



BCLP 2019 GENDER AND ETHNICITY PAY GAP REPORT

BRYAN
CAVE
LEIGHTON
PAISNER **BCLP**

At Bryan Cave Leighton Paisner we believe that diversity enriches the quality of our culture and makes us a stronger, better firm. We strive every day to create an inclusive workplace where every individual can feel able to be themselves and can thrive. We recognise that supporting and promoting diversity and inclusivity has a positive impact on our workforce, clients and wider communities.

GENDER & ETHNICITY

At just over a year into our combination at the 2019 Gender Pay Gap reporting snapshot date, this is Bryan Cave Leighton Paisner's second UK Pay Gap Report. In addition to reporting our statutory gender pay gap, we are pleased once again to include our partner gender pay gap and our ethnicity pay gap figures.

KEY FINDINGS

In order to take steps to close our gender and ethnicity pay gaps, scrutinising our data is critical. As we move into the third year of statutory Pay Gap reporting, we know that figures alone do not tell the full story. In this year's report, we have sought to be open and transparent around the themes and findings sitting behind the numbers.

GENDER

We pride ourselves in a thorough salary review process to ensure equal pay for men and women where there is parity within roles. Our fee earner roles overall are at near parity (0.11% difference) and our Business Services roles are at 1.88%.*

We are also pleased that the proportion of women in both the upper pay quartile and the upper middle pay quartile has increased this year. The proportion of women in both top pay quartiles now outweighs the proportion of men. A key contributor here is the levelling out of attrition of women in senior roles.

However, the proportion of women in the lower and lower middle pay quartiles remains very high. This is in a large part due to the proportion of women in administrative and secretarial roles. For instance, currently 100% of our PA population are women. This is a key factor influencing our mean and median gender pay gaps.

While our mean employee gender pay gap has decreased, it remains high. A significant factor impacting our mean gender pay gap is the proportion of women in administrative and secretarial roles.

Our median gender pay gap remains high and has increased this year to 41.49%. This is in part due to a significant increase in the proportion of women in the lower middle pay quartile.

ETHNICITY

As declaration rates increase, our ethnicity pay gap reporting becomes more accurate. Currently 92% of our UK workforce have declared their ethnicity, this has increased from 85% in 2018.

Our mean employee ethnicity pay gap has increased significantly this year. While the proportion of Black, Asian and Minority Ethnic (BAME) employees in our two upper pay quartiles has not significantly changed, we have seen an increase in the proportion of BAME employees in the two lower pay quartiles. Our analysis shows that this is a result of hiring efforts. The majority of hires we make each year are in entry level and relatively junior roles. As detailed at the end of this report, we have invested significant efforts in BAME focused attraction and hiring strategies. We have also sought to identify and remove barriers in our hiring processes. These efforts have had a tangible impact, but as a consequence, the proportion of BAME employees in our lower pay quartiles has increased.

*Business services is based on data where male and female staff are present in the same category and cannot be compared to the larger populations of fee earners where equal pay is more defined.

EMPLOYEE GENDER AND BONUS PAY GAP

Gender pay gap regulations require us to report the gap between the mean and median hourly pay of men and women employed in our UK offices.

MEAN AND MEDIAN GENDER PAY GAPS AS OF 5 APRIL 2019:

The mean and median pay gaps show the difference between hourly pay of men and women (combining salary and bonus). The table below details the percentage of men and women in each pay quartile.

This year, we are pleased that the proportion of women in the upper and upper mid pay quartiles has increased.

A number of factors continue to impact our gender pay gap, including:

- The percentage of women in our lower and lower mid pay quartiles is high, for instance 100% of our PA population are women.
- We have seen a material increase in the percentage of women in the lower-mid pay quartile this year.

2018

37.56%

2019

41.49%

Median

2018

33.65%

2019

28.00%

Mean

THE BREAKDOWN OF MEN AND WOMEN IN THE PAY QUARTILES IS AS FOLLOWS:

	2018		2019	
	FEMALE	MALE	FEMALE	MALE
Upper Quartile	46.06%	53.94%	53.27%	46.73%
Upper Middle Quartile	56.34%	43.66%	61.21%	38.79%
Lower Middle Quartile	68.72%	31.28%	79.91%	20.09%
Lower Quartile	73.94%	26.06%	70.56%	29.44%

THE DIFFERENCE IN THE AVERAGE MEN AND WOMEN'S BONUS PAYMENT ACROSS OUR UK POPULATION IS DETAILED HERE:

2018

41.00%

2019

2.91%

Median

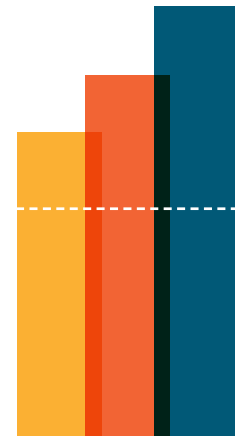
2018

61.55%

2019

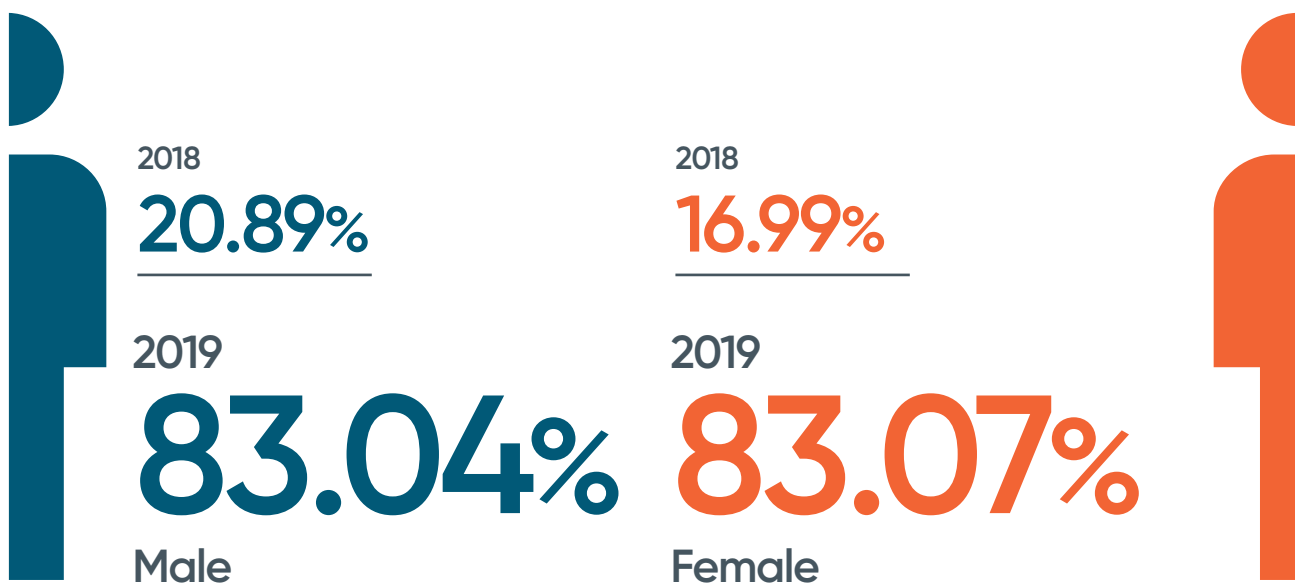
60.17%

Mean



In addition to setting out the mean Gender Pay Gap in bonus payments, the proportion of men and women receiving a bonus is detailed here.

PROPORTION OF UK EMPLOYEES RECEIVING A BONUS:



Following the combination of Bryan Cave and Berwin Leighton Paisner in 2018, in order to harmonise bonus payment dates across the newly combined firm, an additional "stub year" bonus payment was made. In addition to this, a firm-wide award was made to all employed at legacy Berwin Leighton Paisner before the combination following the sale of our Lawyers on Demand (LOD) business. These two factors combined make 2019 a unique bonus reporting year for BCLP.

- We have seen a very slight decrease in our mean gender bonus gap this year.
- Our median gender bonus gap has decreased significantly.
- The increase in the proportion of employees receiving a bonus is to a large degree due to the Lawyers on Demand award.

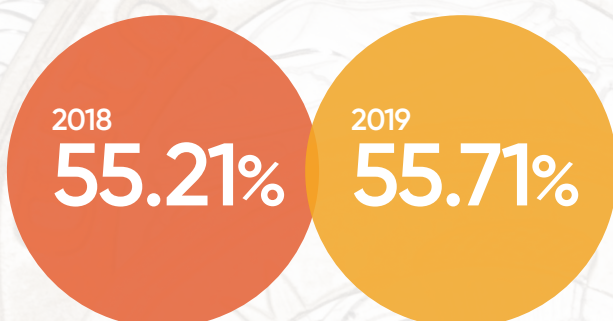
EMPLOYEE AND PARTNER GENDER PAY GAP

Whilst not a statutory requirement, we recognise the importance of disclosing the pay gaps within our combined workforce (including partners) and within our partnership.

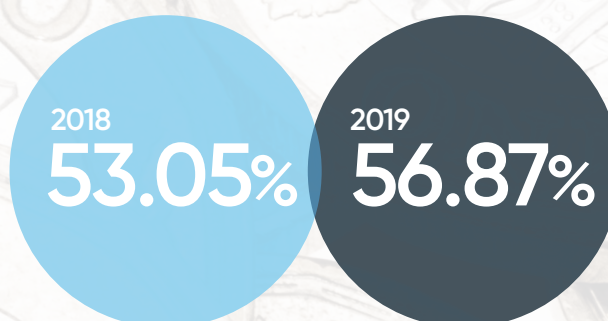
GENDER PAY GAP (COMBINED WORKFORCE INC. PARTNERS)

	2018	2019
Mean	55.21%	55.71%
Median	53.05%	56.87%

Mean



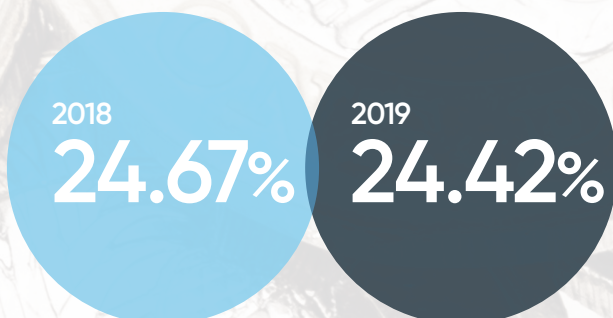
Median



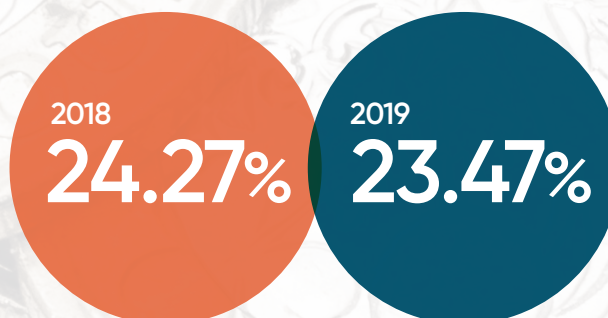
GENDER PAY GAP (PARTNERS ONLY)

	2018	2019
Mean	24.67%	24.42%
Median	24.27%	23.47%

Mean



Median

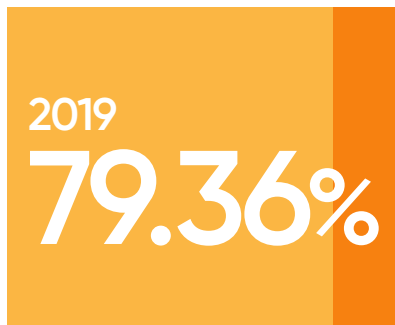


EMPLOYEE AND PARTNER BONUS PAY GAP

BONUS PAY GAP (COMBINED WORKFORCE INC. PARTNERS)

	2019
Mean	79.36%
Median	90.00%

Mean



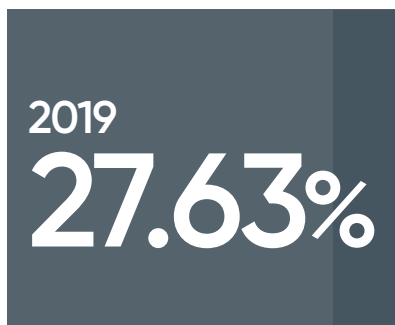
Median



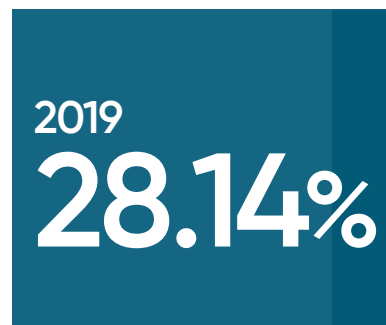
BONUS PAY GAP (PARTNERS ONLY)

	2019
Mean	27.63%
Median	28.14%

Mean



Median



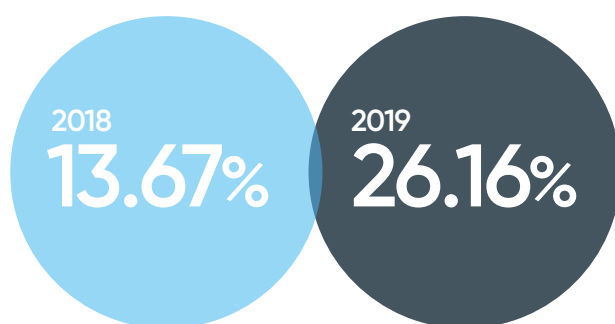
EMPLOYEE ETHNICITY GENDER AND BONUS PAY GAP

The disclosure of ethnicity data is voluntary. Our ethnicity pay gap data has been produced based on the workforce who have disclosed their ethnic origin, equating to 92% of our UK population, an increase from 85% last year.

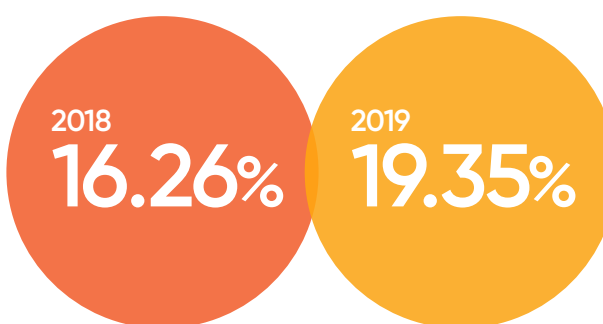
ETHNICITY PAY GAP (EMPLOYEES)

- Currently 15% of our employees identify as BAME (Black, Asian or Minority Ethnic)
- We have seen a material increase in our mean ethnicity pay gap this year. We drilled into our figures in order to understand the factors contributing to this change.
- 56% new hires during the 2019 reporting period were within our lower and lower mid pay quartiles - i.e. a far higher proportion of hires we make are into junior or entry level roles.
- As a result of concerted efforts to increase the diversity of new hires, 27% new hires during the 2019 reporting period identify as BAME and as a consequence, a primary contributor to our increased pay gap is the increase in BAME employees in our lower pay quartiles.

Mean



Median



THE BREAKDOWN OF BAME (BLACK, ASIAN AND MINORITY ETHNIC) AND WHITE EMPLOYEES IN THE PAY QUARTILES IS AS FOLLOWS:

	2018		2019	
QUARTILE	BAME/ NON-WHITE	WHITE	BAME/ NON-WHITE	WHITE
Upper Quartile	10.00%	90.00%	8.46%	91.54%
Upper Middle Quartile	11.89%	88.11%	13.00%	87.00%
Lower Middle Quartile	16.84%	83.16%	19.50%	80.50%
Lower Quartile	15.98%	84.02%	22.39%	77.61%

- We are encouraged that the mean ethnicity bonus gap has decreased significantly this year.
- Those hired during the 2019 reporting period were not eligible for the one-off award paid to those employed at legacy Berwin Leighton Paisner before the combination following the sale of our Lawyers on Demand (LOD) business. This is a key contributing factor in the difference between the percentage of BAME and white colleagues receiving a bonus.

ETHNICITY BONUS PAY GAP (EMPLOYEES)

2018

27.08%

2019

0.00%

Median

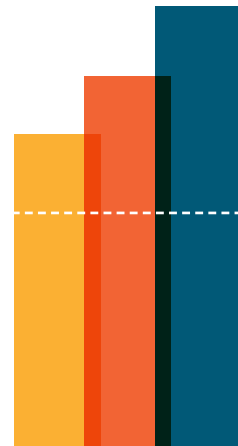
2018

58.08%

2019

32.35%

Mean



PROPORTIONS RECEIVING BONUS*



2019

66.93%

BAME/Non-White

2019

85.48%

White



*Not included in our 2018 pay gap report

EMPLOYEE AND PARTNER ETHNICITY PAY GAP

ETHNICITY PAY GAP (COMBINED WORKFORCE INC. PARTNERS)*

2019

18.85%

Mean

2019

34.55%

Median

ETHNICITY PAY GAP (PARTNERS ONLY)*

2019

-21.25%

Mean

2019

-10.99%

Median

- A negative pay gap indicates a pay gap in favour of BAME employees or BAME partners
- On the 2019 pay gap reporting date, 9.5% BCLP partners identified as BAME

ETHNICITY BONUS PAY GAP

ETHNICITY BONUS PAY GAP (COMBINED WORKFORCE INC. PARTNERS)*

2019

-5.12%

Mean

2019

0%

Median

BONUS PAY GAP (PARTNERS ONLY)*

2019

-26.12%

Mean

2019

-15.32%

Median

*Not included in our 2018 pay gap report

DIVERSITY – A STRATEGIC PRIORITY

DIVERSITY – A STRATEGIC PRIORITY

BCLP has a track-record of leading from the front and taking a strong, visible and authentic stance on inclusion and diversity. A commitment to diversity was part of the fabric of both legacy firms and our combination has served as an opportunity to position inclusion and diversity at the heart of who we are and how we do things a firm. This is reflected in the firm's Core Values. We strive to treat our people as we would our best clients and we bring inclusion and diversity to every aspect of our work and culture.

Our commitments of course include a strong focus on increasing the diversity of our partnership. In our most recent firmwide partner promotion round, almost 60% those promoted were women. We recognise however that we must do more to retain and support the development of talented senior women. This is particularly so for our partner population, where we have seen a disproportionate number of women leaving our London office in the last 18 months.

Listening to the views, needs and ideas of our people is a key component of our approach to Inclusion & Diversity. Without a genuine understanding of the challenges faced by women within the firm, our actions and steps are unlikely to achieve the change we want to see. Our Gender Representation Group has provided a platform for those at all levels of seniority and has created a space where new and innovative solutions are born. This includes:

- **Amplifying the voices of women at BCLP:** Inspired by two BCLP Senior Associates, in March 2020 we were delighted to launch Amplify – a personal impact

programme delivered in partnership with Ginger Public Speaking. Amplify is an intensive, 6 month development programme which will increase the visibility and profile of women within BCLP. The programme culminates in a speaker showcase event at the end of 2020.

- **Increasing transparency:** Partner 101 is a series aimed at those who aspire to partnership at BCLP, or those who are curious. The series was initially introduced in order to provide an in-depth overview of the BCLP partner promotion process, including timeframes, business case requirements and the stakeholders involved – in essence, acting as a “playing field leveller”, ensuring all our people have access to critical information and support in the promotion process. Subsequent sessions will focus on partner remuneration, partner performance criteria and alternative career paths.
- **Process improvements:** Through discussions with our Gender Representation group and via roundtable discussions with women at different levels within the firm, we identified the need to review how we manage and support those taking extended leave, particularly maternity leave. As a result of this review, we have introduced enhanced coaching for all lawyers taking a period of 3 months leave or more, which includes mandatory coaching for their line manager; introduced a Parental Leave Toolkit and introduced a new “reintegration” approach in order to ensure all returning from leave have a consistent and positive experience.

KEY CONTACTS

If you have any queries about the contents of this report, please do not hesitate to contact us.



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While we are proud of the progress we have made to date, we are not where we want to be. To drive our approach to diversity further forward, in 2019, BCLP appointed a Global Inclusion & Diversity Board (GIDB), comprising 12 partners and leaders representing all four corners of the globe. The GIDB is responsible for driving the strategic direction of diversity across BCLP, focusing on four key areas: **Recruiting Diverse Talent; Talent Development & Retention; Culture and Leadership Accountability.**

Our UK partnership is one of the most ethnically diverse of any major City firm, with 12.4% partners (as Feb 2020) identifying as BAME. However, BAME lawyers, and black lawyers specifically, are underrepresented in the legal profession. We are not reflective of society, or of the clients we represent.

- **Race for Change:** To go some way to addressing this, BCLP initiated Race for Change in 2015, a programme which provides career insights and skills development to black aspiring lawyers. Race for Change has become one of BCLP's most successful recruiting events. In our 2019 hiring round Race for Change participants accounted for 12.5% vacation scheme hires and 13% training contract hires.
- **UK entry level hiring review:** We recently conducted a full review of our approach to trainee solicitor recruitment, specifically tracking the success of diverse applicants at each stage in our hiring process. Our analysis found a disproportionate number of black applicants and Non-Russell Group candidates failed to achieve the required threshold in the firm's verbal reasoning test. As further analysis

demonstrated no link between test scores and performance in role, we removed the pass mark, in essence removing an unnecessary barrier to entry.

- **Contextual Recruitment:** BCLP is an early adopter of Rare Recruitment's Contextual Recruitment System. Rare's system flags indicators of socio-economic disadvantage, and provides a Performance Index (a measure of outperformance which helps high performing candidates from poor performing schools to stand out, regardless of their true grades). Having evaluated our use of contextual recruitment, we have introduced an enhanced scoring approach, which has helped us to take Performance Index into account during screening decisions, broadening the diversity of those considered for interview and assessment centre attendance.

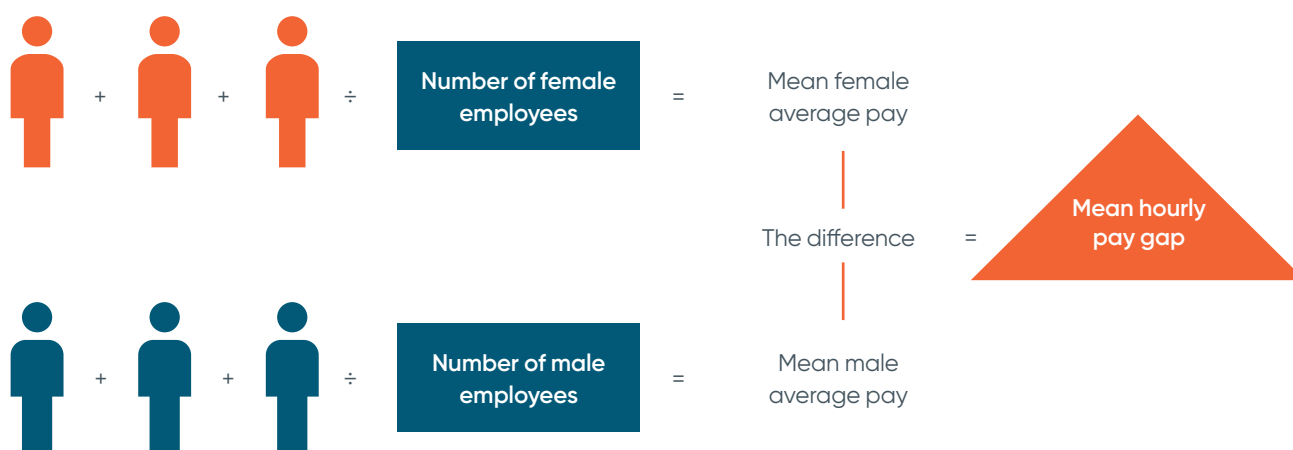
These efforts have contributed to a significant increase in the proportion of hires identifying as BAME. We hope that over time, these changes will change the shape of our firm.

- **Innovative solutions to drive diversity:** In a bid to encourage new and innovative solutions to longstanding diversity challenges, BCLP is proud to have worked alongside the Global Legal Hackathon organisers to introduce an Inclusivity Challenge. Those participating in the 2020 Global Legal Hackathon will be encouraged to develop new and innovative solutions to increase diversity within the legal profession. The winners of the Inclusivity Challenge will have an opportunity to present their idea to an audience of legal industry leaders at an event taking place at BCLP later in the year.

HOW THE GENDER PAY GAP IS CALCULATED

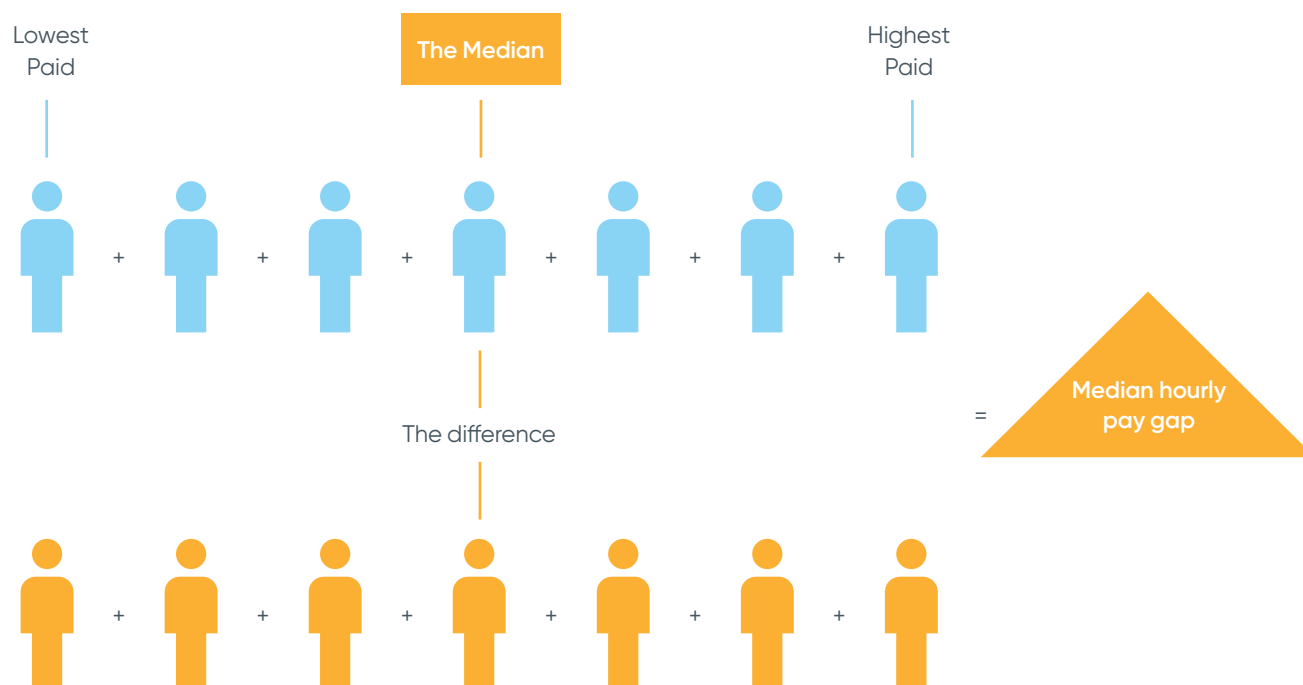
CALCULATING THE MEAN (AVERAGE) GENDER PAY GAP:

The mean gender pay gap is the difference in the average hourly pay (including bonus) for women compared to men, within an organisation.



CALCULATING THE MEDIAN (MIDDLE) GENDER PAY GAP:

The median gender pay gap represents the middle point of a population. If you separately line up all the women in an organisation and all the men in order of salary, the median gap is the difference between the hourly pay rate for the middle women compared to that of the middle man.





GETTING IN TOUCH

When you need a practical legal solution for your next business opportunity or challenge, please get in touch.

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