



TOGETHER



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SHEPHERD AND WEDDERBURN

2020 Gender Pay Gap Report



Gillian Carty

Chair, Shepherd and Wedderburn

I was proud to be elected last year by my fellow partners as Shepherd and Wedderburn's first female Chair. Part of my role as Chair is to sponsor our People Strategy, of which our diversity and inclusion strategy forms an important part.

Shepherd and Wedderburn is committed to fostering a supportive and inclusive culture because we believe our clients, our colleagues and our business are best served by a diverse workforce, with the multiplicity of experiences, ideas and perspectives this brings. Our ambition is to be an employer of choice and a firm that supports the development of all colleagues to fulfil their potential.

Our five, partner-led diversity network groups bring together colleagues from across our offices to implement a variety of initiatives aimed at raising awareness of the challenges that can be faced by colleagues with different protected characteristics and help develop and implement strategies to break down barriers and provide support. Our Gender Focus Group has continued to meet regularly over the last year and to work on projects designed to enhance opportunities for women across the business to maximise their potential. We have been engaging with our clients and with other businesses, in the legal sector and beyond, to identify best practice and share experience in order to drive positive change. Shepherd and Wedderburn led the establishment of The Scottish Legal Inclusion Network to foster those relationships and maximise the impact we can have as a profession.

Emerging Leaders

Shepherd and Wedderburn launched its Emerging Leaders leadership development programme in 2019. The two-year programme, which offers a combination of training and one-to-one coaching for delegates, aims to ensure colleagues at critical stages in their career path are given every opportunity to develop key skills to unlock their promotion potential. Female colleagues accounted for 60% of the first cohort of delegates and, as a result of its success, we have embarked on a second programme in 2021.

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“The Emerging Leaders Programme has been extremely helpful in making the transition to Partner, bringing greater focus to the importance of developing the key skills of leading, influencing and mentoring, and considering how those in senior positions can pass on our experiences to colleagues. By continuing to invest in programmes like this, Shepherd and Wedderburn is developing opportunities for women to take a greater role in the business and further reduce the gender pay gap.”



Lauren Thomson

Partner,
Shepherd and Wedderburn

Over the past year, we have:

- developed and approved a strategic diversity and inclusion action plan to embed diversity and inclusion across all aspects of our business, including recruitment and promotion; training and personal development; culture and policies; communication and engagement and suppliers and partnerships;
- reviewed and enhanced our maternity, shared parental leave and paternity pay provisions;
- undertaken a firm-wide colleague engagement survey focused on Work and Wellness that will inform our approach to flexible and agile working as colleagues return to the office after the COVID-19 pandemic;
- focused on the delivery of the second year of our pilot Emerging Leaders leadership development programme;
- continued to deliver a structured mentoring programme, led by trained internal mentors, to help develop the careers of senior colleagues and maximise their potential;
- continued our reverse mentoring programme for senior leaders and Board members;
- developed and released inclusive communications guidelines for use across the firm; and
- continued to deliver unconscious bias training and inclusive leadership training to all partners, directors and managers.

We continue to progress and build upon the work undertaken in previous years but recognise that more needs to be done.

Mentoring at Shepherd and Wedderburn

Our structured mentoring programme, which is delivered by fully trained internal mentors, supports senior colleagues, who are continuing to develop their careers, to maximise their potential. A number of our senior female colleagues have benefitted from the programme.

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“I applied to participate in the Associate mentoring programme and was paired with a female Partner from another division within the firm. The mentoring programme gave me the opportunity to have an open discussion about my aspirations and concerns around personal development and career progression. My mentor provided a fresh perspective, which has proved invaluable in shaping achievable objectives. The experience has helped me to grow in confidence and encouraged me to step out of my comfort zone.”



Gillian Moore
Associate,
Shepherd and Wedderburn

Having analysed the figures underlying our pay gap, we are confident that we pay all our colleagues fairly, regardless of gender. We believe our gender pay gap is largely due to the high percentage of female colleagues in management and support services roles within the firm and this is likely to be the case across the legal sector.

Turning to our bonus gap, we believe this is exacerbated by two factors: the proportion of women in part-time roles (19%) whose bonus is calculated by reference to their pro-rated salary, and the fact that only 9% of our management and support services colleagues are based in London, where colleagues receive a salary weighting.

We have also undertaken a separate analysis of our Partner Profit Share Data. Here we saw a difference between gross hourly earnings for all male and female Partners of mean 21.5% and median 35.6%. Looking at our

workforce as a whole, including LLP Partner Profit Share Data, the difference between gross hourly earnings for all male and female colleagues was mean 60.7%; median 47.8%.

The process of our gender pay gap reporting has continued to be instructive and is informing current and future initiatives to advance gender equality, increase transparency and further enhance the inclusive culture that underpins our success. We are wholly committed to building on the progress we have achieved.



Gillian Carty

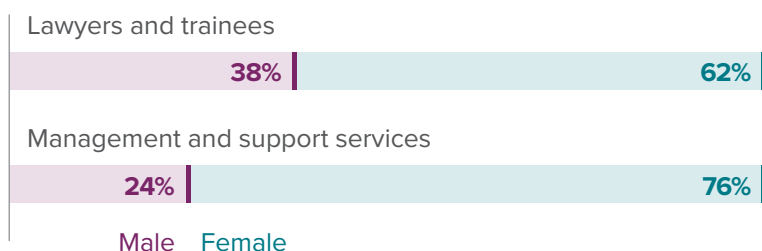
Chair, Shepherd and Wedderburn

I confirm the data reported here is accurate.

STATUTORY REPORTING

On the date this snapshot was taken (5 April 2020), of our 184 lawyers and trainees, 114 were women and 70 were men. Of our 208 management and support service colleagues, there were 158 women and 50 men.

Colleagues

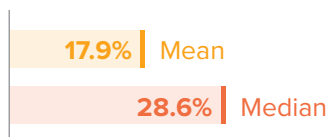


The gender pay gap is calculated in two ways: the mean – the difference between the average of male and female colleagues' hourly pay; and the median – the difference between the midpoints in the ranges of male and female colleagues' hourly pay.

Pay data

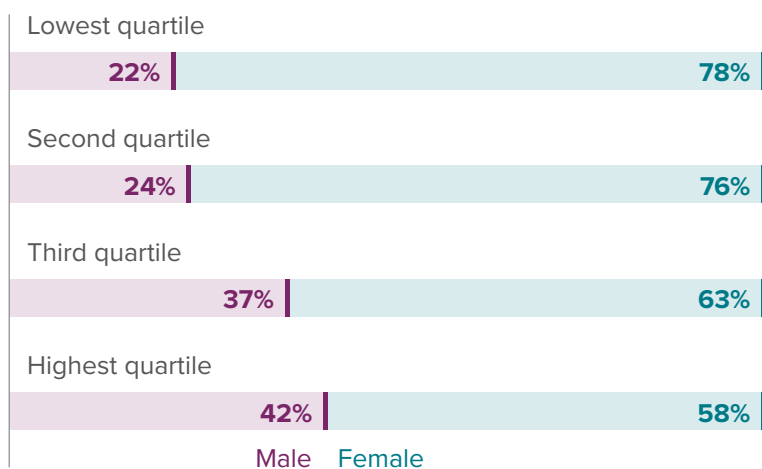
Hourly rate of pay

Difference between gross hourly earnings for all men and all women



Pay quartiles

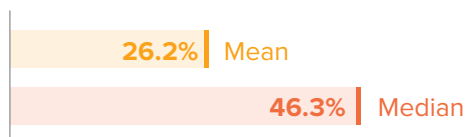
Proportion of men and women in each of the four pay quartiles:



Bonus data

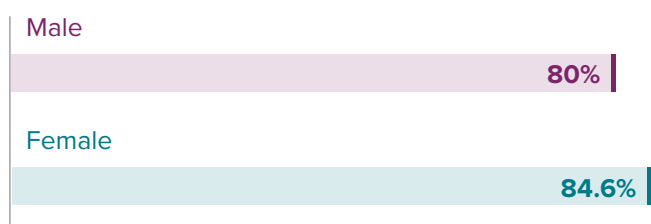
Bonus pay gap

Difference between bonuses paid to men and women



Proportion of staff receiving a bonus

Proportion of male and female colleagues receiving a bonus payment:





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