



Gender Pay Gap Report 2022

Introduction

Equality, diversity and inclusion are integral to business strategy at BLM. We believe that diversity is the cornerstone of innovation and sustainable growth and we continue in our commitment to developing a culture of equality within our firm. We have a responsibility to our colleagues, our clients and customers and the communities in which we operate to set high standards, to report honestly and to maintain our authenticity.

BLM is constantly evolving their approach to equality, diversity and inclusion, and that means listening to voices from across the business, improving our data capture, refining our policies and partnerships and taking action to create change.

We recognise that some of the differences in our gender pay gap may be the result of legacy approaches and we are actively taking steps to reduce any discrepancy, working with our colleagues to eliminate these over the longer term.

We continue to encourage both agile and flexible working opportunities and promote our family-friendly policies which support our employees nationally to create a good work-life balance, as well as help to shape an open culture across BLM. This applies to all our people, irrespective of gender.



Vivienne Williams
Managing Partner



Liz Partington
Director of People

What is the Gender pay Gap and how is it calculated?

Understanding the Gender Pay Gap

A gender pay gap is a measure of the difference in the average pay of men and women across an entire organisation. It does not take into account the nature of an employee's work or their seniority within the organisation. It highlights the different number of men and women across all roles. It is different from an equal pay comparison, which involves a direct comparison of the pay awarded to a male and female employee doing the same, similar or equivalent work.

What is the difference between the mean and median figures?

Our calculations are based on pay data for more than 1,200 employees across the firm as at 5 April 2021, as required in accordance with the gender pay gap reporting regulations.

Median pay gap: To calculate the median pay gap we hypothetically line up all our male employees in one line and our female employees in another line in order of lowest hourly pay to highest. The median gender pay gap is the difference in pay between the female employee in the middle of their line and the male employee in the middle of their line.

Mean pay gap: The mean pay gap shows the difference in the hourly rate of pay between male and female employees within our firm.

Bonus pay: In the preceding 12 month period to April 2021 BLM did not award any bonuses due to the uncertainty created by the global pandemic. Accordingly, we are not reporting any figures for this period.

Pay quartiles: This report also includes details of the percentage of male and female employees according to quartile pay bands.

Key reporting figures (April 2021)

Both our mean and median pay gaps have increased from 2020 figures, by 5.9% and 8.8% respectively. Whilst this is disappointing, the narrative in this report is designed to explain this trend in the context of our wider business operations. Our overall median figures have improved overall since reporting began in 2018 with an improvement of -5.9% on 2017-2021 snapshot data. Our mean figures have increased by 2.4% for the same period.

Our mean gender pay gap is higher than the 2021 UK average* but is 1.2% lower than the 2020 legal sector average* (reported prior to the pandemic) which we believe to be a result of our continued commitment to tangible actions designed to minimise the gap over time.

*Source ONS 2020 and 2021

GENDER PAY GAP

Mean: 20.8% Median 16.5%

QUARTILES (figures to be formatted by designer – graphs for illustrative purposes)

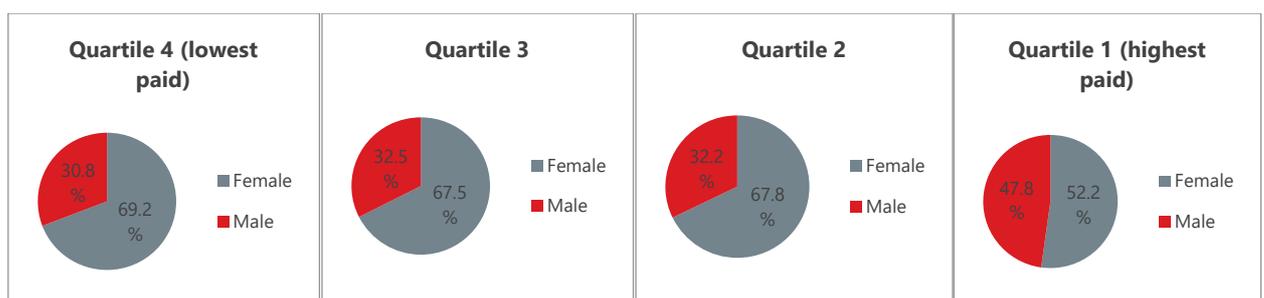
The primary illustration of the effectiveness of the improvement in pay practice, recruitment, and career progression at BLM is the significant increase in the female representation within the highest reporting pay grouping (quartile 1).

Quartile 1 (highest paid): 52.2% Female 47.8% Male

Quartile 2: 67.8% Female 32.2% Male

Quartile 3: 67.5% Female 32.5% Male

Quartile 4 (lowest paid): 69.2% Female 30.8% Male



Analysing our data (April 2021)

Year on year analysis

Overall Gender Pay Gap

Gender pay gap	Mean	Median
2017	18.4%	22.4%
2018	20.5%	19.9%
2019	21.7%	13.4%
2020	14.9%	7.7%
2021	20.8%	16.5%
Change since 2017	2.4%	-5.9%

Like many organisations, BLM has a disproportionate number of women in administrative roles compared to men which has an impact on our pay gap calculations, and this will take time for the firm to address.

The primary reason for the year-on-year change in both our mean and median gender pay gap was the impact of a series of business change programmes that were directly related to the global pandemic.

Gender Bonus Pay Gap 2018 – 2020

Bonus payments were not issued by BLM in the reporting year.

Gender Pay Gap by Quartile

	2018	2019	2020	2021
GPG Q1	10.9%	18.2%	13.4%	15.8%
GPG Q2	0.8%	-0.1%	1.4%	-2.2%
GPG Q3	1.2%	1%	0.3%	3%
GPG Q4	-7.4%	-1.9%	-3%	-3.2%

We are pleased that the gender pay gap profile across the firm's pay quartiles continues to improve overall; however, we recognise the need to further redouble our efforts to improve pay consistency across the Upper Pay Quartile (Q1) which shows an average pay gap of 15.8% (a change of 2.4% since 2020 data).

Our actions for 2021-2022

Our understanding of our gender pay gap data is critical to developing the action plan that will assist us in closing this gap over time. We are committed to building on the actions established in 2018 and developing them in line with business needs to ensure equality, diversity and inclusion are embedded across the firm.

These include our commitments to pay the 'real living wage' for all of our colleagues, to provide relevant learning and development, to ensure fair work allocation and encourage career progression for everyone regardless of their current role or gender.

- In 2018 we introduced a set of pay bands across roles within our firm, with the intention of providing a clear and robust pay framework that achieves fairness and promotes equality. As part of our commitment to continuous improvement we can confirm that an enhanced Pay & Grading model is in development and forms part of our Total Reward Strategy for the future.
- We have invested in our Senior Leadership Development Programme to develop our future leaders. As in 2020, our 2021 programme enrolled more female than male employees, highlighting our commitment to support our people to progress.
- We remain committed to developing, maintaining and supporting a culture of equality, diversity and inclusion for our workforce. We are proud to be ranked as one of the UK's Top 50 Inclusive Employers for the 4th year running. Our EDI steering committee and corresponding networks are well established as well as our Equality, Diversity and Inclusion Strategy and our regular EDI updates.
- Our gender inclusion network allows us hear directly from colleagues and we work across the industry to network and share best practice. Our network lead works closely with our newly appointed Head of CSR and EDI to translate colleagues lived experiences of gendered issues such as baby loss, fertility, domestic abuse and menopause into policies and practices that support wellbeing and inclusion in the workplace
- We are monitoring the disproportionate impact of COVID-19 on women and this will form part of our CSR and EDI strategy development for 2022 – 2023. Following BLM's results and the World Economic Forum report* stating that the pandemic has set gender parity efforts back, globally by more than a generation, we have created a gender pay gap action group to redouble our efforts to minimise this effect for our colleagues.
- Our Emerging Talent team ensures that all recruitment and selection for Trainee Solicitors and Apprentices provides an equal opportunity for all applicants. In 2021 62.5% of trainees are female.
- A large proportion of our workforce work part-time, and we are proud of this approach. We recently joined the ABIs Making Flexible Work campaign and have committed to the charter, making it clear, making it possible, making it happen to support more people into part-time and job share roles.
- With the advent hybrid working, we will continue to ensure that all our people make the most of the flexible working opportunities that are available to support wellbeing and encourage a healthy work life balance. We continue to be a member of Working Families

which gives us access to best practice concerning the adoption of family friendly policies and initiatives and allows us to benchmark against others.

- To communicate our results more clearly internally to colleagues, we have conducted additional analysis into our gender pay data and will publish an internal report as well as working with senior leaders to identify areas where we can continue to improve.
- We continue to improve our recruitment policies in line with best practise and the most impactful actions in closing the gender pay gap. These include:
 - Using an application called "gender decoder" to scan ads to ensure a neutral tone for content.
 - Using skills-based assessment tasks in recruitment and promotions.
 - Encouraging conversations during interviews and avoiding the use of scripted interviews. Interview training for hiring managers is also in the pipeline to train on unconscious bias and techniques to gain a clear understanding of candidates' skills, experience and potential.
 - Ensuring a diverse meeting panel of interviewers for all candidates.
 - Discussing with hiring managers whether the role can be part time, and include on all adverts, in addition to the firm's agile and hybrid working patterns.
 - Ensuring that any agency wishing to work with BLM has the same values and approach to recruitment.

*Source: <https://www.weforum.org/reports/global-gender-gap-report-2021>

For details regarding other long-term initiatives we have at BLM, including our EDI strategy and newsletter, please see our website www.blmlaw.com

We confirm the data reported is accurate and calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) regulations 2017.