

Burges Salmon Gender and Ethnicity Pay Gap Report 2021



2021 was a significant year for Burges Salmon from a diversity and inclusion perspective. Against the backdrop of the pandemic we were recognised as a Times Top 50 Employer for Women, reflecting the structural work we have been delivering through our Gender Task Force and Gender Action Plan to ensure equal opportunities for careers and progression at the firm. We worked with other businesses to establish the Bristol Future Talent Partnership delivering dedicated work experience and career guidance for black and minority ethnic students in the region. 98% stated in our People survey that we have an open and inclusive culture.

Within this context we are publishing our 2021 gender and ethnicity pay gap report. Our mean gender pay gap is 19% and our mean ethnicity pay gap is 8%. Both of these figures reflect that structurally a larger proportion of women and ethnic minorities work in lower paid roles within the firm, for example our administrative and client support roles. However we ensure everyone at the firm gets equal pay for performing the same roles, regardless of gender, ethnicity or any other characteristic. We are tackling our pay gaps by providing development opportunities for those in lower paid roles and of the 95 people promoted across business professional and administrative roles in 2021 59% were women.

Whilst we are happy with our progress in working to close our pay gaps we recognise there is much more work to be done. Our strategic purpose as a firm is to be an inclusive and sustainable place to work and the drive behind this from our leadership and our people will ensure we continue to improve. Reporting progress through our [D&I data report](#), [responsible business report](#) and this pay report gives us important mechanisms through which we can provide transparency and accountability against our purpose.

Chris Seaton

Senior Partner and Chair of the Gender Taskforce Group

Robert Halton

Chief People Officer

Firm statistics 2021

Times Top 50 employer for women 2021



60% female partner promotions

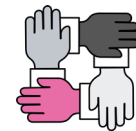
57% female directors and senior associates



22% female partners



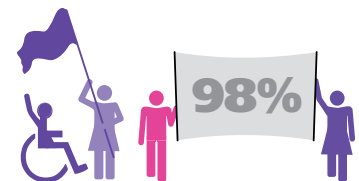
50% female business services chiefs



Race Fairness Commitment signatory

8% black, Asian or minority ethnic

20% of our trainees and apprentices black, Asian or minority ethnic



98% of our people state this is an open and inclusive place to work

Top 2% of businesses who have achieved Investors in People Platinum

INVESTORS IN PEOPLE®
We invest in people Platinum

Pay gaps explained

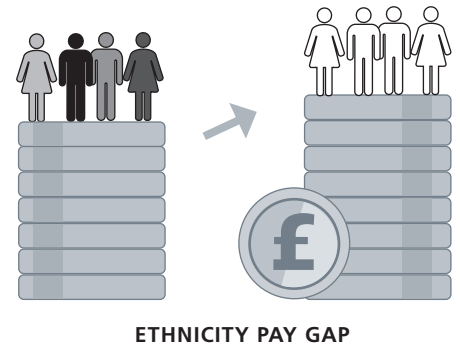
Gender pay gap: The gender pay gap measures the difference in the average hourly wage between all men and women within an organisation. If women do more of the lower paid jobs within an organisation than men, the gender pay gap tends to be bigger.

The gender pay gap is not the same as equal pay, which focuses on women and men being paid the same for doing equal work. Unequal pay is unlawful and we are committed to equal pay for men and women in the same roles.



Ethnicity pay gap: The ethnicity pay gap measures the difference in the average hourly wage between black, Asian and minority ethnic (BAME) employees compared to white employees within an organisation. If BAME employees do more of the lower paid jobs within an organisation than white employees, the ethnicity pay gap tends to be bigger.

The ethnicity pay gap is not the same as equal pay, which focuses on all ethnicities being paid the same for doing equal work. Unequal pay is unlawful and we ensure equal pay for all ethnicities in the same roles.



Organisations are required to report their:

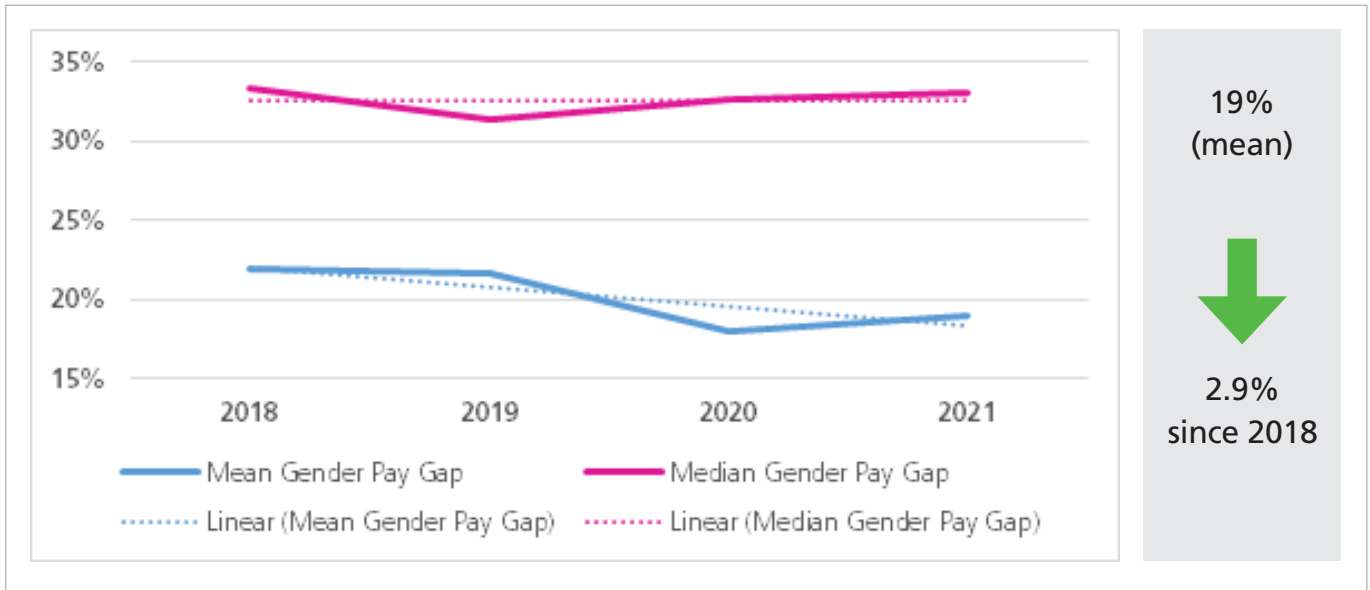
- mean and median gender pay gap
- mean and median bonus gender pay gap
- proportion of men and women receiving a bonus
- distribution of men and women across the organisation divided into four quartiles from lowest to highest pay.

We voluntarily publish the following data, and have done so since 2018, as we feel it is important to be transparent in order to build a more diverse workforce:

- mean and median ethnicity pay gap
- mean and median bonus ethnicity pay gap
- mean and median partner remuneration gap
- mean and median combined partner and employee pay / remuneration gap.

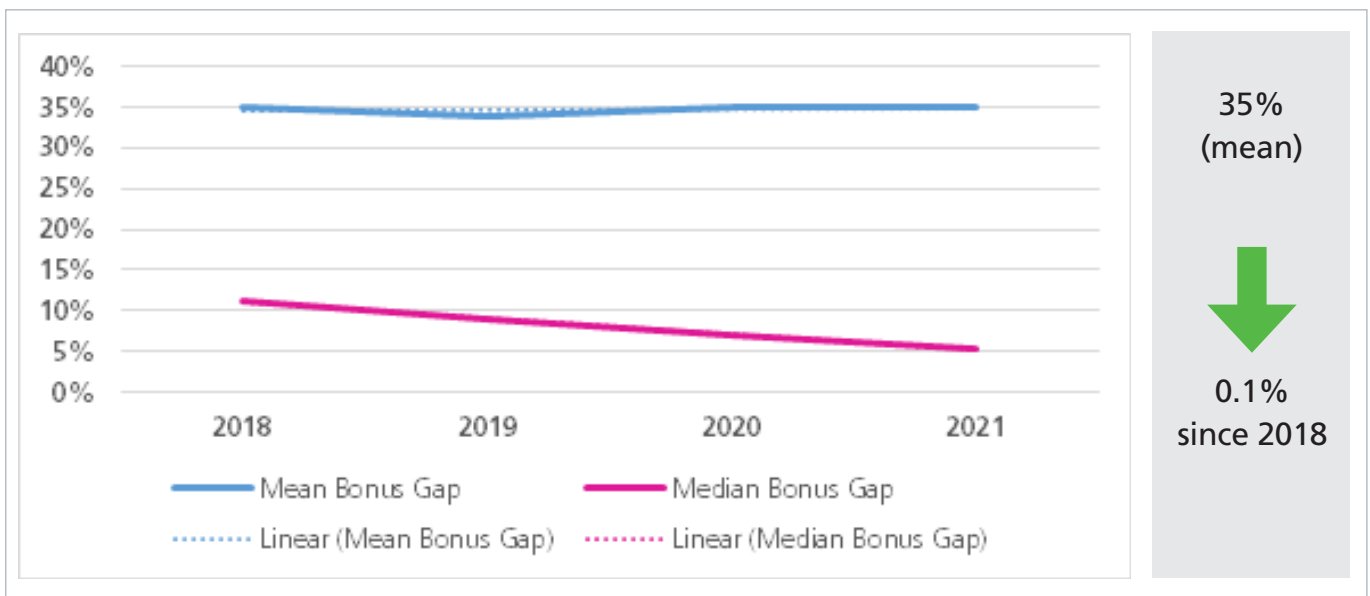
Pay gap reporting

Employee gender pay gap



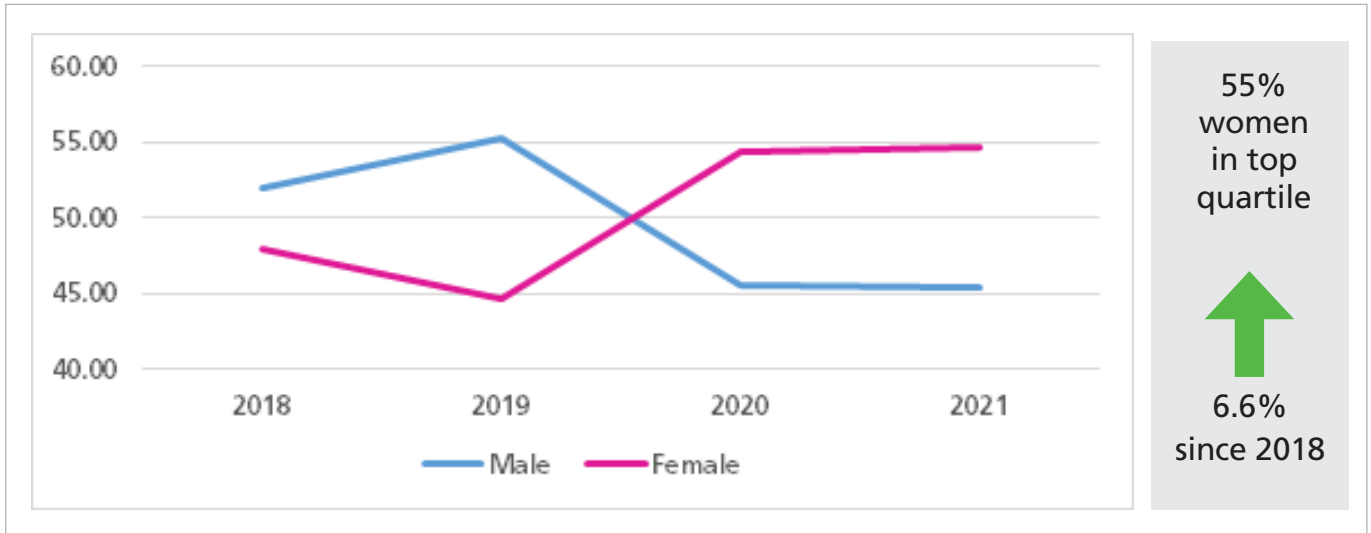
We have a 19% mean gender pay gap. Our gender pay gap exists because of the larger proportion of women in our lower pay quartiles, for example in our client support and administrative roles. These roles are competitively paid compared to the market and we ensure equal pay for men and women in the same roles, however because they are predominantly filled by women this affects the average pay and bonus figures for women at the firm overall and produces the gender pay gap. Business professional roles are advertised internally and we encourage our people to apply for these roles to facilitate upward progression. In 2021 we promoted a total of 95 employees across business professional and administrative roles, 59% of whom were women. We have a comprehensive training curriculum in place for business professional roles to help individuals build their skillsets, develop their careers and earning potential.

Employee bonus gap



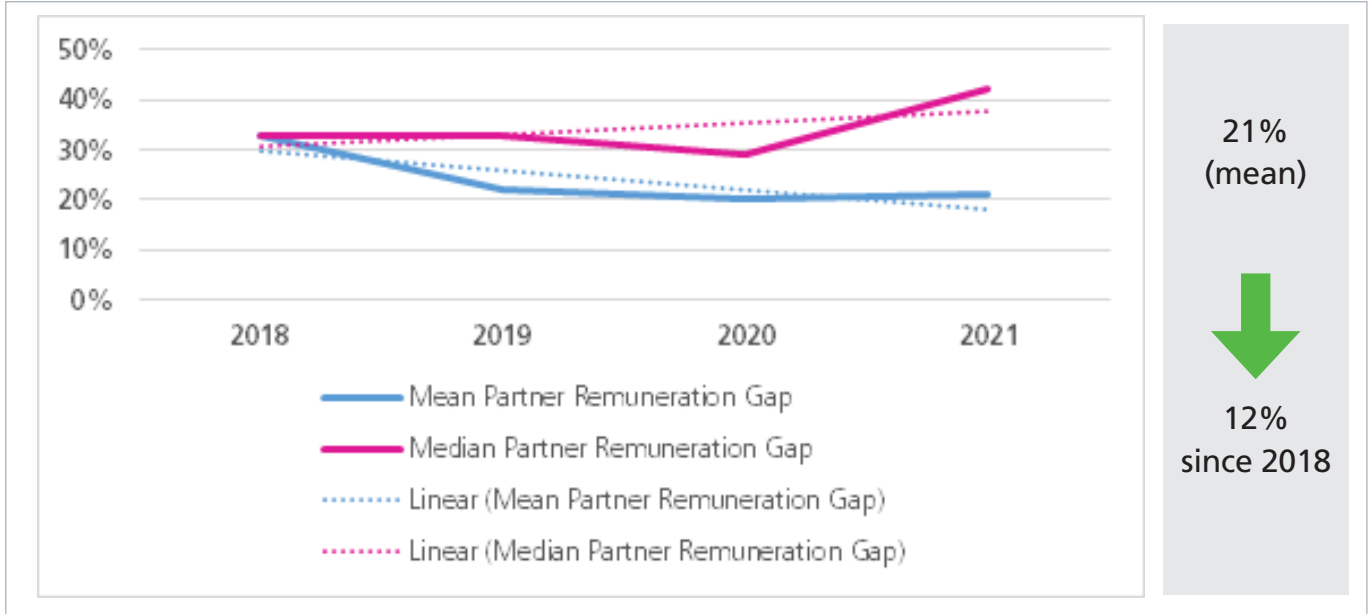
See above.

Proportion of men and women in the top quartile of the pay structure



55% of people in our top pay quartile are women. This is reflective of the fact that 57% of our directors and senior associates are women, as are 50% of our business services chiefs. Following direct feedback from our people through our gender balance research we have focused on strengthening the mechanisms that facilitate equal opportunities for career progression. These include the introduction of our new hybrid working model, promoting career development planning plus further support and coaching for those taking and returning from parental leave. The 6% uplift in women in our top pay quartile in 2021 reflects the success of these and other initiatives. We will continue in our efforts to readdress the gender balance within the bottom quartile of our pay structure.

Partner remuneration gap



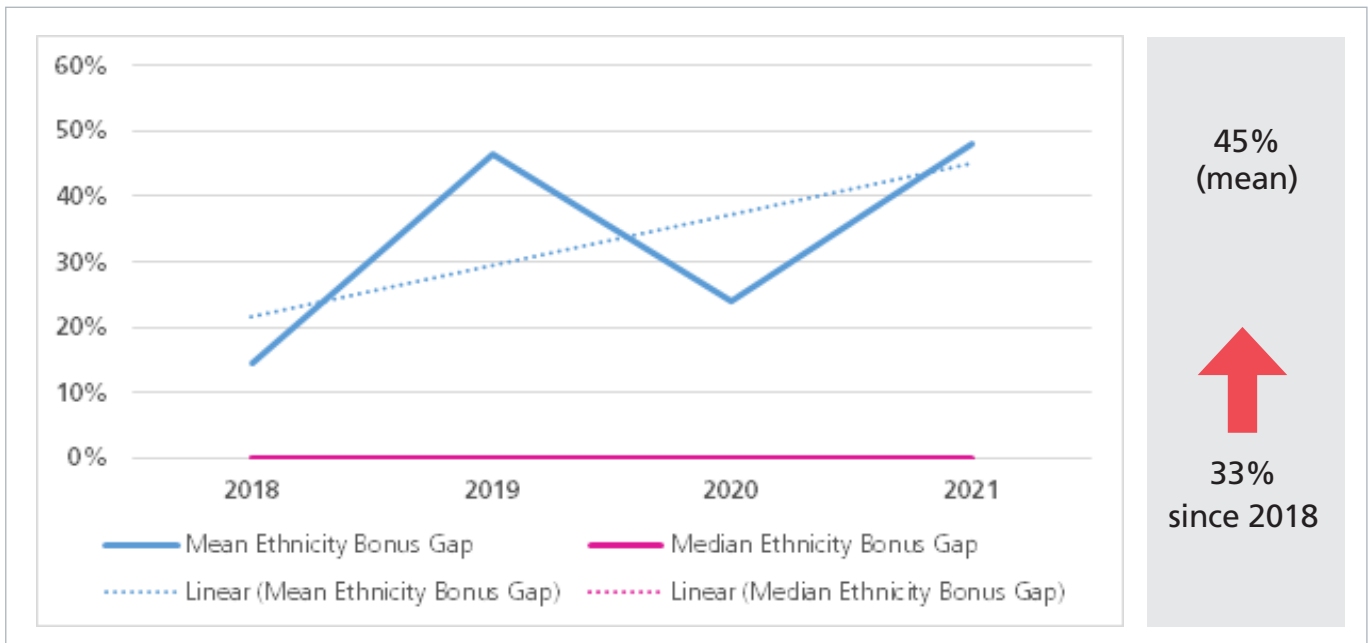
We do not have salaried partners at the firm. All of our partners are owners of our business and we operate a lockstep model which means that partners’ remuneration is determined by the profits of the firm, which are distributed equally based on lockstep stage. We have a mean partner remuneration gap of 21%. This exists because our partnership is 22% women (up from 17% in 2018) and so there are currently more men at the later lockstep stages. We are pleased that our mean figure has reduced by 12% since 2018 and this represents the progression of an increasing number of female partners through the lockstep. There is no partner bonus gap because partners do not receive a bonus.

Ethnicity pay gap



8% of our people are ethnically diverse. With such small numbers, minor changes in our population result in large fluctuations in our ethnicity pay gap figures year on year. In 2021 we changed the way we recorded diversity data and this gave us more comprehensive picture of our population. This has affected the pay gap statistics due to the increased accuracy of the new data. Our mean ethnicity pay gap is 8%. Our ambition is to close this gap and we have put in place programmes such as blind and rare contextual recruitment to support this. Our aim is to attract more ethnically diverse people into the firm.

Ethnicity bonus gap



We have a mean ethnicity bonus gap of 48%. 20% of our ethnically diverse population within the firm are trainees or apprentices. Trainees and apprentices do not receive performance bonuses and this has a significant impact on the ethnicity bonus gap when calculated.

2021 Data

Employee gender pay gap

	2021	2020	2019	2018	+/- change 2021/20
Mean Gender Pay Gap	19.0%	17.9%	21.6%	21.9%	+1.1%
Median Gender Pay Gap	33.0%	32.6%	31.3%	33.3%	+0.4%

Proportion of men and women in each quartile of the pay structure

	Q1 (Lower)		Q2 (Lower middle)		Q3 (Upper middle)		Q4 (Upper)	
	Male	Female	Male	Female	Male	Female	Male	Female
2018	23.40	76.60	26.00	74.00	38.00	62.00	52.00	48.00
2019	26.14	73.86	24.84	75.16	41.18	58.82	55.26	44.74
2020	22.81	77.19	26.74	73.26	40.12	59.88	45.61	54.39
2021	22.71	78.29	28.00	72.00	38.51	61.49	45.40	54.60
% change 2021/20	-0.10	+1.10	+1.26	-1.26	-1.61	+1.61	-0.21	+0.21

Employee bonus gap

	2021	2020	2019	2018	+/- change 2021/20
Mean Bonus Gap	35.0%	35.0%	34.0%	35.1%	-0.0%
Median Bonus Gap	5.3%	7.1%	8.9%	11.2%	-1.8%

Proportion of men and women receiving a bonus

(2020 figures shown in brackets)

Men	Women
86% (84%)	90% (82%)

Partner remuneration gap

	2021	2020	2019	2018	+/- change 2021/20
Mean Partner Remuneration Gap	21.4%	20.0%	22.0%	33.0%	+1.4%
Median Partner Remuneration Gap	41.9%	29.0%	33.0%	33.0%	+12.9%

Combined partner and employee pay / remuneration gap

	2021	2020	2019	2018	+/- change 2021/20
Mean Combined Pay/Remuneration Gap	62.6%	60.0%	61.0%	63.0%	-2.6%
Median Combined Pay/Remuneration Gap	39.9%	44.1%	47.0%	47.0%	-4.2%

Ethnicity pay gap

	2021	2020	2019	2018	+/- change 2021/20
Mean Ethnicity Pay Gap	7.6%	-7.0%	3.2%	6.6%	14.6%
Median Ethnicity Pay Gap	15.7%	-7.9%	10.4%	9.6%	23.6%

Ethnicity bonus gap

	2021	2020	2019	2018	+/- change 2021/20
Mean Ethnicity Bonus Gap	48.1%	24.0%	46.3%	14.5%	24.1%
Median Ethnicity Bonus Gap	0%	0%	0%	0%	0%

Addressing our pay gaps

Fostering diversity and an authentically inclusive culture is fundamental to our purpose as a firm. We have a comprehensive Diversity and Inclusion Plan 2021-26 which sets out our ambition, objectives and how we will measure our progress against gender and ethnic diversity. Practical steps we took in 2021 to address our gender and ethnicity pay gaps included:

Gender

- Our **Gender Action Plan** was developed and implemented based on extensive external research and internal consultation. It consists of timed and measured actions across areas such as accountability, culture and behaviours, support, development and visibility. We continue to implement changes such as including gender balance responsibility in management performance objectives, positioning hybrid working as the new normal and creating a gender focused development programme. Our **Gender Taskforce** regularly meet to discuss progress at a firm and departmental level. We will repeat the internal research process in 2022 to measure our progress.
- In the past four years 60% of our partner **promotions** were female. Our senior management monitors our talent pipeline with a gender lens to improve gender parity in future promotions. We have expanded our **Career Focus Training** to improve transparency of career development opportunities for our people at all levels, introduced specific career development reviews and equipping people with the necessary skills and knowledge to take ownership of their career.
- Throughout the year our people-led **gender balance network** BBalanced hosted events highlighting role models and experiences around key topics such as career progression and approaches to parental leave. In late 2021 they hosted **Career Focus Group** sessions to allow anyone within the firm to openly discuss career progression and any perceived barriers. The information will provide guidance both BBalanced and the Gender Taskforce in the delivery of fresh action.
- We have improved support for our **working parents and carers** including coaching, establishing a parents and carers network and providing training for Partners on how to support members of their team who are parents. Through the coaching in 2020/21 there was a 31% increase in parents feeling equipped to manage their ongoing career as they balance work and family and a 60% increase in having confidence in how to approach this area. We have implemented a new family leave support framework to ensure our people receive the support they need before, during and after family leave. The framework includes improved communications, manager training, group and individual coaching sessions to help people return to work with confidence.
- We are founder signatories of the **Women in Business Charter** which calls for businesses to commit to promoting gender equality in the workplace through seven goals, including promoting flexible and part-time working, increasing the number of women at senior levels and progression of lower paid and lower skilled female employees. We recently signed the **Menopause Workplace Pledge** to demonstrate our commitment to positive action in the firm around the menopause and actively supporting our people.
- We partner with the **Women's Work Lab**, a community organisation that supports unemployed mums, aged 25+ and receiving benefits, to become work ready. The mums face challenges including domestic abuse, lone parenting and children with Special Educational Needs. We provide funding to WWL and have hosted work placements for mums in each year's Bristol cohort since 2020 to prove meaningful work experience.
- We worked with **Investors in People** to independently assess our people processes including through a diversity, equality and inclusion lens. We received a **Platinum** accreditation and were ranked in the top 10 of all platinum accreditations for the year. The assessors mentioned in particular our approach to equality stating that *"The BBalanced network group is leading on this agenda and hosts great networking events to raise awareness within the firm such as the recent focus on the effects of Menopause in the workplace. You have clear D&I action plans with targets and measurements to track your success and improvements."*



Ethnicity

- We are signatories of the **Race at Work Charter** and the **Race Fairness Commitment** illustrating our commitment to recruiting and developing ethnically diverse talent. These frameworks have supported the development of a BAME Action Plan currently being delivered within the firm.
- We launched a **reverse mentoring scheme**, supported by our people-led ethnic diversity network BCultured, to share ethnic minority experiences with senior management. Reverse mentoring allows us to understand how we can amend processes and policies to ensure everyone feels welcome and comfortable to be themselves at work. This work links into the development of the firm's BAME Action Plan, along with our Senior Partner Chris Seaton being appointed as our **Executive Sponsor for race**.
- We utilise a **Rare Contextual Recruitment System** for graduate and apprentice recruitment. This allows us to consider applicants' achievements in the context in which those achievements were gained, taking into consideration several socioeconomic factors including postcode, quality of education, and eligibility for free school meals.
- We joined other local businesses and employers to form the **Bristol Future Talent Partnership**. The Partnership drives equal opportunities for careers in the region, through increased access to work experience and jobs particularly for black and minority ethnic students. As part of our commitment to the Partnership, we have introduced an additional week's work experience for black and minority ethnic students primarily aged 14-18, to give them a rich experience across the legal and business professional side of the firm. This was successfully delivered for the first time in the 2021 October half-term.
- We were awarded the Outstanding Contribution to Diversity award by Bristol's Council for our role in supporting the '**Stepping Up**' diversity leadership programme. We support Stepping Up by providing mentors, event spaces and resources for the programme as well as our Chief People Officer chairing the programme's advisory board.
- We have supported a number of black, Asian and minority ethnic student initiatives including, the **Black Young Professional Network**, the **West of England Black Interns Project** and **10,000 Black Interns**, amongst others.
- Our talent pipeline is increasingly diverse with 20% of our apprentice and trainee cohort and 16% of our solicitors identifying as black, asian or minority ethnic. Since 2019 we have implemented a **blind recruitment policy** supporting our commitment to ensuring that our recruitment processes are fair and inclusive.

Our targets and measures

To continue to make meaningful progress in broadening representation we have set a number of targets to 2026. These have been agreed at the highest level of our business and, as importantly, our people-led groups were consulted to ensure they are appropriate and stretching.

To measure our performance against these targets we will utilise our annual D&I data reporting, our biennial people sentiment survey and a key performance indicators published through the diversity and inclusion section of our annual responsible business report.

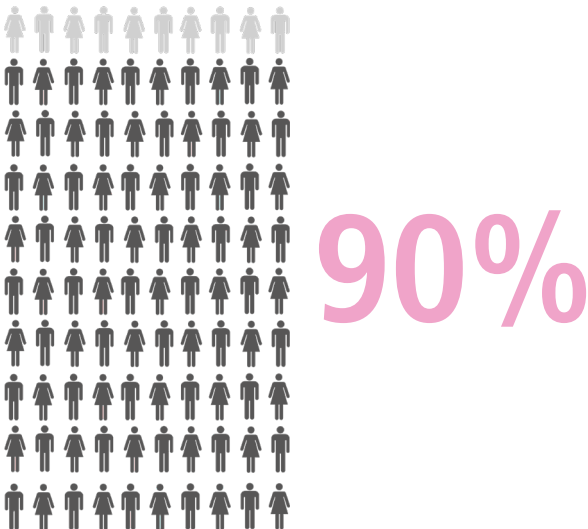
At least 50% of new partner promotions will be female over the five year period to 2026, with at least 33% female partners by 2026



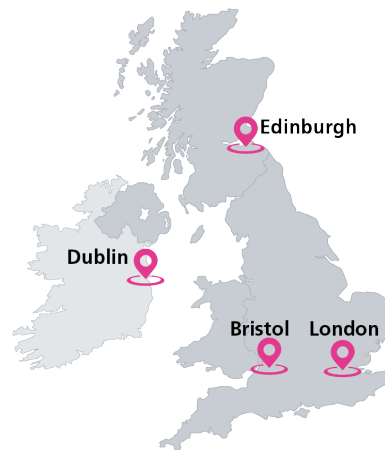
At least 90% of our people will consider we have an open and inclusive culture, as measured through our People survey biennially to 2026



At least 90% of our people will consider they can be themselves at work, as measured through our People survey to 2026



By 2026 to significantly improve BAME representation at all levels of our firm, to reflect the working populations of the cities in which we are based



More information

To find out more about our diversity and inclusion approach please visit:



[Inclusive workplace web pages](#)



[Power of Inclusion video](#)



[Burges Salmon diversity blog](#)

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