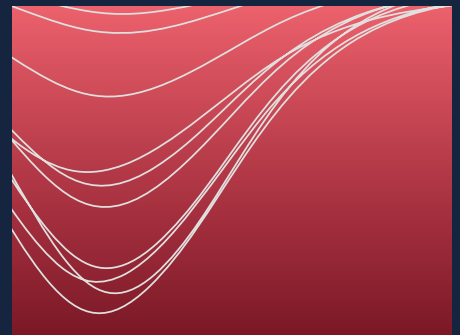


UK Pay Gap Report Gender and Ethnicity 2022



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 and varied voices together. The firm actively seeks out ways in day-to-day business to harness the uniqueness of every colleague and draw on our individual experiences and perspectives for the better. The firm recognises the value inclusion, equality and representation plays in our future progress 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.

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

As of April 2022, we saw a slight increase in the median gender pay gap (0.8%). This is mainly due to a reduction of women (53.4%, down from 55.1%) in the upper middle pay quartiles. More women have entered partnership roles, and we have seen a boost at the lower mid (23.7%, up from 17.5%), which has had a subsequent impact on the median pay gap widening to 24.7%, up from 17.0%.

Our ethnicity median pay gap for all staff increased to 11.3% (1.7% in 2021), which reflects the increased ethnic minority population, which grew by 5.3% from 2021. Our focus on entry-level recruitment is a crucial contributor to the increase in representation into the lower pay quartile. For Partners, we also saw a slight increase in the ethnicity median pay gap where we increased representation in partnership, which is also in the lower pay quartile.

There are no 'quick fixes', and we believe that a long term commitment to home-grown talent is the most effective way to diversify. One of our focus areas is recruiting at more junior levels. Concentrating on junior levels currently presents itself as a widening of the pay gap, but over time as our people progress, we would expect a reduced pay gap at more senior levels, and indeed across every strata of our business.

We take a holistic approach to improving diversity and inclusion and believe our integrated approach will help us deliver our diversity and inclusion strategy and reduce our pay gaps. In September, we set out several commitments for the UK business to build on our work to date. These are:

- Support our people to grow and realise their full potential
- Ensure diverse talent is represented
- Ensure equal opportunity through fair and transparent processes

To achieve these commitments, we have put in place several initiatives and measures:

Our new UK Culture & Inclusion forum –

This comprises representatives from across the UK to amplify our people's voices, be ambassadors for inclusion and act as a compass to help shape actions supporting our inclusion goals.

We are keeping track of our progress – through our employee engagement survey. We are also helping our clients to track their progress with our Diversity and Inclusion index. The index consists of a set of critical questions which helps assess whether a client is maintaining a diverse and inclusive business.

Continuing to listen – In January 2023, we launched our employee listening survey in the UK to better understand what's working well and where we need to improve and address any barriers to creating an inclusive culture.

The UK Senior Leadership team is committed to strengthening our inclusive culture. We know how critical it is to our people, our clients, and our communities.



Liam Cowell
UK Managing Partner

How we are delivering on our D&I Goals

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

Our vision is to create a firmwide, inclusive culture where our people thrive and our clients recognise us as best-in-class. There are many ways to measure this – including setting ourselves goals and KPIs:

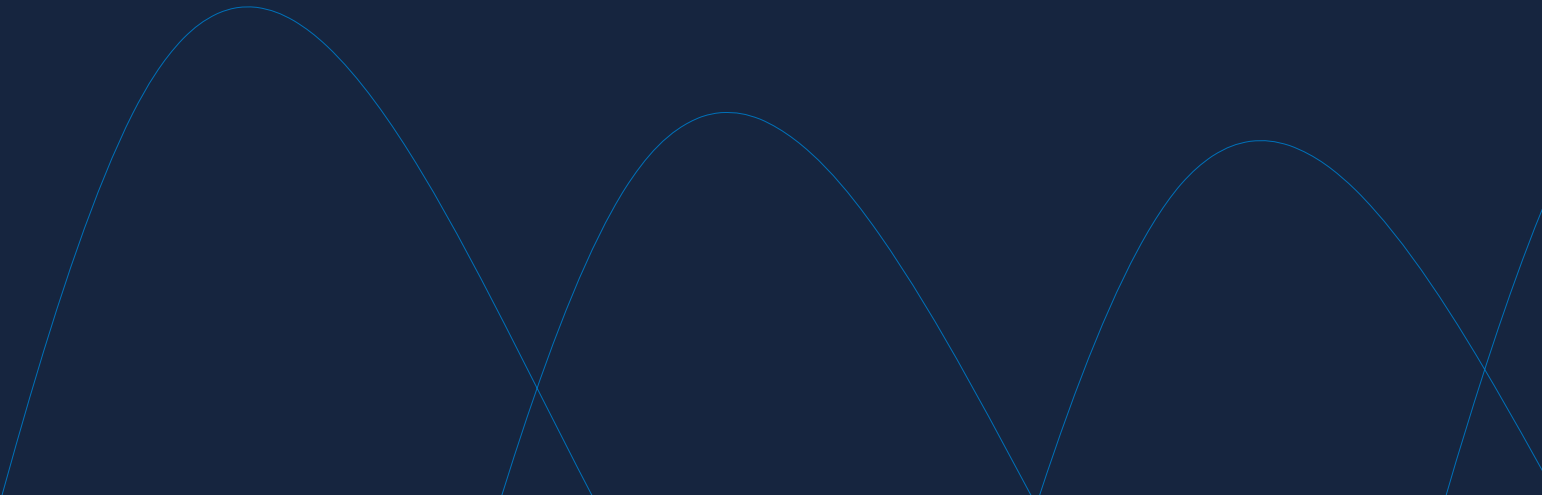
- Our aim is for at least 30% of all Partners to be female by 2025, and we aim to double the number of women in our partnership to at least 40% by 2030.

- We expect at least half of future internal Partner promotions to come from underrepresented groups. This may include but is not limited to gender, ethnicity, disability, sexual orientation and socioeconomics.
- We 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.

2. Strengthening our inclusive culture

We have several initiatives and measures to support everyone we work with to grow and realise their full potential – leading to individual and shared success and a positive business culture.

- We are constantly reinforcing the importance of building an inclusive culture. Our campaign, One Voice Made of Many, celebrates the stories of our people who guide us on our D&I journey.
- We have a range of people networks that play an essential role in supporting, connecting and educating our people. These include LAW (gender balance), Iris (LGBT+), Mosaic (race, ethnicity, and cultural diversity), PACT (parents and carers) and Enabled (ability including neurodiversity).

- We are embedding an inclusive culture from the start of the employee journey by ensuring our new joiners complete our inclusion e-learning module 'Building an Inclusive culture'. We are also developing our leaders through our leadership programmes. New Deal, our new employee proposition, takes gender differences into account, addressing the specific challenges faced by men and women, such as providing colleagues with flexible working arrangements and access to a suite of new benefits that aim to level the playing field to support menopause, fertility, pregnancy and early parenthood.
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3. Attracting diverse talent

We achieved Mansfield Certification Plus in the UK in the first year we participated in the benchmark. The Mansfield Rule aims to boost the representation of diverse lawyers in law firms by gender, ethnicity, LGBT+ and disability. The Mansfield framework asks firms to consider at least 30% of underrepresented lawyers for leadership roles and to increase transparency on the route to advancing to leadership. In addition, to obtain Certification Plus, we achieved the baseline requirements and successfully achieved at least 30% underrepresented lawyer representation in a significant number of leadership roles.

We continue to engage with our recruitment suppliers and head-hunters on our D&I strategy and goals, and benchmark ourselves to better understand how we compare with our peers.

We ensure we attract and recruit young lawyers from a broad range of backgrounds. We apply a contextualised lens and use competency-based assessments to understand a candidate's potential. We have introduced a range of legal – including solicitor – and Business Services apprenticeship programmes to enable us to target a much broader student audience.

4. Career progression – accelerating diverse representation to senior roles

We focus on tracking and reporting movement in the firm by gender and apply a balanced approach to create a strong pipeline of female talent at senior levels. This will positively impact the gender balance in leadership positions and senior roles across our firm.

We have made progress on our priority actions, such as:

- 53% of partnership promotions were from underrepresented groups in our last promotion round. In addition, women saw 49.5% of promotions at lawyer level and 43.5% of promotions at lead lawyer level.
- **Elevate** – In 2021, we launched Elevate – a 12-month sponsorship programme that matches individuals from underrepresented groups with leadership potential with senior partner sponsors. Sponsorship has had a transformative effect on those who took part.

- The first year of the Elevate programme significantly increased the number of people from underrepresented groups submitting a business case for partnership. Twenty-five protégés from ten countries and seven practice groups took part.
- Our second Elevate cohort launched in February 2022 with 26 proteges from 12 countries.
- **27 of the 51 participants have been promoted to partner in the 2022/23 process.**
- **Momentum** – In January 2023, we launched a new programme for Lead Lawyers with a focus on women and underrepresented groups which is a precursor to our existing programme 'Elevate'. Momentum aims to support the development, progression and retention of talent at lead and senior lead lawyer level.

Gender Pay Gap data 2022: All staff (excluding Partners)

Gender pay gap in hourly pay

Our gender pay gap is based on UK employee hourly pay on 5 April 2022. Our data includes lawyers and business services professionals.

MEAN (HOURLY PAY)

2022	2021
13.9%	16.1%

MEDIAN (HOURLY PAY)

2022	2021
17.8%	17.0%

Gender bonus gap

Our bonus gender pay gap is based on all bonuses received between 6 April 2021 and 5 April 2022.

MEAN (BONUS)

2022	2021
27.7%	46.2%

MEDIAN (BONUS)

2022	2021
16.7%	0.0%

Proportion of women and men receiving a bonus payment

These figures show the percentage of women and men who received a bonus between 6 April 2021 and 5 April 2022.

MEN

2022	2021
74.3%	58.6%

WOMEN

2022	2021
76.5%	66.1%

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

2022	2021
71.4%	72.4%

MEN

2022	2021
28.6%	27.6%

Q2 Lower Mid

WOMEN

2022	2021
58.3%	59.2%

MEN

2022	2021
41.7%	40.8%

Q3 Upper Mid

WOMEN

2022	2021
53.4%	55.1%

MEN

2022	2021
46.6%	44.9%

Q4 Upper

WOMEN

2022	2021
52.1%	49.9%

MEN

2022	2021
47.9%	50.1%

Partners

Gender pay gap in hourly pay

Our partner gender pay gap is based on UK partner profit share and bonus awarded under the 2022 partner remuneration review.

MEDIAN (HOURLY PAY)		MEAN (HOURLY PAY)	
2022	2021	2022	2021
24.7%	14.1%	25.0%	22.4%

Gender bonus gap

Our UK partner bonus gender pay gap is based on partner bonuses received in the 2022 partner remuneration review.

MEDIAN (BONUS)		MEAN (BONUS)	
2022	2021	2022	2021
33.3%	20%	-7.20%	20.7%

Proportion of women and men receiving a bonus payment

The figures show the percentage of female and male partners who received a bonus in the 2022 partner remuneration review.

MEN		WOMEN	
2022	2021	2022	2021
64.3%	61.7%	50.0%	51.0%

Pay quartiles

The pay quartiles are calculated by sorting the entire population of partners from highest to lowest profit share and bonus and dividing that list into four equal parts.

Q1 Lower

WOMEN		MEN	
2022	2021	2022	2021
33.3%	33.3%	66.7%	66.7%

Q2 Lower Mid

WOMEN		MEN	
2022	2021	2022	2021
23.7%	17.5%	76.3%	82.5%

Q3 Upper Mid

WOMEN		MEN	
2022	2021	2022	2021
22.0%	26.3%	78.0%	73.7%

Q4 Upper

WOMEN		MEN	
2022	2021	2022	2021
8.5%	8.6%	91.5%	91.4%

Ethnicity Pay Gap data 2022

All staff (excluding Partners)

Ethnicity pay gap in hourly pay

Our ethnicity pay gap is based on UK employee hourly pay as of 5 April 2022. Our data includes lawyers and business services professionals.

MEDIAN (HOURLY PAY)		MEAN (HOURLY PAY)	
2022	2021	2022	2021
11.3%	1.7%	-0.8%	0.6%

Ethnicity bonus gap

Our bonus ethnicity pay gap is based on all bonuses received between 6 April 2021 and 5 April 2022.

MEDIAN (BONUS)		MEAN (HOURLY PAY)	
2022	2021	2022	2021
6.9%	0.0%	-3.0%	-5.1%

Proportion of ethnic minorities and white employees receiving a bonus payment

These figures show the percentage of ethnic minority and white employees who received a bonus between 6 April 2021 and 5 April 2022.

ETHNIC MINORITIES EMPLOYEES		WHITE EMPLOYEES	
2022	2021	2021	2020
67.6%	49.0%	78.7%	65.3%

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.

Q1 Lower

ETHNIC MINORITIES		WHITE	
2022	2021	2022	2021
14.6%	13.0%	85.4%	87.0%

Q2 Lower Mid

ETHNIC MINORITIES		WHITE	
2022	2021	2022	2021
17.4%	16.3%	82.6%	83.7%

Q3 Upper Mid

ETHNIC MINORITIES		WHITE	
2022	2021	2022	2021
13.5%	13.2%	86.5%	86.8%

Q4 Upper

ETHNIC MINORITIES		WHITE	
2022	2021	2022	2021
14.9%	15.9%	85.1%	84.1%

Partners

Ethnicity pay gap in hourly pay

Our partner ethnicity pay gap is based on UK partner profit share and bonus awarded under the 2022 partner remuneration review.

MEDIAN (HOURLY PAY)		MEAN (HOURLY PAY)	
2022	2021	2022	2021
4.4%	2.0%	17.3%	12.0%

Ethnicity bonus gap

Our UK partner bonus ethnicity pay gap is based on partner bonuses received in the 2022 partner remuneration review.

MEDIAN (HOURLY PAY)		MEAN (HOURLY PAY)	
2022	2021	2022	2021
33.3%	0.0%	10.2%	17.7%

Proportion of ethnic minority and white partners receiving a bonus payment

The figures show the percentage of ethnic minority and white partners who received a bonus in the 2022 partner remuneration review.

ETHNIC MINORITIES EMPLOYEES		WHITE EMPLOYEES	
2022	2021	2022	2021
63.6%	63.2%	63.8%	59.7%

Pay quartiles

The pay quartiles are calculated by sorting the entire population of partners from highest to lowest profit share and bonus and dividing that list into four equal parts.

Q1 Lower

ETHNIC MINORITIES		WHITE	
2022	2021	2022	2021
14.5%	9.1%	85.5%	90.9%

Q2 Lower Mid

ETHNIC MINORITIES		WHITE	
2022	2021	2022	2021
7.3%	10.9%	92.7%	89.1%

Q3 Upper Mid

ETHNIC MINORITIES		WHITE	
2022	2021	2022	2021
13.0%	9.1%	87.0%	90.9%

Q4 Upper

ETHNIC MINORITIES		WHITE	
2022	2021	2022	2021
5.6%	5.5%	94.4%	94.5%

