
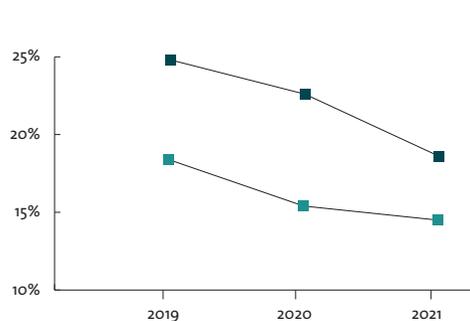
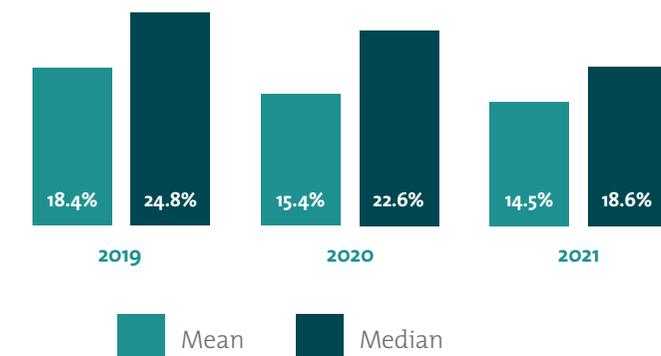
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In compliance with the Equality Act 2010 (Gender Pay Gap Information) Regulations, Weightmans LLP has published its gender pay gap information for 2021.

In line with our core value of radical transparency Weightmans includes statistics around Partner earnings in the report, which goes beyond legal requirements. The figures contained in this report are taken from a snapshot of data as of April 2021.

# What is Weightmans Gender Pay Gap

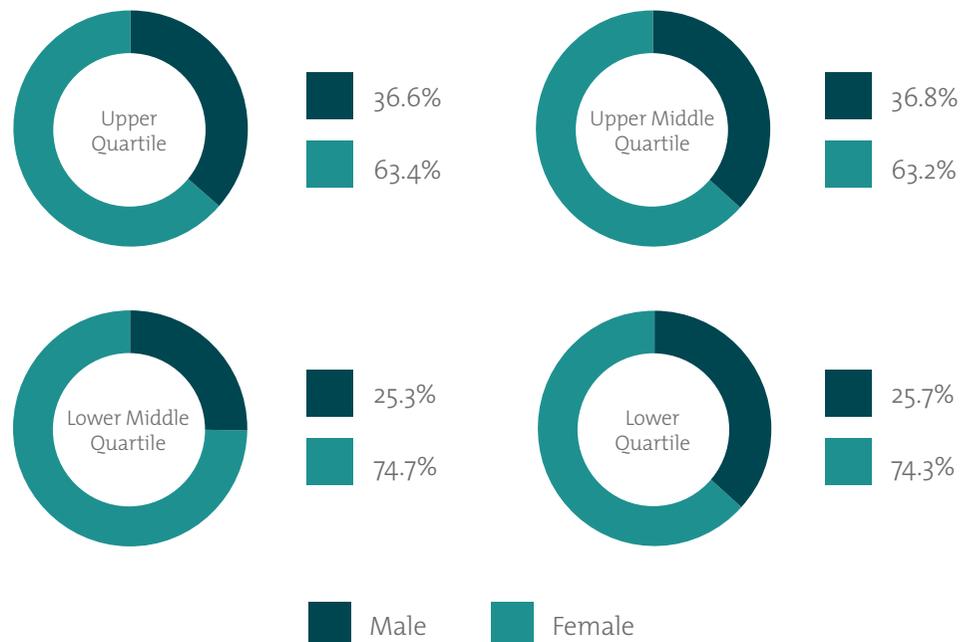
Weightmans gender pay gap for Employees at April 2021 is:



Both the median and mean pay gaps for our employees has fallen this year.

## Employees Pay Quartiles

This shows the proportion of male and female colleagues split into four quartiles, ranked from highest paid hourly rate to lowest paid. This is the percentage of men and woman in each quartile.



We have seen year on year decreases in both the median and mean pay gaps for our employees.

# What has contributed to these numbers?

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Whilst we have continued to make progress this year in reducing our pay gap, we did not have an annual pay review in 2020 as a result of the pandemic. The pay review allows us an opportunity to review all pay practices, address any historic anomalies, and review our pay scales. However, we were able to build on the good practices and approaches that we have set in place in previous years, and this has contributed to our Year-on-Year improvement.

## Promotion Process

We continue to work hard to ensure we progress female talent into senior roles. Each year we continue to review our promotion processes to ensure they are transparent to all. We have removed the Interview stage from our early career level promotions and for more senior roles we aim to have diversity within the panel. We are proud to see large numbers of females successfully promoted to newly qualified, Associate, Principal Associate level (57 Females / 26 Males), and this follows the improvements to our promotion process and career pathways. It is important that we develop strong talent pipelines to ensure we meet the targets we have set on Gender diversity.

## Gender distribution

The reduction in our median pay gap is represented by females promoted into higher roles, particularly in the Mid to Upper Mid Quartiles. This suggests our progress in developing and retaining females is positive. Our mean pay gap reflects the make-up of our workforce, with higher numbers of females at all levels and a number of high earning males in the Upper Quartile. However, as we see females promoted into senior roles our mean pay gap will continue to reduce.

## Earnings in the month

Although we continue to see a positive reduction in the gender pay gap, there are several organisational factors that impact the hourly rate of females, as a higher proportion of females work part time (26%) as opposed to males (4%), salary sacrifice deductions through pension and childcare vouchers, and the data capture excludes females on reduced pay due to maternity leave.

# How will we progress further?

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## Pay Principles

In 2021 we undertook a pay review for all employees, and we created a clear and transparent set of guidelines for managers to follow. Our pay principles are based on performance and therefore the greater % increases go to those staff who are performing at a higher level. We also use the annual pay review to ensure fee earners at the early stages of their career have a structured salary increase based on their post qualification period. This year we strengthened how we applied pay decisions during the annual pay review process by supporting managers through a set of clear and transparent pay principles. These pay principles enforce fairness and equality of pay, reduce pay differentials, and recognise exceptional performance. We undertook consistent moderation sessions and performed equality impacts audits to ensure gender inequality remains non-existent.

## Annual Performance Ratings

We revised the performance ratings, introduced team targets, and ensured everyone has a quarterly review and annual appraisal, including a personal development plan providing all our people with transparency, opportunity, and development.

## Promotions Process

We have reviewed all our promotion processes to ensure they are transparent and advertised via our intranet promotions page. We also ensured this year, and moving onwards, that our promotion panels are diverse and inclusive ensuring they replicate the candidate pool. We are also introducing “awareness sessions” to share information on the process, criteria and allows opportunities to familiarise themselves and ask questions prior to completing an application.

# How will we progress further?

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## Talent mapping

Every year we review and map out our talent ensuring we have succession for our key roles. We also have three programmes in our Leadership Academy that allow our talent to develop and reach their potential. The succession planning process is a robust process which supports our objectives in identifying and developing potential future leaders and business critical roles.

## People first change projects

Our people change programme focuses on the ability to adapt and evolve to remain competitive and sustainable in a challenging sector. Our inclusive approach to change through several projects will help improve engagement levels by giving people a voice, being able to share ideas and give feedback, making them feel connected to the strategy as they better understand the firm's aspirations. We have already seen improved engagement scores from the latest employee survey, but we can go further in improving our gender diversity and inclusion.

## New recognition platform

Our people and culture are important strategic strands to improving our brand. Our firmwide recognition scheme rewards individuals who represent the firm's values and behaviours, and remains an important tool in recruiting, retaining, and nurturing our talent. However, we want recognition to be better embedded in our culture by making it easier for Managers and colleagues to recognise individual efforts regardless of gender. We are looking at a new and improved recognition solution that helps people feel more connected to the firm whilst improving the employment relationship.

# How will we progress further?

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## Raising external brand

The firm has committed to a review of our Employee value proposition (EVP) with a firm wide strategic project named 'our purpose'. The main deliverables of the project from a people aspect are:

- Allowing our people to answer the question 'Why Weightmans' using a shared language and approach.
- We will retain our valued colleagues as they start to see more career opportunities and not obstacles, more diversity across the firm and more investment to allow them to see their potential.
- We will attract the right people who share our ethos which will change our way of thinking, learning, and growing, and allow us to be open to new ideas.

Raising awareness of our external brand helps us become more inclusive and diversified. Agile working is an example of having a far wider reach for opportunity. We no longer see a normal 9-5 working day anymore. We have adopted a hybrid approach to working with flexibility to work in an office and at home. We have had to react to the pandemic and one of the positives to come from this is flexibility of working hours alongside new family friendly policies. This has given some our people opportunity that would not have encountered pre-pandemic.

# How will we progress further?

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## New recruitment system

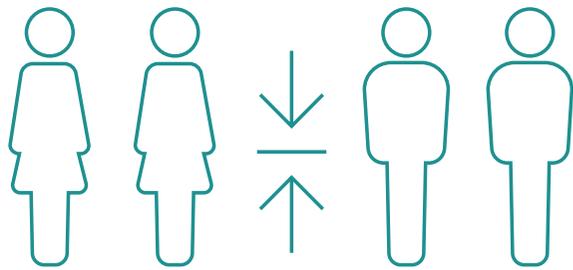
We are implementing a new recruitment system to equip managers with improved recruitment tools, better management information and a more diverse talent pool. The system also improves the candidate experience to ensure perceptions are positive which will hopefully lead to attracting better talent. We have already seen benefits from a new system for our early careers recruitment with integrated functionality reducing concerns around unconscious bias and an improved vacancies page on our external website.

## Broader Networking

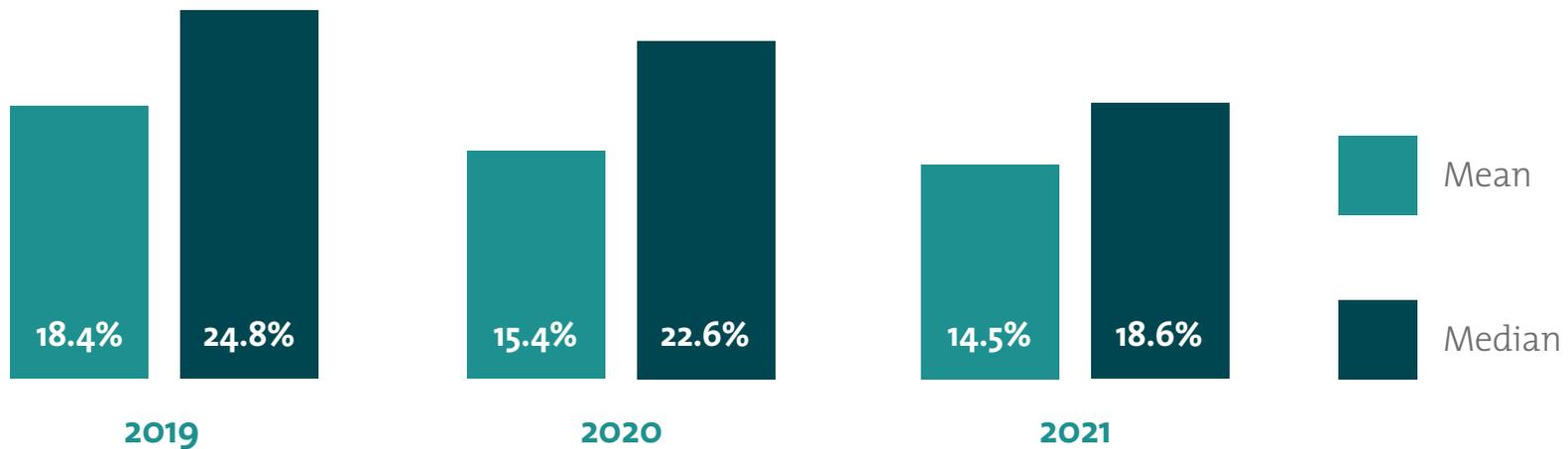
We are always looking to broaden our networks. We have two strand leads for Gender who work as part of our Diversity and Inclusion steering committee and as well as gender, they will also look at intersectionality.

## Policies

This year we have also launched our menopause policy and fertility policy, both policies have had extremely positive feedback from the business and externally. We have delivered menopause awareness sessions via our healthcare provider which again have received excellent feedback. Ensuring our people are supported in the workplace is extremely important to us, we firmly believe that by giving this valued support leads to increase in performance and engagement.



We continue to see year on year decreases in our gender pay gaps.



# Weightmans Bonus Gender Pay Gap

Weightmans bonus gender pay gap for Employees based on 12 months preceding April 2021 is:

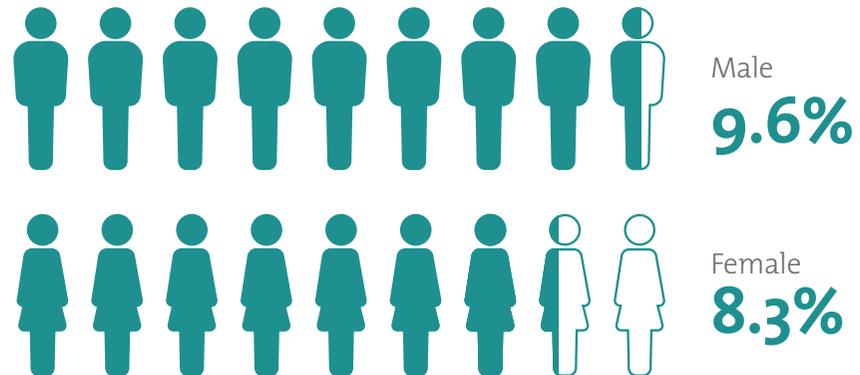
**45.8%**

■ Mean

**50.0%**

■ Median

Weightmans gender proportion of employees who received a bonus is:



We have seen year on year decreases in the mean bonus gap and that represents improved gender distribution of bonuses at the higher earners. Whilst this still represents a bonus gap in favour of men, we are committed to monitoring these awards and identifying drivers for change.

# Explaining Gender Pay

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The UK Regulations require employers with 250 or more employees to publish data on the gender pay gap covering the annual snapshot date of 5 April each year. These regulations require us to report our median and mean pay and bonus gaps, along with the ratio of men to woman in each pay quartile.

## Median (mid-point)

The median is calculated by lining up every individual in each gender in order of their hourly pay in April 2021. The median is the hourly pay paid to the person in the middle of each line. The median gap is the difference between these two numbers, expressed as a percentage.

## Mean (average)

The mean is the average hourly pay across each gender in April 2021. This is worked out by adding together all the hourly rates of pay for each gender and then dividing the total by the total number of people of that gender. The mean gap is the difference between these two numbers, expressed as a percentage.

**Hourly Pay** is defined as basic pay, allowances, pay for piecework, pay for leave, shift premium pay, and includes any deductions for salary sacrifice. It does not include overtime pay, redundancy pay, any pay related to termination of employment, expenses, and benefits in kind. For our Fixed Share Partners, hourly pay is based on partner profit share.

## What is the difference between gender pay and equal pay?

These are often confused; however, the gender pay gap is not the same as equal pay. The gender pay gap is the difference between what men earn in the snapshot period compared to what woman earn, irrespective of their role and seniority. Equal pay is the legal requirement for men and woman to be paid the same for doing the same job, or a job of equal value.



## Diversity & Inclusion

**We have two board members who are women. We have reviewed our recruitment processes to ensure role descriptions and language is not gender biased. We have reviewed our promotion processes to ensure diversity in interview panels and a fair split in applications for promotion.**

We have updated our HR policies to include support for women going through the menopause or treatment for fertility. We will continue to update and review our flexible working policies to keep in line with best practice advice. Most importantly, via our D&I champions, steering group and strand leads we continue to raise awareness across the firm as to the lived experiences of women working in law and with the educational pieces we are sharing, we have the opportunity to change hearts and minds across the business. We are seeking partnerships with organisations to mentor and sponsor young women interested in careers in law.

# Fixed Share Partners Gender Pay Gap

Partners are remunerated differently to employees and pay is based on profit share awarded under a partner share review, and any new starters in the reporting period. Weightmans gender pay gap for Fixed Share Partners at April 2021 is:

11.8%

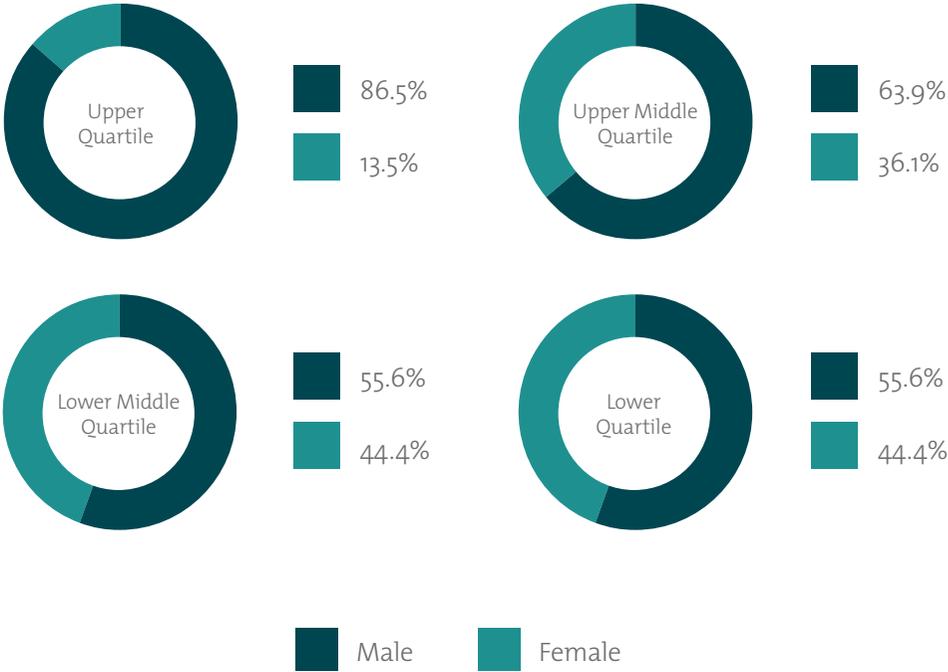
■ Mean

9.0%

■ Median

## Fixed Share Partners Pay Quartiles

This shows the proportion of male and female fixed share partners split into four quartiles ranked from highest paid hourly rate to lowest paid. This is the percentage of men and woman in each quartile.

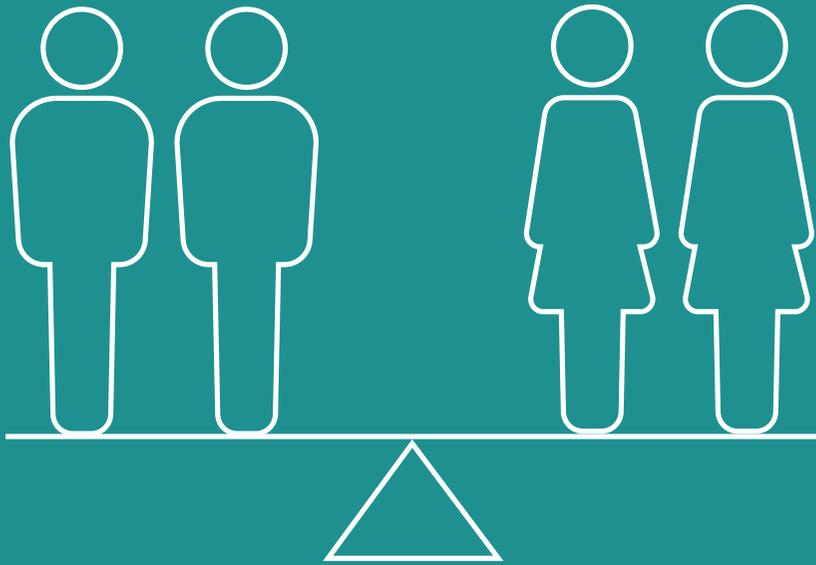


# Fixed Share Partners Gender Pay Gap

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The median pay gap has reduced since last year and this represents a better distribution of earnings across the upper mid-quartile to lower quartiles. The increase in mean was attributed to natural turnover within the partnership. We also saw a male step down from equity partnership to fixed share partner having an adverse impact on the pay gap. In our most recent promotions, we saw an equal gender split promoted to the partnership and continue to develop females into senior roles.

We have improved the career opportunities we offer with enhanced career level principles. These principles support individuals career progression in tandem with their life choices, giving females confidence to progress.



The Board recognise that a diverse workforce with equal opportunities for all is important and ensures that we will be a better business in the future.

# Fixed Share Partners Bonus Gender Pay Gap

Weightmans bonus gender pay gap for Fixed Share Partners based on 12 months preceding April 2021 is:



Weightmans gender proportion of employees who received a bonus is:



The mean bonus gap has reduced from 76.7% to 24.5% largely due to a higher distribution of payments to females. The median bonus gap reduction represents the work we are doing to address the imbalance. We improved the design of the bonus scheme with a more simplified and aligned approach. This approach encourages entrepreneurial behaviour whilst rewarding contributions beyond expectations. We champion transparency and ensure rigorous moderation and equality assessments of all reward initiatives. All partners participate in the bonus scheme irrespective of gender.

# Moving forwards / Final Message from the board

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We are reassured to see that our gender pay gap has decreased for another year as we continue to implement changes which demand equality of opportunity and compensation across the firm. The figures for 2020/21 are positive, despite the economic impact of the pandemic forcing us to postpone our annual salary review and partner promotions process, as we sought to safeguard jobs and respond to the changing climate. We are also pleased to note a significantly large drop in the bonus gap, a testament to our ongoing transparency and equality of assessment in this area.

We remain committed to improving the diversity of the firm and are working hard to ensure our recruitment, promotion and retention initiatives are as fair as possible. We now have two female board members and in the following year have welcomed a record number of women into senior roles across the firm – 54% of our latest partner promotions and 68% of our associate promotions are female. We are passionate about this balance at all levels of the firm – it is important that this ethos runs through our early careers pathways too. This year, we are pleased that almost 70% of our new solicitor apprentices are female.

Beyond remuneration, I am proud of the steps we have taken to ensure that we are there for every member of our firm, as 2021 saw us become one of the first law firms to formalise our support framework for staff affected by the menopause or undergoing fertility procedures. We also push forward with our diversity and inclusion programme, working closely with our colleagues as well as external agencies and organisations in order to educate and empower our people.

By continuing to publish and examine this data, we can maintain a focus and drive to achieve true equality, and reassure both current members and future recruits that a career at Weightmans is a fair and rewarding one.