

Bates Wells Gender Pay Report

2020



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Introduction

At Bates Wells, we're not the average law firm. We believe that actions speak louder than words. We strive to do the right thing and make a positive impact on our people and society. We celebrate different cultures, backgrounds, perspectives, and experiences.

We know that as a firm, we will continue to grow, progress, and succeed because of the expertise and talents of our people. Having a fair and inclusive culture that enables our people to progress and achieve their full potential is not just a statement, it is a part of what gets us out of bed in the morning.

Our purpose and values drive us and the Gender Pay Gap report provides us with the opportunity to be transparent about our commitment to making a positive change. It allows us to assess

our ongoing progress towards addressing the pay gap and look at what we are doing well and where we still need to be better.

Our mission is to improve female representation across senior levels. Whilst we have made progress, we know we have more to do. Our list of priorities and objectives gives us the tools to continue with this journey and enable us to implement the steps to help bring about that change.



Martin Bunch,
Managing Partner



Claire Cherrington,
HR Director



Mindy Jhittay,
Senior Associate
and Gender Equality
Ambassador

Employee pay and bonus gap

Our overall gender pay gap has reduced this year, with the mean down 0.65% to 10.83%.

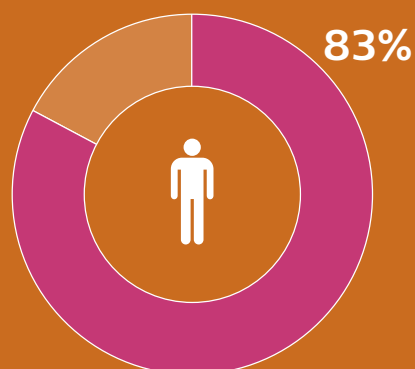
Year	Mean gender pay gap %	Median gender pay gap %
2020	10.83	32.19
2019	11.48	31.54
Difference	-0.65	0.65
2018	16.29	35.04

We are pleased to report our mean bonus gap reduced considerably by 18.03% to 21.46% in 2020, with the median bonus gap reducing by 29% to 0%. This is due to our work looking at our bonus structures, how bonuses are paid to our people and the removal of historic contractual arrangements.

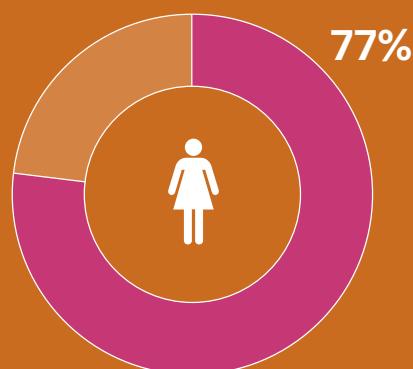
Year	Mean gender bonus* gap %	Median gender bonus* gap %
2020	21.46	0.00
2019	39.49	29.00
Difference	-18.03	-29.00
2018	54.65	28.46

*Bonuses such as profit share, performance, introducer, first aid/fire warden and length of service are included.

Bonus proportions received
Men



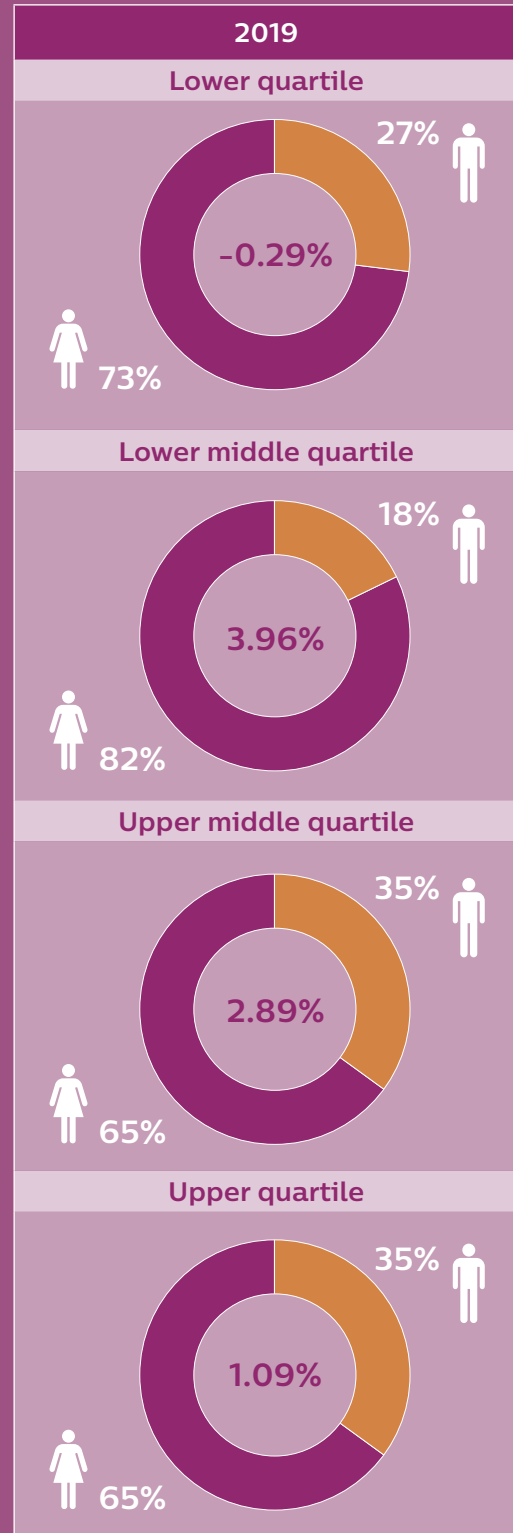
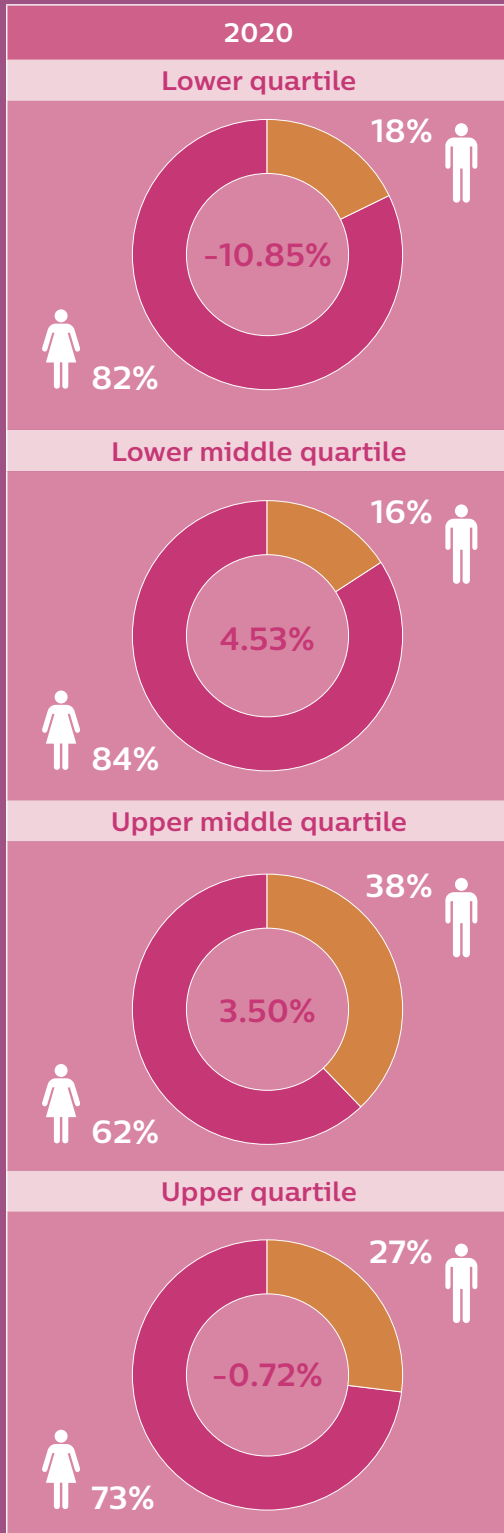
Bonus proportions received
Women



Employee pay quarterlies

We have strong female representation across all pay quartiles, with an overall population of 70.2% women in the month of April 2020.

The graphics below show the corresponding mean gender pay gap within each quartile.

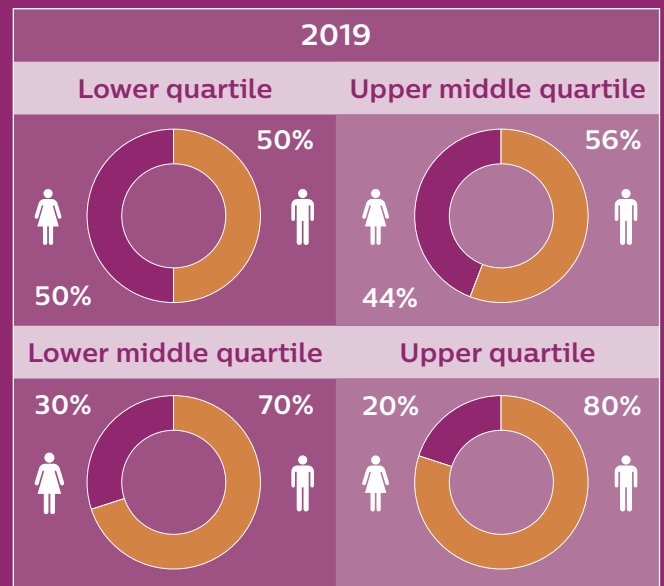
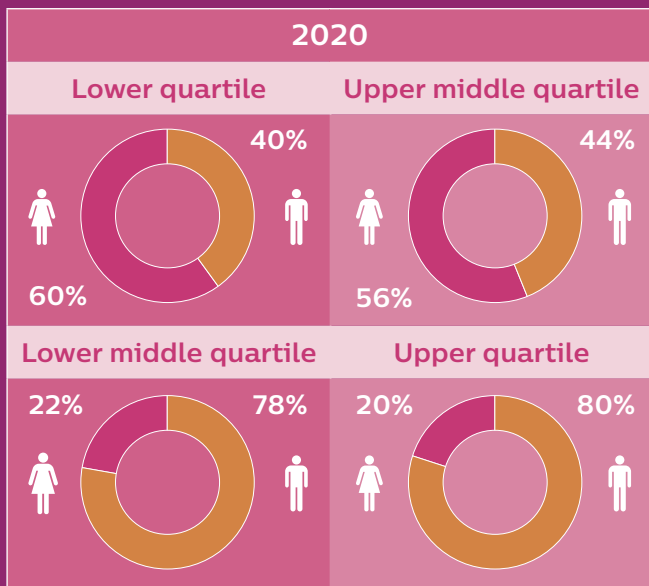


Partner profit gap

Our partnership remains at 40% women in 2020 due to no partner promotions last year.

Year	Mean partner profit gap %	Median partner profit gap %
2020	11.68	21.01
2019	9.13	8.80
Difference	2.55	12.21
2018	17.85	23.36

We are confident we will continue to improve the gender balance of our senior partnership over the coming years.



67% of our promotions in 2020 to Associate and Senior Associate were women.

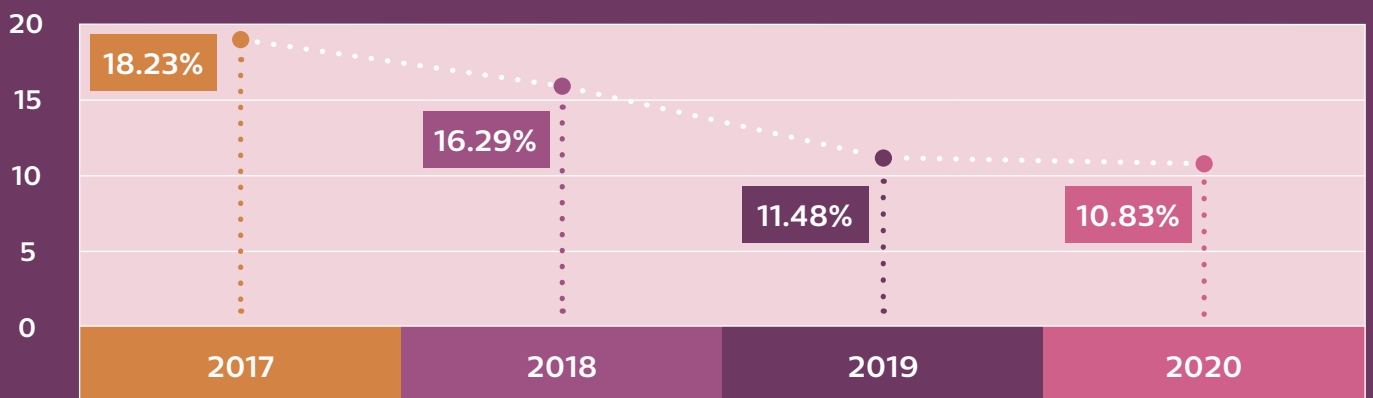


100% of our Senior Management team is female.

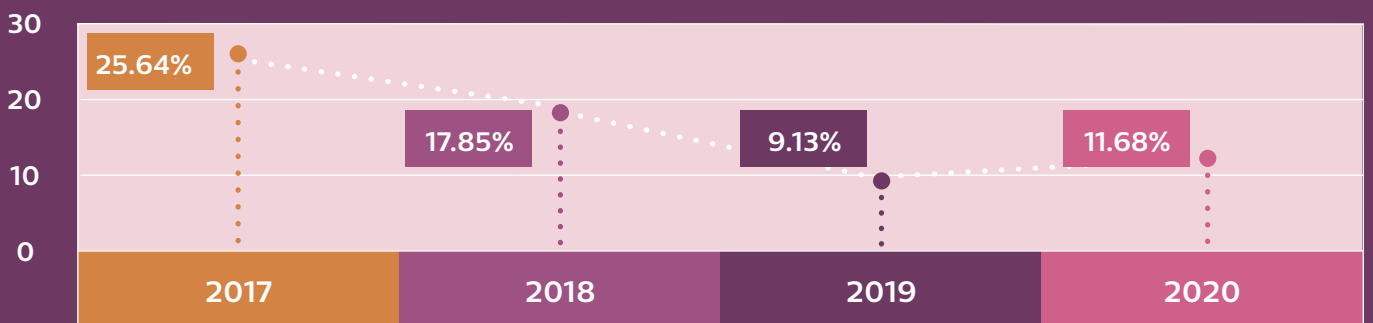
Combined pay and profit gap

Year	Combined mean gender pay & profit gap %	Combined median gender pay & profit gap %
2020	35.79	35.07
2019	37.14	37.66
Difference	-1.35	-2.59

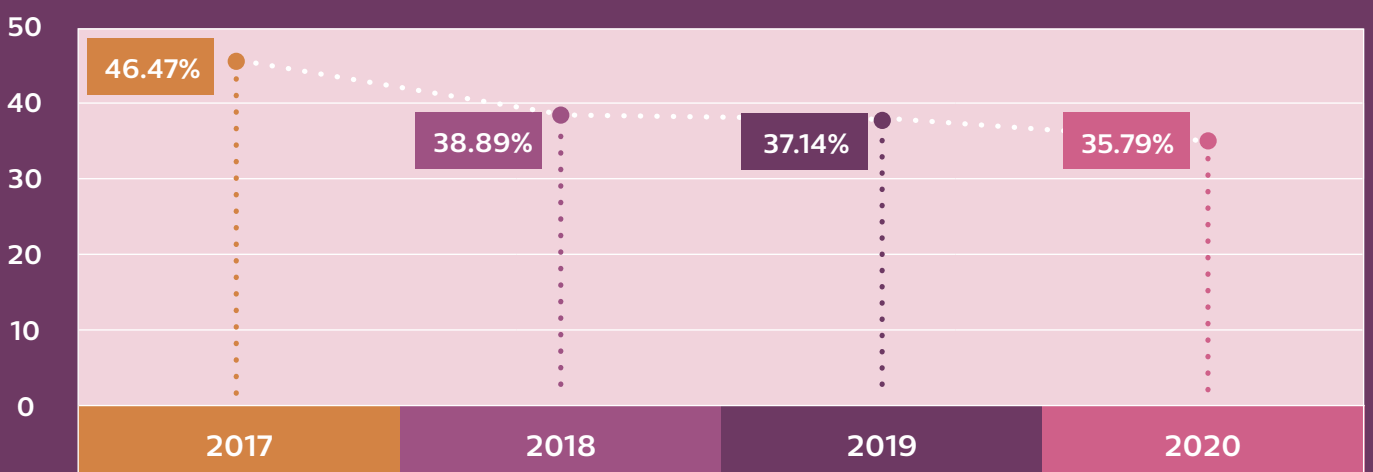
Mean employee pay gap %



Mean partner profit gap %



Mean combined partner pay and profit gap %



What have we achieved?

Diversity disclosure

At Bates Wells, we continue to strive to create an inclusive workplace, with a richness of diversity. We want to make sure all our people feel safe and happy and can reach their full potential. In February 2021, we launched a firmwide diversity benchmark survey to help us understand in greater detail the diversity demographic of our people. We are now using the survey, which will be sent out annually, to hold ourselves accountable for the development and progression of all our employees but particularly women and Black and ethnic employees.

Talent pipeline

This year we have closely monitored our talent pipeline for all fee earners with both a gender and ethnicity lens, to help us make sure we are supporting people throughout all stages of their career. We are pleased to report that 67% of our promotions to both Associate and Senior Associate were in favour of women in 2020 and our Senior Management team is 100% female.

Targets

Our partnership have agreed to set a 40:60% male/female target, either way, for our leadership roles, including the Management Board and within our partnership, from April 2021. The thinking behind the flexible either way target is that, whilst we strive for a balanced and equal gender representation, we only have a small number of leadership roles. So, to ensure we are able to have a fair and accessible process for all, we want to allow the targets to be flexible in either direction, whilst never dropping below a good representation of both men and women.

Law Society toolkit

On International Women's Day 2021, Bates Wells, in partnership with the Law Society, launched a **practical toolkit for women in law** internationally. The co-authored report provides an important insight into the experiences of women in the law, and focuses on what needs to be done to achieve greater equality of opportunity and of representation, particularly at the senior levels and demonstrates our commitment to supporting women in law to reach senior levels.

Upward mentoring

Launched in April 2021, the Bates Wells upward mentoring programme aims to support our Partners to become more inclusive leaders, who truly value the differences our people bring to the firm. Initially focused on Black, ethnic and female mentors, the programme will eventually be rolled out to cover mentors from all diversity strands. Our mentors will facilitate open dialogue and safe spaces to encourage greater understanding between colleagues of different life and professional experiences, creating a more inclusive culture across the firm.

Gender pilot

We participated in the Gender Pilot report for the Law Society, submitting information about our people, through quantitative and qualitative analysis. We have put together an action plan covering all areas of the employee and partner life cycles and have been using this to assess and progress our actions.

What we're going to do

We are on our inclusion journey and know there are still many things that we can and should be doing. We have therefore committed to achieve the following four core projects in the coming 12 months.

#1 Implement inclusion and unconscious bias training

We have secured an external provider to deliver our inclusion training in Autumn 2021, which will first focus on our partnership, setting the tone from the top. At Bates Wells, the expectation is that it's everyone's responsibility to help create a more inclusive environment so further firmwide training will follow in 2022.

#2 Performance review process/tools

Last year, we planned to simplify our performance review process to focus on quality conversations, creating a culture of continuous learning and development, and performance is regularly discussed. Due to Covid-19 this was delayed and implemented in April 2021. However, we remain committed to ensuring all our performance processes and promotions are reviewed with a gender lens and will address any gender bias.

#3 Improve/continue with work allocation

A project team has been set up to look at gender bias across our work allocation and will be producing a checklist for use across all fee earning departments. This will be implemented by the end of 2021 and will be measured through the annual inclusion survey. The aim is to ensure that all our people have equal access and opportunities to client work and to reduce any gender bias within the allocation process.

#4 Targets

Whilst we have made progress in promoting women into our partnership in recent years, female representation remains at 40% despite having more women in the firm. We therefore want to make sure we continue to promote women into the partnership and ensure our most senior roles in the partnership have a fair representation of both men and women and our new targets for our leadership roles will hold us to account. Now the targets have been agreed, our next step is to focus on how we implement and monitor their impact over the next 2-3 years.

It will take time for all our initiatives to produce their desired results. However, we are committed to maintaining our momentum and working hard to close our gender pay gap.



Making a profit is core to all businesses but our goal is to combine this with a real social purpose. Our values are pivotal to us, they shape our decisions and the way we live and work.

We focus on positive social impact as much as we focus on being a successful law firm. Our top tier legal advice is coupled with a real desire to drive change and we were the first UK law firm with B Corp certification, awarded to businesses that balance purpose and profit.

Today, our clients are diverse – from corporate household names, to public bodies, to start-ups. We're also the firm of choice for thousands of charities and social enterprises. We continue to lead the market we helped to shape.

Bates Wells challenges what is possible in legal expertise delivery.

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