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# *GENDER PAY GAP REPORT*

# INTRODUCTION

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*We are committed to developing, maintaining and supporting a culture of equality within our firm. Our aim is to sustain a working, learning and social environment in which our people can achieve their potential and are valued equally.*

We have an important responsibility for setting standards at our firm and ensuring those standards are maintained and promoted within our day to day activities.

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 will 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**



# WHAT IS GENDER PAY GAP AND HOW IS IT CALCULATED?

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## **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 MEDIAN AND MEAN FIGURES?**

Our calculations are based on pay data for more than 1,300 employees across the firm as at 5 April 2019, 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:** The same approach is used to calculate the difference in median and mean bonus pay. The only difference is that rather than calculate this based on a snapshot on a single day, it is based on bonus pay in the preceding 12 month period to April 2019. The percentage of male and female employees awarded a bonus during this time is also recorded.

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

# KEY REPORTING FIGURES (APRIL 2019)

It is encouraging that the percentage of women in our upper quartile has increased this year along with significant improvement to our gender pay gap median, trends we are continuously seeking to maintain and improve. The proportion of both male and female colleagues receiving a bonus has also increased.

Like many other organisations in our industry - and indeed the wider professional services sector - our gender pay gap can be attributed to the following factors:

- More women are employed by BLM at an administrative level than men. Our gap is therefore reflective of a high population of female workers within our lower quartile.
- Whilst we have a higher representation of women than men in the upper quartile, currently less women occupy leadership roles than men. Despite this we have female representation on all of our boards.

GENDER PAY GAP  
MEAN **22%**

**13%** GENDER PAY GAP  
MEDIAN

GENDER BONUS  
GAP MEAN **37%**

**37%** GENDER BONUS  
GAP MEDIAN



**57%**

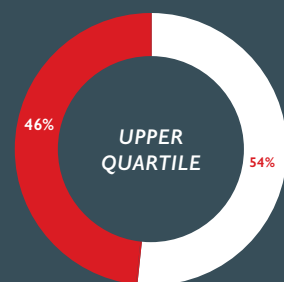
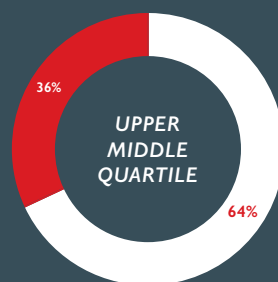
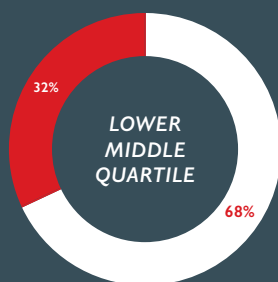
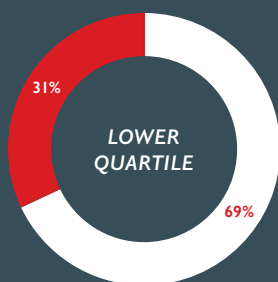
PROPORTION OF MALES  
RECEIVING A BONUS



**65%**

PROPORTION OF FEMALES  
RECEIVING A BONUS

## QUARTILES



FEMALE MALE

Figures are rounded up to the nearest whole number.

# ANALYSING OUR DATA (APRIL 2019)

## YEAR-ON-YEAR ANALYSIS

### OVERALL GENDER PAY GAP

While our Gender Pay Gap Mean has increased slightly, we have seen a significant improvement of our Gender Pay Gap Median which highlights our focus on pay consistency across the Firm and the introduction of a new pay model in the previous reporting year.

<b>GENDER PAY GAP:</b>	<b>MEAN</b>	<b>MEDIAN</b>
<b>5 APRIL 2018</b>	<b>20.5%</b>	<b>19.9%</b>
<b>5 APRIL 2019</b>	<b>21.7%</b>	<b>13.4%</b>
<b>YEAR-ON-YEAR CHANGE</b>	<b>1.2%</b>	<b>-6.5%</b>

### GENDER PAY GAP BY QUARTILE

The Gender Pay Gap across 3 of the 4 reporting quartiles is less than 2% and highlights the progress we have made as a Firm in relation to pay consistency. The Q1 gender pay gap is an area of focus for the Firm over the next 12 months and will be reviewed on a rolling basis.

<b>5 APRIL:</b>	<b>2018</b>	<b>2019</b>
<b>GPG Q1</b>	<b>10.9%</b>	<b>18.2%</b>
<b>GPG Q2</b>	<b>0.8%</b>	<b>-0.1%</b>
<b>GPG Q3</b>	<b>1.2%</b>	<b>1.0%</b>
<b>GPG Q4</b>	<b>-7.4%</b>	<b>-1.9%</b>

### GENDER BONUS PAY GAP

The gender bonus gap at the Firm is primarily a result of the number of female colleagues who work on a part-time basis and the requirement to report bonus awards at their actual value rather than the FTE equivalent. 93% (273 people) from our part-time workers are female, while 7% (20 people) are male.

The Firm is committed to like-for-like bonus equivalence across all roles and grades across.

<b>GENDER BONUS PAY GAP:</b>	<b>MEAN</b>	<b>MEDIAN</b>
<b>5 APRIL 2018</b>	<b>33.0%</b>	<b>29.0%</b>
<b>5 APRIL 2019</b>	<b>36.7%</b>	<b>37.1%</b>

### BONUS PAY RECIPIENTS

Following the introduction of a new pay model and approach in 2018, along with achievement of our defined performance measures, the Firm is pleased to report increased significantly bonus distribution for all colleagues. In future years the Firm will monitor and further improve our bonus model and approach to further embed transparency in our Pay and Reward practices.

<b>5 APRIL:</b>	<b>2018</b>	<b>2019</b>
<b>MALE BONUS RECIPIENTS</b>	<b>48.8%</b>	<b>57.3%</b>
<b>FEMALE BONUS RECIPIENTS</b>	<b>42.6%</b>	<b>65.4%</b>

# OUR ACTIONS

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Our overall aim is to minimise our gender pay gap and continue to provide opportunities for our people to progress and reach their full potential. We are committed to paying the 'real living wage', providing relevant job opportunities, whilst encouraging career progression for everyone regardless of their 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 will revisit Pay Grading within our Reward Strategy in 2020.
- We have invested in our Senior Leadership Development Programme to develop our future leaders. In our 2020 programme we 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. Following the creation of our EDI steering committee in 2018, we have now published our Equality, Diversity and Inclusion Strategy and introduced our quarterly EDI newsletter.
- Our female partners are often recognised as role models to their colleagues and we are proud that three of them were shortlisted for the Women in Insurance Awards 2019.
- Our Emerging Talent team ensures that all recruitment and selection for Trainee Solicitors and Apprentices provides an equal opportunity for all applicants. In our 2019 Trainee intake 62% were female.
- We are proud to support opportunities for flexible working within our firm. A large proportion of our workforce work part-time. We will continue to encourage all our people to 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 the Working Families Organisation which gives us access to best practice concerning the adoption of family friendly policies and initiatives and allows us to benchmark against others.
- STRIDE programme: one female BLM employee every year has been sponsored through the STRIDE programme which has been developed to support women to progress into leadership roles.

For details regarding other long terms initiatives we have at BLM, including our EDI strategy and newsletter, please see our website [www.blmlaw.com](http://www.blmlaw.com)