



SHEPHERD+ WEDDERBURN

SHEPHERD AND WEDDERBURN

# Gender pay gap report 2023

# An introduction from our Chair

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Over the last year we have continued our work on our People Strategy and to deliver on our long-term commitment to foster a supportive and inclusive culture for all colleagues.

We recognise that our success as a firm relies upon our commitment to providing the highest quality legal advice and services to our clients. To achieve this, we believe that our clients, our colleagues and the wider business communities in which we operate, are best served by a diverse workforce with the multiplicity of experiences, ideas and perspectives this brings.

Our commitment to inclusion supports our ambition to be regarded by our colleagues and by prospective recruits as an employer of choice and to be recognised as a firm which supports talent and career development for all.

Our statutory report is set out in Appendix A. To put that report in context we have set out below more information on the progress we have made; on our achievements over the last year and on our ongoing projects. We recognise that achieving diversity and inclusion requires a commitment both at a senior level in our firm and across our whole business. We take this commitment seriously, encouraging all colleagues to engage with our work and participate in a range of events we hold throughout the year. We also report to our Board on our diversity and inclusion work and regularly update our partners and colleagues on the progress we are making.

We recognise that it takes time to address the various structural issues faced by underrepresented groups and we are committed to achieving equitable representation and to continuing to build on the progress we have made. This year we have undertaken detailed workforce data analysis to help us better understand how our gender pay gap is made up and to inform areas of future focus.



A handwritten signature in black ink, which appears to be 'Gillian Carty'.

**Gillian Carty**  
Partnership Chair  
Shepherd and Wedderburn LLP

I confirm the data reported here is accurate.

# Contents

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**Progress and Achievements**

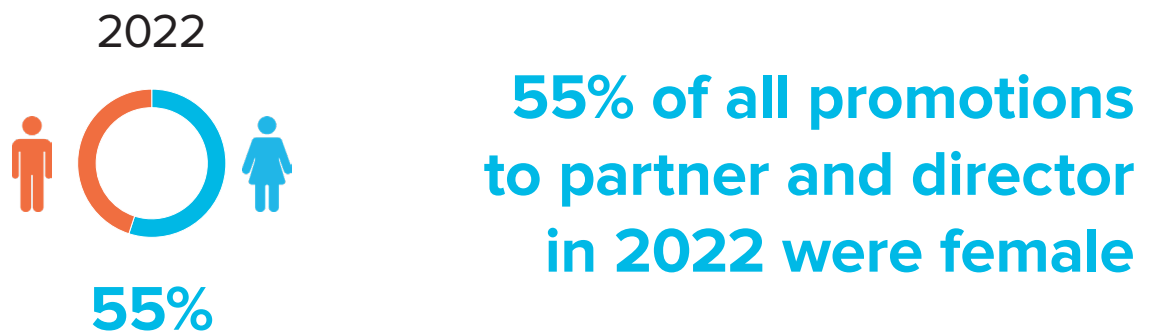
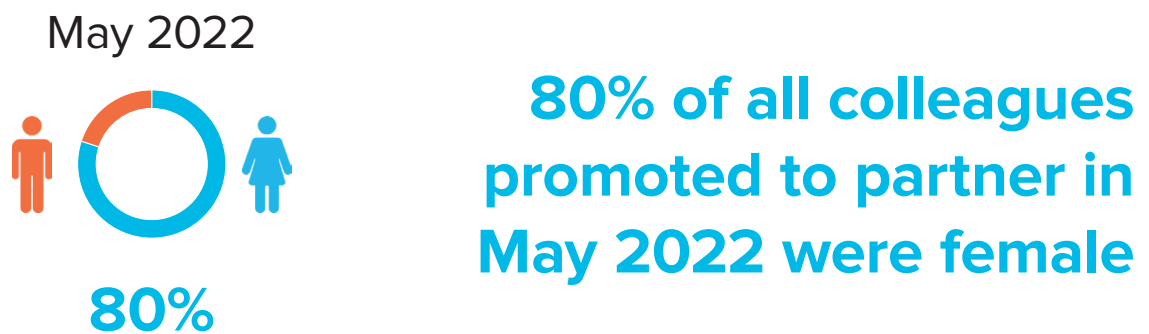
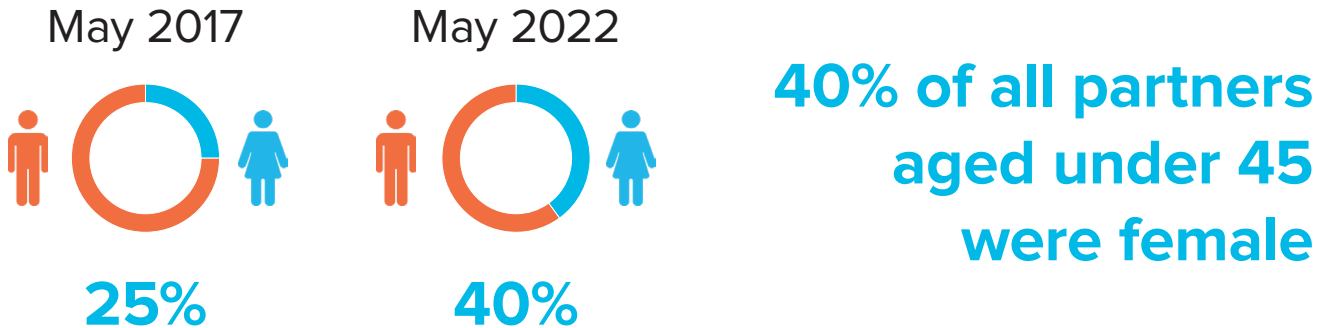
**Our ongoing projects**

**Our workforce analysis**

**Appendix A**

# Progress and Achievements

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**24** colleagues (working in both legal and business services roles) have participated in our **Emerging Leaders Programme** since our pilot programme was launched in **2019**.

**50%** of delegates who participated in this programme have to date gone on to secure a promoted role.

**83%** of delegates who were promoted to the role of director were female and **50%** of delegates who were promoted to the role of partner were female.

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### Our S+W Together network groups



**GENDER**  
FOCUS  
GROUP



**RACE, FAITH+**  
**BELIEF**  
FOCUS GROUP



**HWL & DISABILITY**  
FOCUS  
GROUP



**SOCIAL MOBILITY**  
FOCUS  
GROUP



**LGBTQA+**  
FOCUS GROUP

Ran a full programme of events throughout the year to raise awareness of and celebrate different aspects of diversity.

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In March 2023 we were joined by over **100** colleagues, clients and contacts to celebrate International Women's Day with a thought-provoking panel discussion on the theme of **Levelling the playing field through equity**.



June 2022

We developed a

### **Carers Information Hub**

to provide support and information for colleagues who have additional caring responsibilities.

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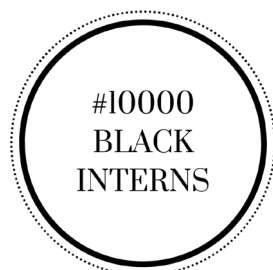
October 2022



Our sixth colleague network group was established

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In summer 2022 we collaborated for the first time with **10,000 Black Interns** and **Black Professionals Scotland** as part of our summer intern programme.



**Black  
Professionals  
Scotland**

Our policy work this year has included the introduction of **pregnancy loss leave** and the development of a **workplace adjustment passport**. We have also this year refreshed our policy to support colleagues through the **menopause**.

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Platinum since 2021



Gold since 2016

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Ranked **28th** in the 2022 Social Mobility Employer Index

Ranked **23rd** in the 2022 Stonewall Workplace Equality Index

Securing **Bronze TIDE award** from the Employers' Network for Diversity and Inclusion

# Our ongoing projects

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**10** colleagues will participate in our third **Emerging Leaders' Programme** commencing in **April 2023** demonstrating our continued investment in training and development to support colleagues fulfil their potential and achieve progression to the most senior roles within our firm.

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Our **S+W Together** colleague network groups continue to meet regularly throughout the year raising awareness; celebrating notable events; collaborating with our clients and other organisations; championing best practice and fundraising for charities supporting underrepresented groups.

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Collaborating with a number of our clients, including **Virgin Money, BT** and **Balfour Beatty**, through our working relationships with their colleague network groups and sharing experiences, insights and best practice.

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Providing high quality work experience opportunities to under-represented groups in collaboration with **PRIME** and **Black Professionals Scotland**.

Our **trained mentors** offer mentoring programmes to support colleagues in a range of roles across the firm who are looking to develop their careers. Our **tailored programmes are adapted to meet the needs of all colleagues**, from trainee lawyers and apprentices in business services roles through to experienced colleagues, working across all areas of the business, who are looking to develop their careers to take on the most senior roles in the firm.

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We are committed to continuing to seek regular feedback from colleagues through our **colleague engagement platform** and to working with leading external organisations who test us and challenge us to make continuous improvement by **sharing best practice** and **benchmarking** our performance to help inform areas for future focus.

# Our workforce analysis

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We are pleased to have been able to demonstrate a narrowing of the gender pay gap over the period since the introduction of statutory reporting in 2017. However, we recognise there is more to be done. We are committed to **increased transparency, advancing gender equality and improving representation** in the most senior roles in our firm and to building on the progress which we have achieved.

This year we undertook an analysis of our workforce gender pay data to help us to better understand how our pay gap is made up, the factors which influence the pay gap and to inform our approach for the future.

From that analysis we can see that as at 5 April 2022:



70%

**Our female colleagues**



64%

**Qualified solicitors;  
trainees and paralegals**

## Our solicitors

Looking specifically at our assistant solicitors, associates and legal directors the mean gender pay gap is **-0.3%** and the median is **-0.8%**.

## Our partners

**26%** of our partners are female and the difference in gross hourly earnings is **16.9%** (mean) and **38.8%** (median). This is attributable to the high proportion of senior partners who are male. When analysing the next generation of future leaders in our firm we can see that the percentage of female partners has increased significantly between 2017 and 2022. We expect that change to be reflected in a narrowing of the partner gender pay gap in the future.



**26%**

### Female partners under 45 years

May 2017



**25%**

May 2022



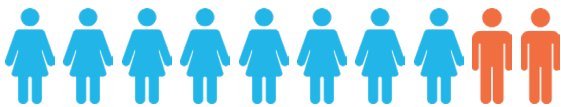
**40%**

## Business Services roles

Our business services colleagues undertake a range of roles from PA / secretarial and administrative roles in our facilities team to roles in our IT, marketing, finance and HR teams, many of which are professional roles commanding higher salaries.

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**78%** of our business services colleagues are female. Women account for **100%** of our PA/secretarial roles.



**80%** of colleagues employed in a range of administrative roles within our facilities team are female. By contrast **81%** of roles in our IT team are undertaken by male colleagues.



**34%** of our mean gender pay gap and **63%** of our median pay gap is attributable to the dominance of women in PA / secretarial and administrative roles in our facilities team. Allowing for this impact the adjusted difference between gross hourly earnings for male and female colleagues across the business would reduce from **23.3%** to **15.4%** (mean) and from **28.3%** to **10.4%** (median).

The number of colleagues employed within many of our business services functions (eg IT; HR; business development) is relatively small making analysis of the gender pay gap within these roles very sensitive to modest changes in personnel or headcount and therefore potentially unrepresentative.

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**To seek to address the issues we have identified from our workforce analysis we will:**

- Continue our **investment in colleague development** to ensure that female colleagues are encouraged and supported through their career progression and particularly into the senior legal roles of director and partner.

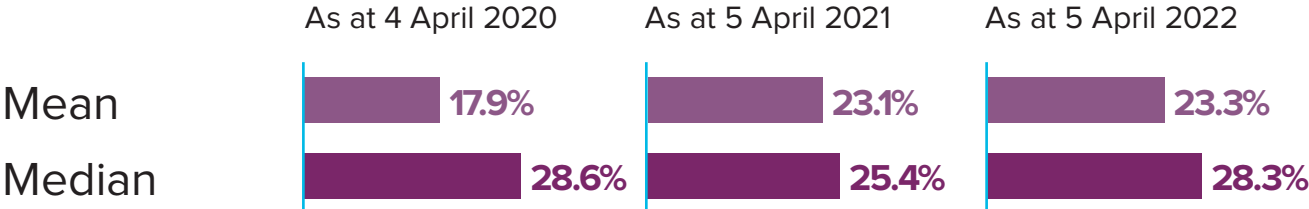
- Continue to promote participation in our **Emerging Leaders Programme** to all colleagues, including those undertaking business services roles across the firm, to give colleagues the best opportunity to secure promotion and career development as opportunities arise within their teams.
  - Develop our relationship with **Fifth Day**, which offers business services professionals the opportunities to **develop new skills and networks** through pro bono opportunities supporting third sector organisations.
  - Continue to promote the **benefits of mentoring** and encourage greater participation in our mentoring schemes generally and particularly amongst colleagues in business services roles.
  - Launch a **secure online mentoring platform** to widen the reach of our mentoring programme internally and externally.
  - Explore opportunities to **increase representation of female colleagues** in senior IT and Finance roles.
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**Gillian Carty**  
Partnership Chair  
Shepherd and Wedderburn LLP

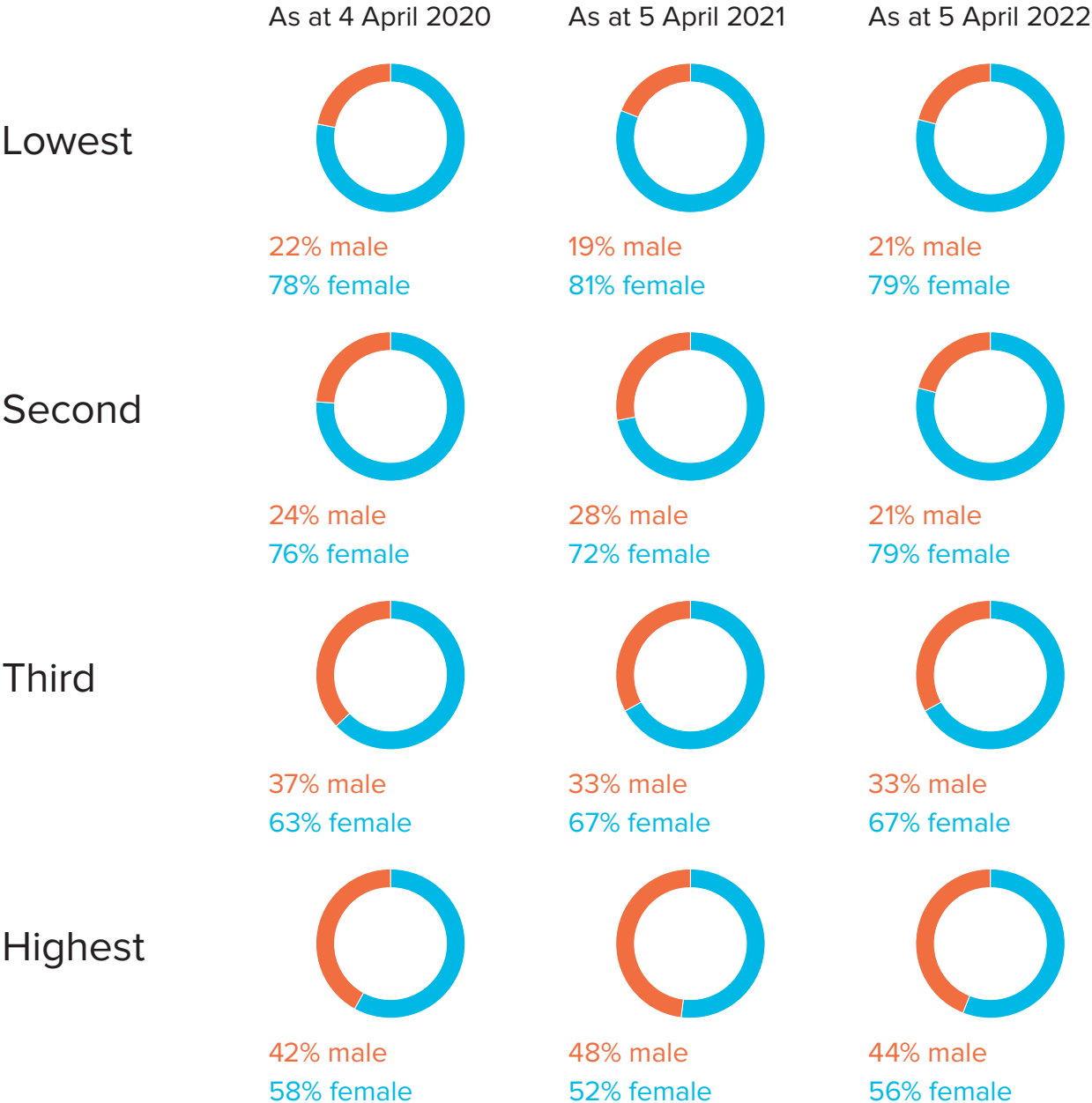
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# Appendix A - Statutory Reporting

## Hourly rate of pay

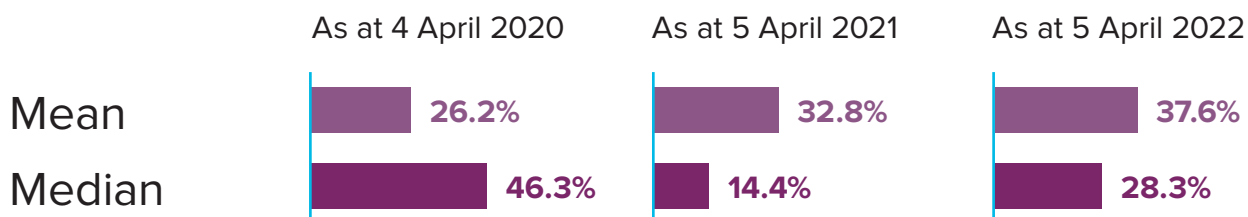


## Pay quartiles



## Bonus data

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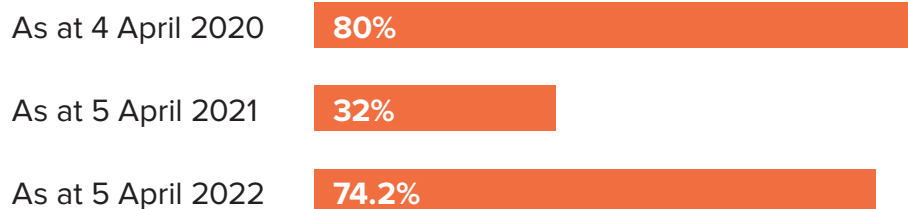


## Proportion of staff receiving a bonus

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### Male receiving bonus

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### Female receiving bonus

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