



# DLA Piper Gender and Ethnicity Pay Gap Report

# Foreword

This report marks the fourth annual publication of DLA Piper's UK gender pay data and our first UK ethnicity pay report.

Here at DLA Piper, we have long been committed to building a more inclusive culture for all of our people. Maintaining this commitment over the past year, in a rapidly changing and unique environment, has been a challenge, but our efforts have never wavered.

The importance of wellbeing has been brought into sharp focus by the pandemic as well as the importance of mental and physical health. We have responded to this by listening to our people and providing them with the support they need.

It has also meant the vast majority of our staff have been working from home for over a year now. This in itself has had a significant impact on our culture. For many, it has meant adapting to home working for the first time and/or balancing work with caring responsibilities. I appreciate that these challenges, as well as being away from friends and family, has made working from home difficult. But the shift towards a more flexible and 'work from anywhere' approach is, overall, a positive one, which I hope will be sustained.

The pandemic certainly hasn't dampened the efforts of our employee networks which have risen to the challenges of the pandemic magnificently, moving activities and events online, and continuing to provide platforms for our people in light of social, economic and racial injustices the world over.

Our diversity and inclusion strategy is well established and I am pleased to report we have now published our International goals. These goals are focused on improving gender-balance within our Partnership and ensuring our approach to Partnership promotions is inclusive of under-represented groups. Specific to our Business Services function, we will maintain and improve on the inclusivity we have already built up in this part of our business, around the world.

Additionally, we are publishing our ethnicity pay report for the first time. On both this and our gender pay gap, we know we still have work to do across our business.

We are fully committed to reducing pay gaps and building an inclusive culture. It is non-negotiable and is 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

# Introduction

At DLA Piper, diversity and inclusion is about creating a sense of belonging. We strive to create a workplace where everyone feels they fit in, their voice counts and they are able to thrive in their career.

We work towards this through sponsorship and role modelling from our leaders, providing the platforms for our people to be seen and heard and engaging with our clients and communities.

Our international diversity and inclusion strategy has three core principles:



## Our people

Building on our inclusive and psychologically-safe culture so all our people feel they belong and can flourish.



## Our processes

Levelling the playing field so all our people can achieve their potential, with a focus on opportunity and equitable outcomes for all.



## Our purpose

To act as a responsible business, collaborating with our clients, communities and suppliers to promote inclusion and belonging.

Our principles were created and informed in consultation with many people across the firm including our people networks, Executive and Board. Our focus complements our core values of being bold, exceptional, supportive and collaborative.

# Gender Pay Gap Report

## 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 2020. Our data includes lawyers and business services professionals.

#### MEAN HOURLY PAY

**2020**

15.7%

#### MEDIAN HOURLY PAY

**2020**

16.8%

### Gender bonus gap

Our bonus gender pay gap is based on all bonuses received between 6 April 2019 and 5 April 2020.

#### MEAN BONUS

**2020**

49.4%

#### MEDIAN BONUS

**2020**

0.0%

### 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 2019 and 5 April 2020.

#### MEN

**2020**

54.4%

#### WOMEN

**2020**

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

**2020**

71.2%

##### MEN

**2020**

28.8%

#### Q2 Lower Mid

##### WOMEN

**2020**

61.5%

##### MEN

**2020**

38.5%

#### Q3 Upper Mid

##### WOMEN

**2020**

56.5%

##### MEN

**2020**

43.5%

#### Q4 Upper

##### WOMEN

**2020**

50.7%

##### MEN

**2020**

49.3%

## Partners

### Partner gender pay

Our partner gender pay gap is based on UK partner profit share and bonus awarded under the 2019 partner remuneration review.

#### MEAN HOURLY PAY

**2020**  
25.0%

#### MEDIAN HOURLY PAY

**2020**  
24.7%

### Partner gender bonus gap

Our UK partner bonus gender pay gap is based on partner bonuses received in the 2019 partner remuneration review.

#### MEAN BONUS

**2020**  
22.5%

#### MEDIAN BONUS

**2020**  
40%

### 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 2019 partner remuneration review.

#### MEN

**2020**  
50.0%

#### WOMEN

**2020**  
39.6%

## All staff including Partners

### All staff including Partners pay gap

#### MEAN HOURLY PAY

**2020**  
54.5%

#### MEDIAN HOURLY PAY

**2020**  
31.9%

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

#### MEN

**2020**  
53.1%

#### WOMEN

**2020**  
58.3%

### All staff including Partners bonus gap

#### MEAN BONUS

**2020**  
77.7%

#### MEDIAN BONUS

**2020**  
36.1%



# Analysis

This year's gender pay gap report shows small gap increases for all staff excluding Partners, and at Partner level. While we are disappointed with some of the increases seen in this year's gender pay gap report, we are confident that the actions we have taken and plans we have in place should assist in mitigating these gaps in future years.

We strongly believe that with the right support for women at critical points in their careers, we can achieve greater gender balance at senior levels. This is why we set our International goals this year.

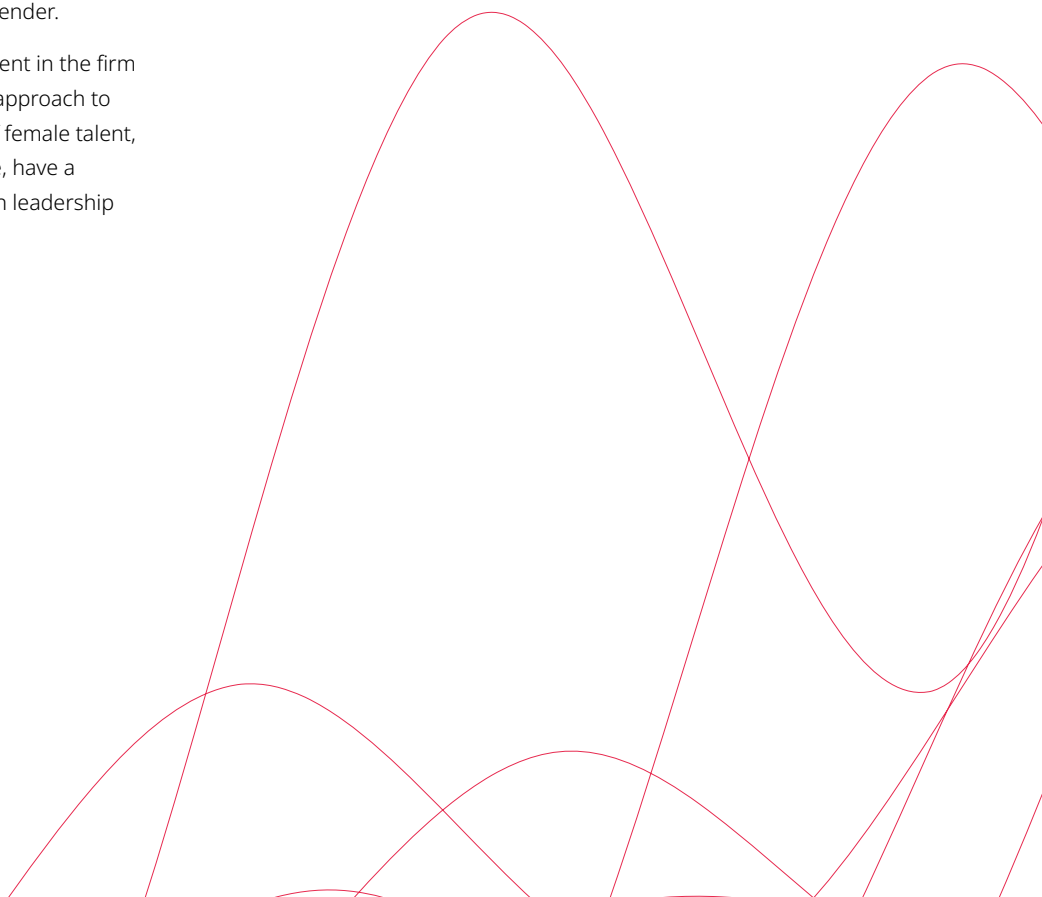
On gender specifically, our aim is for at least 30% of all Partners to be women by 2025 and to then double the number of women, in our current partnership to at least 40% by 2030, as well as maintaining and improving on the diversity of our Business Services.

Our plans and goals are there to improve female representation across our leadership, and retain and build our talent pipelines.

Some of the actions we have taken to date include:

- Applying gender-balance principles across the full employee lifecycle: recruitment, onboarding, performance reviews, talent identification, development and succession planning.
- Tracking firm-wide promotion rates by gender.
- Focusing our efforts on tracking movement in the firm by gender, and applying a proportional approach to promotion to create a strong pipeline of female talent, at all levels, which we believe will, in time, have a positive impact on the gender-balance in leadership positions across our firm.

- Reviewing pay levels against market benchmarks and last year, introducing a role framework to provide greater transparency in career pathways, allowing us to broadly compare roles across teams, functions and countries.
- Introducing Elevate, our sponsorship programme for under-represented groups, including women. The programme has been designed to proactively support colleagues on the cusp of Partnership by matching them with senior leaders to advocate and guide them.
- Launching PACT – our Parents and Carers Employee Network, to provide support for all colleagues with caring responsibilities in the UK.
- Introducing our new COVID-19 Temporary Enhanced Emergency Leave for Parents policy, which provides up to five days' paid leave for parents and carers during the pandemic.
- Broadening our mental health and wellbeing offering. Under the stewardship of our International Mental Health steering committee, we have, over the past two years, launched our SPEAK Mental Wellbeing Programme, introduced our My Care Employee Assistance programme, built a partnership with the Positive Group and signed the Mindful Business Charter.



# 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 2020. Our data includes lawyers and business services professionals.

#### MEAN HOURLY PAY

-4.5%

#### MEDIAN HOURLY PAY

-3.1%

### Ethnicity bonus gap

Our bonus ethnicity pay gap is based on all bonuses received between 6 April 2019 and 5 April 2020.

#### MEAN BONUS

17.8%

#### MEDIAN BONUS

20.0%

### 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 2019 and 5 April 2020.

#### ETHNIC MINORITIES

2020

47.2%

#### WHITE

2020

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

11.2%

##### WHITE

88.8%

#### Q2 Lower Mid

##### ETHNIC MINORITIES

14.5%

##### WHITE

85.5%

#### Q3 Upper Mid

##### ETHNIC MINORITIES

10.5%

##### WHITE

89.5%

#### Q4 Upper

##### ETHNIC MINORITIES

15.7%

##### WHITE

84.3%

## Partners

### Partner ethnicity pay

Our partner ethnicity pay gap is based on UK partner profit share and bonus awarded under the 2019 partner remuneration review.

#### MEAN HOURLY PAY

9.3%

#### MEDIAN HOURLY PAY

2.7%

### Partner ethnicity bonus gap

Our UK partner bonus ethnicity pay gap is based on partner bonuses received in the 2019 partner remuneration review.

#### MEAN BONUS

17.3%

#### MEDIAN BONUS

0.0%

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

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

#### ETHNIC MINORITIES

2020

41.2%

#### WHITE

2020

49.5%

## All staff including Partners

### All staff including Partners pay gap

#### MEAN HOURLY PAY

18.2%

#### MEDIAN HOURLY PAY

3.3%

### All staff including Partners bonus gap

#### MEAN BONUS

37.4%

#### MEDIAN BONUS

0.0%

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

#### ETHNIC MINORITIES

2020

46.2%

#### WHITE

2020

57.6%



# Analysis

Individuals and businesses have been compelled to take a fresh and honest look at their behaviour and values in relation to ethnicity, particularly over the past year.

As part of our commitment to greater transparency and accountability, we believe the right thing to do is to publish our ethnicity pay gap – looking at the difference in average pay between all white and ethnic minority employees<sup>1</sup>.

13.5% of our UK workforce are from ethnic minority backgrounds, which is comparable to the UK working-age population of 14.4%. Additionally, our ethnicity disclosure rate stands at 93%.

However, the proportion of ethnic minority employees at DLA Piper overall, and when compared to white employees, is low. Which means, for example, that whilst pay gap analysis for all staff, excluding Partners, suggests equal pay, these numbers are volatile and subject to significant change – both positive and negative – based on changes in headcount.

Our UK Race Plan mirrors our broader D&I strategy and is focused on improving ethnic diversity within our firm by taking a proportional approach to recruitment, through to retention and progression, as well as building an inclusive culture which reflects all of our people and wider society. Some of the actions we have already taken include:

- Establishing Mosaic – our ethnicity and cultural heritage network.
- Participating in a market mapping exercise to better understand how we compare with competitors on the recruitment and retention of ethnic minority staff.

- Becoming signatories of the Race Fairness Commitment and the Race at Work Charter.
- Partnering and running events with Urban Lawyers, giving students wider access to opportunities in the legal sector.
- Creating resources with stories from our people about their ethnicity and cultural heritage, and a guide for allies on being anti-racist.
- Delivering a second cohort of reverse mentoring with the majority of our UK Leadership Team taking part as Mentees.
- Monitoring the proportion of ethnic minority candidates receiving newly qualified job offers and challenging any potential bias in the selection process.
- Hosting a series of bespoke learning workshops as part of our wider Partner Leadership programme to upskill our leadership in having better and more meaningful conversations around race in the workplace.

We know that getting inclusion right and ensuring we appeal to the widest pool of talent is vital for our long term success and will make us a stronger and better business. Not only is it the key to commercial success, it is simply the right thing to do.

<sup>1</sup> Our ethnic minority population includes employees who have self-declared as Arab, Asian, black, mixed ethnicity or any other ethnicity.

