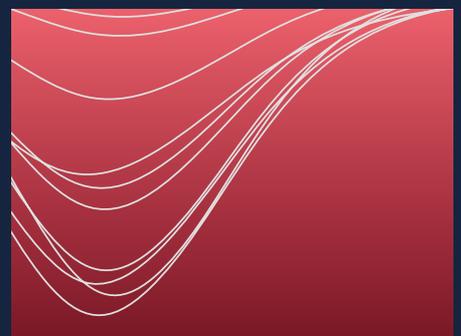


# UK Pay Gap Report – Gender and Ethnicity 2021



One voice made of many

## Foreword

At DLA Piper, we know that diversity and inclusion isn't just about each and every one of us having an individual voice but recognising the collective power of bringing those many, varied and different voices together. The firm actively seeks out ways to harness the uniqueness of every colleague, and draw on our individual journeys, experiences and perspectives for the better. We recognise the value inclusion, equality and representation plays to our future progress and success and delivering better business, *together*.

We are committed to creating a firmwide, inclusive culture where our people thrive and our clients recognise us as best in class. We strive to attract, retain and promote employees from all backgrounds, regardless of their personal characteristics.

This report marks the fifth annual publication of DLA Piper's UK gender pay data and our second UK ethnicity pay report. We continue to hold ourselves accountable by disclosing more than we are required to, including our partners in our data and voluntarily publishing our ethnicity pay and bonus gap.

As of April 2021, our median gender pay gap for all staff increased to 17.0% (up from 16.8% in 2020) and although it is a small change, we are disappointed by any widening in the gap. We are however, pleased to see a zero bonus gap. For our partners, the median gender pay gap narrowed to 14.1% (down from 24.7% in 2020) and our median gender bonus gap reduced to 20% (down from 40% in 2020)

Our ethnicity median pay gap for all staff increased to 1.7% in 2021 (up from -3.1% in 2020) which is driven by our focus on increasing diversity of entry level talent, where the population of black, asian and other minority ethnic groups has increased. For partners, we also saw a slight decrease in the median pay gap and continue to see a zero bonus gap.

In this year's report, we share our progress against priority actions and highlight the practical, tangible and measurable steps we are taking. We take a holistic approach to improving diversity and inclusion and believe our integrated approach will help us deliver our D&I strategy and reduce our pay gaps.

We are encouraged by the progress we are making, particularly around promotions. Last year 55% of partnership promotions were women and under-represented groups; and we are also encouraged to see the progress women are making in the pipeline, particularly our senior lawyer population.

We remain fully committed to reducing pay gaps and strengthening our inclusive culture. It is non-negotiable and simply the right thing to do. It is part of our promise to our people and is the best way we can attract and retain top talent. And it is our aim to be supportive, collaborative, bold and exceptional. Being inclusive and continuing to build an inclusive culture underpins these values.



**Liam Cowell**  
UK Managing Partner

# How we are delivering our D&I strategy

## 1. Turning our strategy into action – our D&I Goals

Our vision is to create an inclusive culture across the firm, where our people thrive, and our clients recognise us as best in class. There are many ways to measure this – one of these is to set ourselves goals and KPIs:

- Our aim is for at least 30% of all partners to be female by 2025, and we aim to double the number of women in our partnership to at least 40% by 2030.

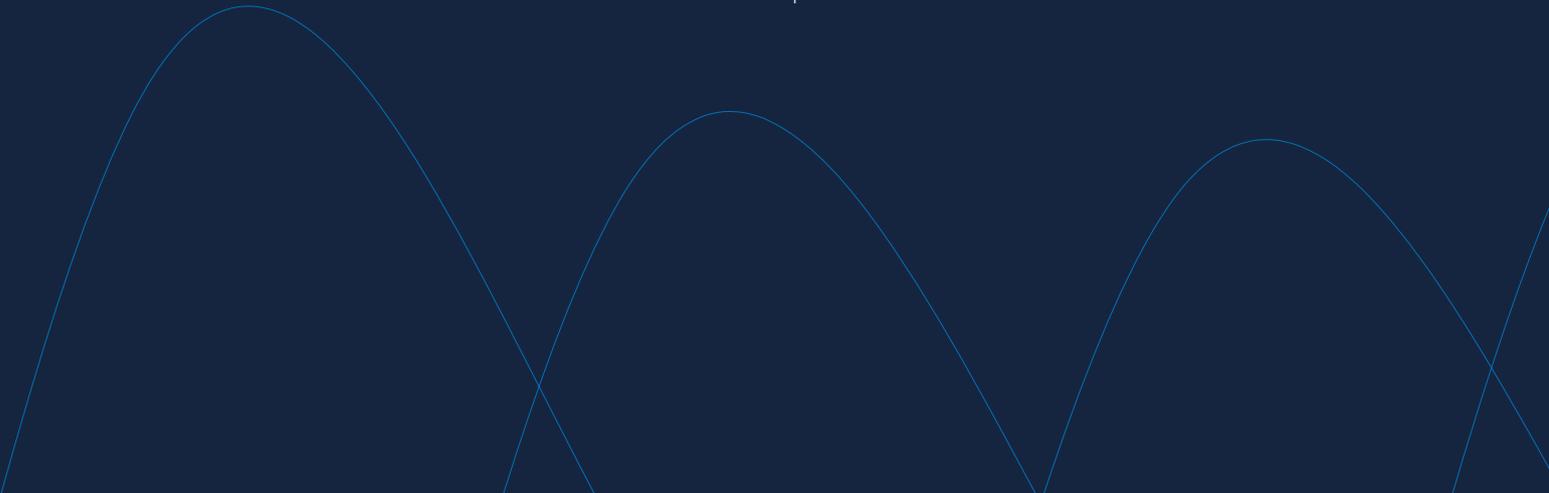
- We expect at least half of future internal partner promotions to come from under-represented groups from now on. This may include gender, ethnicity, ability, sexual orientation and socioeconomic background.
- We will monitor our Business Services population to ensure it remains inclusive and representative, and where there are imbalances, address them head on through proactive and targeted recruitment.

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## 2. Bringing our strategy to life – embedding inclusive behaviours

An inclusive culture requires inclusive behaviour, not just at a leadership level, but throughout our firm. This means supporting everyone we work with to grow and realise their full potential – leading to individual and shared success and a positive business culture.

- We measure our inclusive culture as part of our employee engagement. This helps us understand how our people feel about the firm's culture across a number of areas including whether they feel we are inclusive, if they can bring their whole self to work and are comfortable talking about their background and cultural experiences, if they feel opportunities for advancement are available to everyone, if they feel they can speak up and if they feel their manager supports equality.
- We have a range of people networks that play an important role in supporting, connecting and educating our people. These include: - LAW (gender balance), Iris (LGBTQ+), Mosaic (race, ethnicity and cultural diversity), PACT (parents and carers) and Enabled (ability including neurodiversity).

- We are constantly reinforcing the importance of building an inclusive culture by sharing our people's stories, which helps us harness the collective power of promoting the diverse voices and experiences of our people.
  - We introduced our inclusion e-learning module, 'Building an Inclusive Culture', across our firm, which introduces several concepts from bias to insider/outsider dynamics and the part we all play in creating an inclusive environment for everyone.
  - Flexibility in our ways of working and location helps in attracting diverse talent and enabling our people to flourish and progress. Worksmart+ is our international flexible working policy to support hybrid working practices and is part of our offering to help find a balance that works.
  - We continue to focus on the impact of pay decisions on gender, ethnicity, full and part-time workers in our review process and our analysis shows an overall balanced distribution of ratings between males and females. As a firm we take our moderation process very seriously, taking time to review the impact of decisions to ensure they are fair and equitable.
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### 3. Attracting diverse talent

- We are signatories of the Race Fairness Commitment and have been working with recruitment partners who share our values around embedding inclusive procedures in our hiring process for almost two years. We also signed up to the Mansfield Rule UK pilot. The goal of the Mansfield Rule is to boost the representation of diverse lawyers in law firms by gender, ethnicity, LGBT+ and disability.
- We work to ensure that we are attracting and recruiting aspiring lawyers from a broad range of backgrounds. We use contextualised recruitment software and use strengths-based assessments to understand a candidate's potential. We have introduced a range of apprenticeship

programmes for business services and legal roles (including solicitors) to enable us to target a much broader student audience.

- Our Head Start programme has been developed to support talented young people who for social, economic and/or cultural reasons may face barriers entering the legal profession. Head Start recruits students from communities less likely to enter and succeed in a professional services environment, using evidence based social mobility criteria.
- We continue to engage with our recruitment suppliers and head-hunters on our D&I strategy, goals and benchmark ourselves to better understand how we compare against our peers.

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### 4. Career progression – accelerating diverse representation to senior roles

We focus our efforts on tracking and reporting the movement of under-represented talent in the firm and apply a proportional approach to create a strong pipeline of diverse talent at all levels. We believe in time this will have a positive impact on the diverse representation in leadership positions and senior roles across our firm.

- We have made progress on our priority actions, including:
  - 55.5% of partnership promotions were from under-represented groups in our last promotion round. In addition, we saw 63% female promotions at lawyer level and 56% female promotions at lead lawyer level.
  - 57% of participants on our career development academy programmes were female. We ask leaders for gender balanced nominations.
  - Career Pathways, our high potential programme for lawyers with partner and leadership potential, continues to exceed our gender diversity target of 40% female attendance each year.

- In 2020, we introduced a robust moderation process to monitor the distribution of performance ratings which shows a balanced distribution of ratings between men and women.

- In January 2021, we launched Elevate, a sponsorship programme designed to match talented people from under-represented groups specifically at lead and senior lead lawyer level with senior partner sponsors. Elevate is a 12-month programme for high performing individuals from under-represented groups who demonstrate future leadership potential. The sponsorship programme has had a significant impact on the number of women submitting business cases for partnership this year.

- We will continue to encourage all our lawyers to strive for partnership, by demystifying the partnership and understanding sentiments towards the partnership proposition.

# 2021 Gender and Ethnicity Pay Gap figures

## Gender Pay Gap data 2021: All staff (excluding Partners)

### Gender pay gap in hourly pay

Our gender pay gap is based on UK employee hourly pay as at 5 April 2021. Our data includes lawyers and business services professionals.

#### MEDIAN (HOURLY PAY)

2021	2020
17.0%	16.8%

#### MEAN (HOURLY PAY)

2021	2020
16.1%	15.7%

### Gender bonus gap

Our bonus gender pay gap is based on all bonuses received between 6 April 2020 and 5 April 2021.

#### MEDIAN (BONUS)

2021	2020
0.0%	0.0%

#### MEAN (BONUS)

2021	2020
46.2%	49.4%

### Proportion of men and women receiving a bonus payment

These figures show the percentage of women and men who received a bonus between 6 April 2020 and 5 April 2021.

#### MEN

2021	2020
58.6%	54.4%

#### WOMEN

2021	2020
66.1%	58.8%

### Pay quartiles

The pay quartiles are calculated by sorting the entire population of employees from highest to lowest hourly pay rate and dividing that list into four equal parts.

We then work out the percentage of men and women in each quartile.

#### Q1 Lower

##### WOMEN

2021	2020
72.4%	71.2%

##### MEN

2021	2020
27.6%	28.8%

#### Q2 Lower Mid

##### WOMEN

2021	2020
59.2%	61.5%

##### MEN

2021	2020
40.8%	38.5%

#### Q3 Upper Mid

##### WOMEN

2021	2020
55.1%	56.5%

##### MEN

2021	2020
44.9%	43.5%

#### Q4 Upper

##### WOMEN

2021	2020
49.9%	50.7%

##### MEN

2021	2020
50.1%	49.3%

# Partners

## Gender pay gap

Our partner gender pay gap is based on UK partner profit share and bonus awarded under the 2021 partner remuneration review.

	MEDIAN (HOURLY PAY)		MEAN (HOURLY PAY)	
	2021	2020	2021	2020
	14.1%	24.7%	22.4%	25.0%

## Gender bonus gap

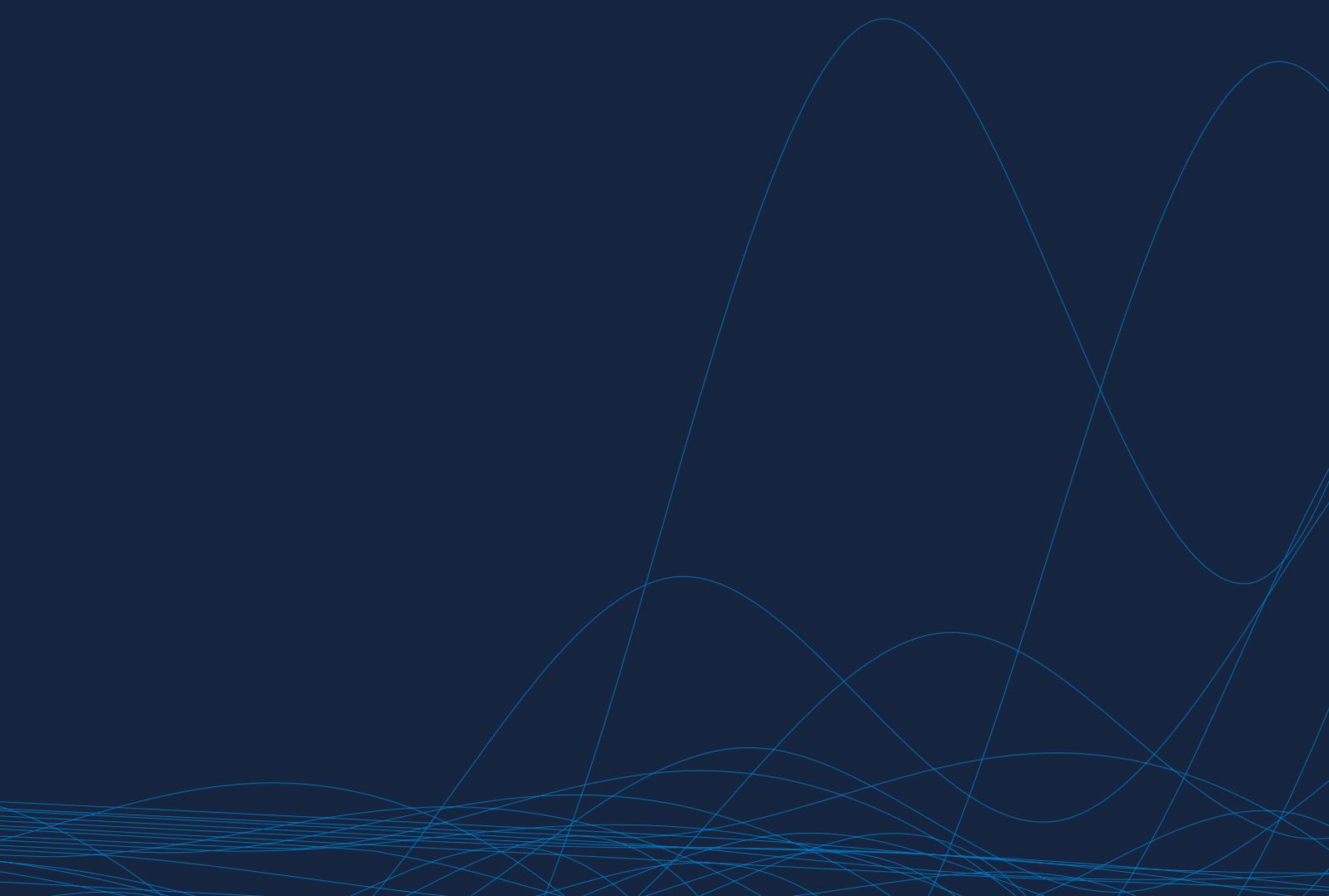
Our UK partner bonus gender pay gap is based on partner bonuses received in the 2021 partner remuneration review.

	MEDIAN (BONUS)		MEAN (BONUS)	
	2021	2020	2021	2020
	20.0%	40.0%	20.7%	22.5%

## Proportion of men and women receiving a bonus payment

The figures show the percentage of female and male partners who received a bonus in the 2021 partner remuneration review.

	MEN		WOMEN	
	2021	2020	2021	2020
	61.7%	50.0%	51.0%	39.6%



# Ethnicity Pay Gap All Staff (excluding Partners)

## Ethnicity pay gap in hourly pay

Our ethnicity pay gap is based on UK employee hourly pay as at 5 April 2021. Our data includes lawyers and business services professionals.

MEDIAN (HOURLY PAY)		MEAN (HOURLY PAY)	
2021	2020	2021	2020
1.7%	-3.1%	0.6%	-4.5%

## Ethnicity bonus gap

Our bonus ethnicity pay gap is based on all bonuses received between 6 April 2020 and 5 April 2021.

MEDIAN (BONUS)		MEAN (BONUS)	
2021	2020	2021	2020
0.0%	20.0%	-5.1%	17.8%

## Proportion of ethnic minorities and white employees receiving a bonus payment

These figures show the percentage of ethnic minorities and white employees who received a bonus between 6 April 2020 and 5 April 2021.

ETHNIC MINORITIES		WHITE	
2021	2020	2021	2020
49.0%	47.2%	65.3%	58.7%

## Pay quartiles

The pay quartiles are calculated by sorting the entire population of employees from highest to lowest hourly pay rate and dividing that list into four equal parts.

We then work out the percentage of ethnic minorities and white employees in each quartile.

### Q1 Lower

ETHNIC MINORITIES		WHITE	
2021	2020	2021	2020
13.0%	11.2%	87.0%	88.8%

### Q2 Lower Mid

ETHNIC MINORITIES		WHITE	
2021	2020	2021	2020
16.3%	14.5%	83.7%	85.5%

### Q3 Upper Mid

ETHNIC MINORITIES		WHITE	
2021	2020	2021	2020
13.2%	10.5%	86.8%	89.5%

### Q4 Upper

ETHNIC MINORITIES		WHITE	
2021	2020	2021	2020
15.9%	15.7%	84.1%	84.3%

# Partners

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## Ethnicity pay gap

Our partner ethnicity pay gap is based on UK partner profit share and bonus awarded under the 2021 partner remuneration review.

	MEDIAN (HOURLY PAY)		MEAN (HOURLY PAY)	
	2021	2020	2021	2020
UK partner profit share and bonus awarded under the 2021 partner remuneration review.	2.0%	2.7%	12.0%	9.3%

## Ethnicity bonus gap

Our UK partner bonus ethnicity pay gap is based on partner bonuses received in the 2021 partner remuneration review.

	MEDIAN (BONUS)		MEAN (BONUS)	
	2021	2020	2021	2020
Our UK partner bonus ethnicity pay gap is based on partner bonuses received in the 2021 partner remuneration review.	0.0%	0.0%	17.7%	17.3%

## Proportion of ethnic minorities and white employees receiving a bonus payment

Proportion of ethnic minorities and white Partners receiving a bonus payment.

	ETHNIC MINORITIES		WHITE	
	2021	2020	2021	2020
Proportion of ethnic minorities and white Partners receiving a bonus payment.	63.2%	41.2%	59.7%	49.5%

