

Weightmans

# Gender Pay Gap Report

## 2023

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# Introduction

**In compliance with the Equality Act 2010 (Gender Pay Gap Information) Regulations, Weightmans LLP has published its gender pay gap information for 2023.**

In line with our core value of radical transparency, Weightmans includes statistics in relation to partner earnings in the report, which is in addition and goes beyond legal requirements. The figures contained in this report are taken from a snapshot of data as of April 2023.

# Message from the board

At Weightmans we strive to always See the Possibility for our people, clients, and business, and are focused on fostering an environment of recognition, progression, and success. Linked to this is our continued commitment to ensuring a greater balance of opportunity across the organisation for women; making promotion, development, and recruitment as fair and widely available as possible, and crucially, compensated accordingly.

Following some focused work to address our gender pay gap, we are delighted to report some significant improvements in our 2023 figures. Our mean gender pay gap has again decreased, down 1.15% since last year. Our mean bonus gap has also reduced by 13% since the last report. We also report statistics relating to partner earnings which goes beyond legal requirements, and we are pleased to be able to share that reductions there have also been achieved.

Whilst we have seen positive increases in the number of women in senior positions across the firm, including the number of women on our Board, we recognise that there are still improvements to be made. Through our extensive engagement surveys, leadership training programmes and EDI initiatives we are making real, tangible progress in encouraging our people to seize opportunities and ensuring there are no barriers to success at the firm.

We continue to invest heavily in the employee experience, evident in our recognition as a Top Employer (Top 10) by the Top Employer's Institute for the seventeenth successive year. Flexible, hybrid working, an employee care scheme and a national recognition platform, aligned with a market leading set of policies and initiatives focused on supporting and enabling our female colleagues to achieve their career goals, have all encouraged a supportive and productive culture that we are proud of. Through the publication and examination of this data, we can hold ourselves accountable on the journey to true equity – and ultimately ensure that Weightmans is a fair and inclusive place to work.

**John Schorah**  
Managing Partner

# Explaining Gender Pay

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.

## Mean (average)

The mean is the average hourly pay across each gender in April. 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.

## Median (mid-point)

The median is calculated by lining up every individual in each gender in order of their hourly pay in April. 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.

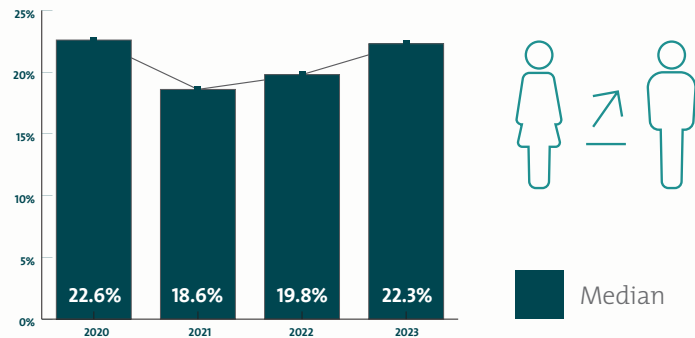
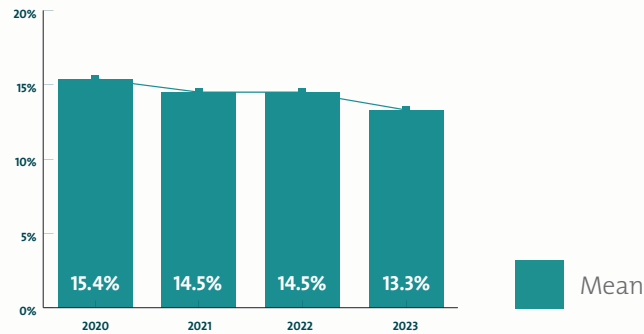
**Hourly Pay** is defined as basic pay, allowances, pay for piecework, pay for leave, shift premium pay, and includes any deductions for salary sacrifice. It does not include overtime pay, redundancy pay, any pay related to termination of employment, expenses, and benefits in kind. For our Fixed Share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

# What is Weightmans Gender Pay Gap?

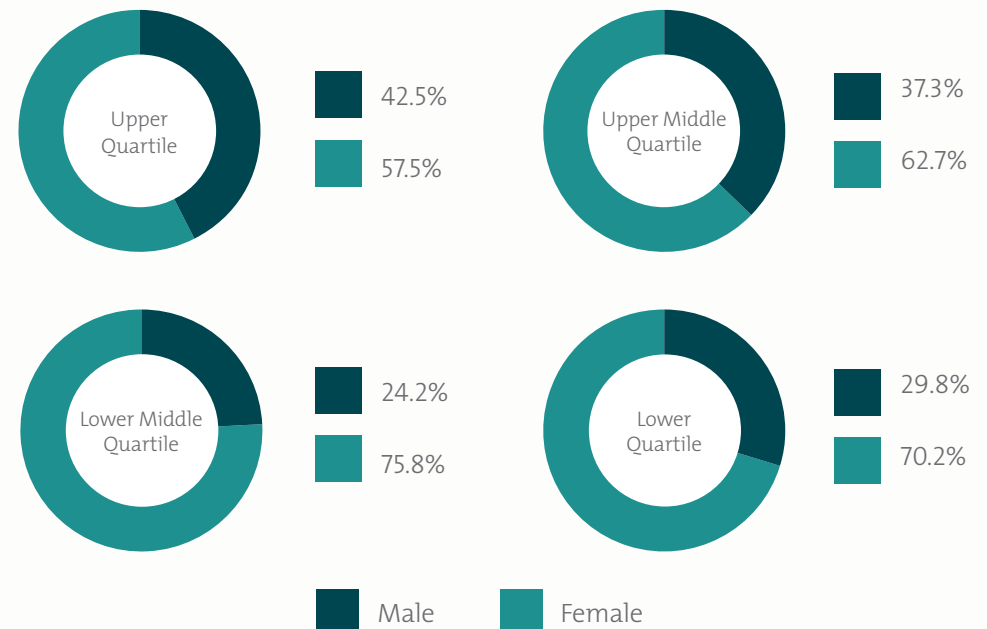
## Weightmans gender pay gap for Employees in April 2023 is:



The mean, known as average, has decreased by 1.15% since last year and 5% since 2019. Whilst the median, known as middle, has increased by 2.5% since 2019, largely as a result of changes in gender distribution on the snapshot date.

## 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.



Whilst there has been a slight decrease in the female population, this does not reflect that females dominate the higher earners, with females earning more than men across three of the four quartiles. **Two out of five of the highest earners in this population are females.**

# What has contributed to these numbers?

The decrease in the mean gender pay gap over the past four years reflects the positive actions that we have taken on attraction, retention and development of our females and our market leading family friendly policies. We also have a challenge in the number of female staff who will be excluded each year as they are on maternity leave.

The median gender pay gap is primarily driven by the gender shape of our firm. With a smaller male population, the median (mid-point) of both genders is not vertically opposite. The median for males reflects a higher role in the hierarchy compared to the median for females, they are not like for like roles i.e. roles of equal value. Comparing the median gender pay gap for roles of equal value, shows the gap is more favourable to females due to a higher population.

The gap has also been impacted by a number of factors.

## Promotions

We have strong female pipelines and females continue to be successfully promoted into more senior roles. Our Principal Associate cohort is now 60% females, and the Legal Director cohort is 80%. These are the most senior level roles for those in legal roles.

## Merger

In June 2022 Weightmans successfully completed the merger with Radcliffes Le Brasseur bringing a new cohort of employees and partners which a high proportion of females based predominantly in London. This has increased the number of higher earning females.

# What has contributed to these numbers?

## Review of Fee Earner Rates

In 2022 we undertook a full review of career progression levels for fee earners from newly qualified solicitors through to Legal Directors. We used comprehensive market data to undertake the review and, on that basis, we moved the career progression steps in line with the market. This also allowed us to integrate rates for more simplicity and ensure PQE steps are consistent and clear, improving salary decisions during the recruitment and annual pay review process.

## Annual Pay Review process

We continued the approach to pay principles of differentiating pay based on performance, to ensure the focus was on fair and equitable salary decisions. We have clear guidelines for managers on how to operate pay review and all decisions are moderated to ensure fairness.

**These factors have had a positive impact on the reduced average (mean) gender pay gap across the firm.**

# Actions since the last report

## Living wage accreditation

As a living wage employer, we have provided pay increases to our lower earning population, which is separate from the annual pay review cycle. Our commitment to paying the Real Living Wage has ensured the gender pay gap remains non-existent for our lower earners. We also look to increase salaries to the recommend level earlier than the required timescales where possible.

## Engagement

Our engagement surveys help us to listen to our colleagues on how we can improve, and this is followed up with focus groups in locations where engagement is lower than the norm. We are always looking to continuously improve, and feedback helps us refine our approach to support and developing female colleagues in building their careers.

## Career pathways

Work continues on this, which aims to provide more transparency between Business Services and Legal Career pathways. We are reviewing and better defining the career routes for each of our departments within Business Services.

## Leadership Academy

We have three core programmes this year in our Leadership Academy. **Engage**, **Excelerate** and **Visionary** and this year based on feedback we have introduced a new programme called **Empower**. The Academy is key to supporting our progression opportunities for all colleagues and remains a popular choice for females representing 60% of the cohorts over the past two years, of which 20% have since been promoted into senior roles.



# Actions since the last report

## Equality, Diversity and Inclusion

We have a very active agenda led by our strand leads who are at different stages in their own careers. They work very closely with our diversity champions, Regional Office Heads and HR team to raise awareness, educate, and promote EDI within Weightmans.

We are members of UN global impact, which is the world's largest corporate sustainability initiative, a voluntary leadership platform for the development, implementation, and disclosure of responsible business practices. We are proud to join thousands of other companies globally committed to taking responsible business action to create the world we all want. The UN Global Compact is a call to companies everywhere to align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment, and anti-corruption, and to take action in support of UN goals and issues embodied in the Sustainable Development Goals (SDGs). You may read more about the ten principles on UN Global Compact website [here](#).

## External Brand

We have continued to solidify our position as an employer of choice and for the seventeenth consecutive year we have secured a place in the Top 10 of Top Employer Institute which recognises excellence in people practices. We have further been ranked twentieth in the Employer Social Mobility Index by focussing hard on broadening access to careers in law, recruitment initiatives, developing careers and ensuring an inclusive environment. Furthermore, we have looked to strengthen our success in bids and tenders by further developing our client partners.

## Recognition

One of our three strands of Our purpose is to See the Possibility for our People, and we are strong advocates for celebrating our individual successes. Our new recognition platform launched in 2022 had a 166% usage increase on previous years and has continued to be a successful tool for recognising individuals who demonstrate our values and behaviours, regardless of gender. We also use the platform to recognise specific events to celebrate female success e.g. International Woman's Day.

# What further actions are we taking?

## Pay Principles

We introduced a new set of pay principles in 2021, alongside a clear and transparent set of guidelines for managers designed to support the pay decision process during recruitment and annual pay review phases. We have continued to perform equality impact assessments and rigorous moderation sessions to ensure pay gaps and any inequalities are addressed, and pay decisions have a positive impact. Furthermore, we have continued our increasing transparency of pay through publishing salary ranges, reviewing and increasing fee earner rates, and introducing new bonus schemes.

## New Talent Programme - Empower

We recently introduced a new talent and development programme within our Leadership Academy for Associate level, called **Empower**. This is in addition to our current **Engage** (roles to Solicitor level), **Excelerate** (Associates and Principal Associates) and **Visionary** (Partners) programmes. Designed following feedback from focus groups and engagement surveys, with a focus on supporting continued career development. We already have 75% females in the pool of candidates.

## New Mentoring Programme

We launched two new mentoring programmes over career mentoring for those in early stages of their career and reverse mentoring for more junior colleagues. The mentors and mentees are provided training, regular catch ups and support during the programme which is designed to encourage career development.

## Objectives/See the Possibility

Our purpose is how we demonstrate and articulate our values to our people and clients whilst we aim to become a Top 30 law firm. Our objectives help drive and support this vision, and in particular by strengthening our future talent through a number of important initiatives. This has been measured by an increase in lateral hires with the potential to move into leadership, fixed share partners with the potential to move into Equity, a new judge programme to be completed and a new partner development programme nearing completion.

# What further actions are we taking?

## EDI Targets

We benchmark ourselves with external organisations and also review the data that is available from the Solicitors Regulation Authority and we review our targets annually with our Board. Over the last year we have seen a positive improvement in relation to Gender, REACH, LGBTQ+ and Disability.

# Weightmans Bonus Gender Pay Gap

Weightmans bonus gender pay gap for Employees based on 12 months preceding April 2023 is:



Weightmans gender proportion of employees who received a bonus is:



The mean bonus gap has reduced by 13% since the last report, and nearly 80% since 2019, a testament to the hard work continuously improving our pay principles. We now have three colleague bonus schemes which are fully inclusive with the aim of incentivising performance, encourage referral of new clients and new candidates to the firm. The firm wide bonus scheme is based on firm success and once the bonus pool is established the payments are divided equally between all eligible staff.

# 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. We calculate the partner gender pay gap; we use the Actual Annual Share in the snapshot period.

Our Pay Gap at April 2023 is:

11.8%

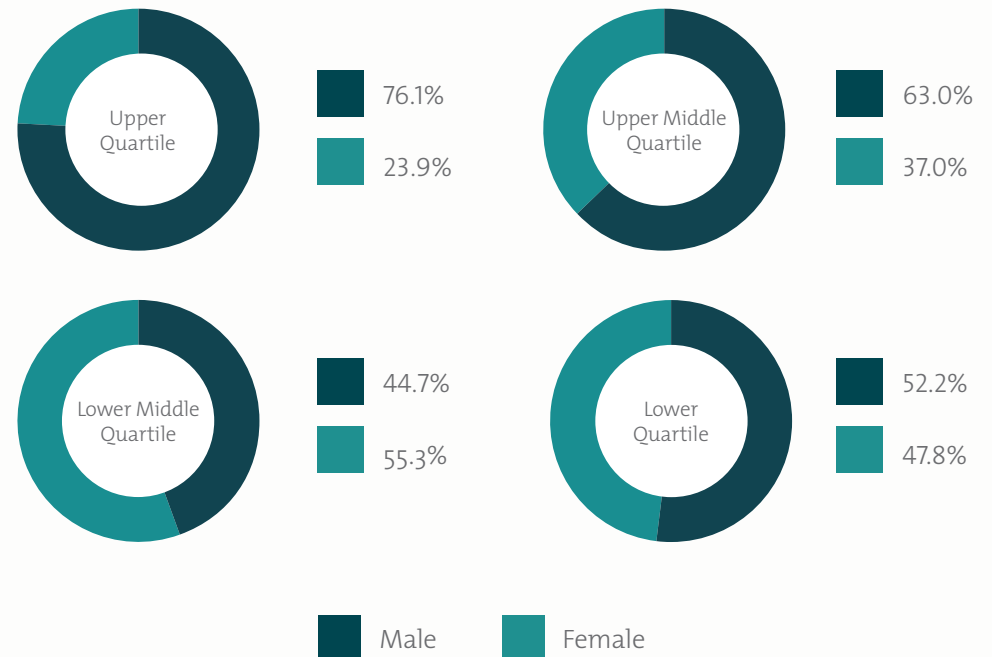
■ Mean

11.0%

■ Median

## Fixed Share Partners Pay Quartiles

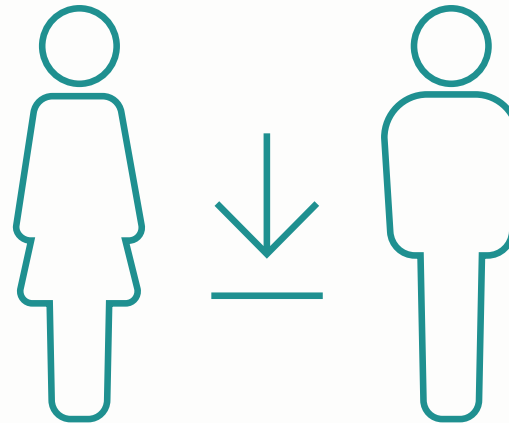
This shows the proportion of male and female fixed share partners split into four quartiles ranked from highest paid hourly rate to lowest paid. This is the percentage of men and woman in each quartile.

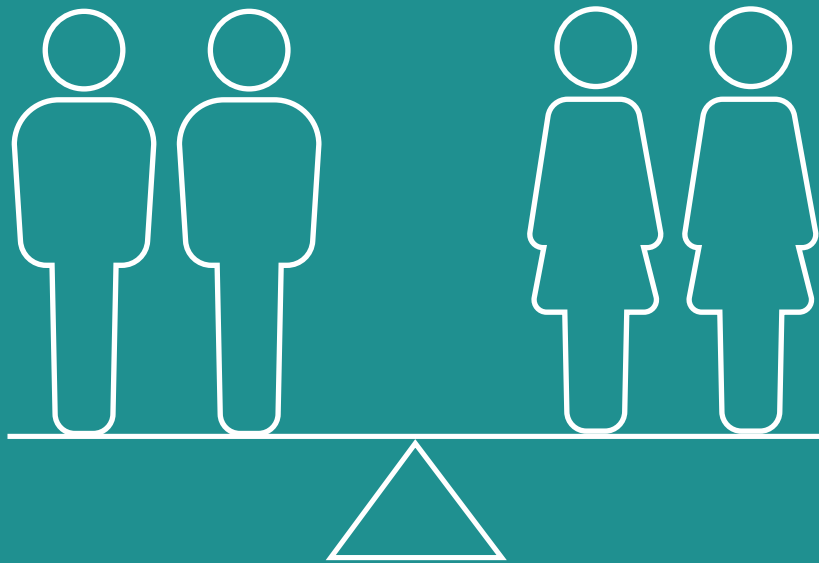


# Fixed Share Partners Gender Pay Gap

In the last year both the Mean and Median pay gap have reduced which is reflective of a number of actions and events across the firm. Our leadership academy, stronger talent pipelines and family friendly policies and hybrid working are resulting in more females progressing into Partnership. Also, the merger with Radcliffes Le Brasseur in June 2022 increased the number of female partners based in the London office where our salary scales are higher to reflect the market.

Finally, our approach to share reviews is based on rewarding performance and we complete a gender equality assessment each year when we complete the share review. At as April 2023, females are 40% of the fixed share group and for the first time, we have three female Board members.





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 2023 is:



Weightmans gender proportion of Fixed Share Partners who received a bonus is:



The bonus schemes we operate at this level are based on introduction of new client work or referrals of work and therefore reflect the performance of the individual and are not based on discretionary awards. We believe the schemes are inclusive and are applied in a fair and consistent way with rigorous moderation.



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