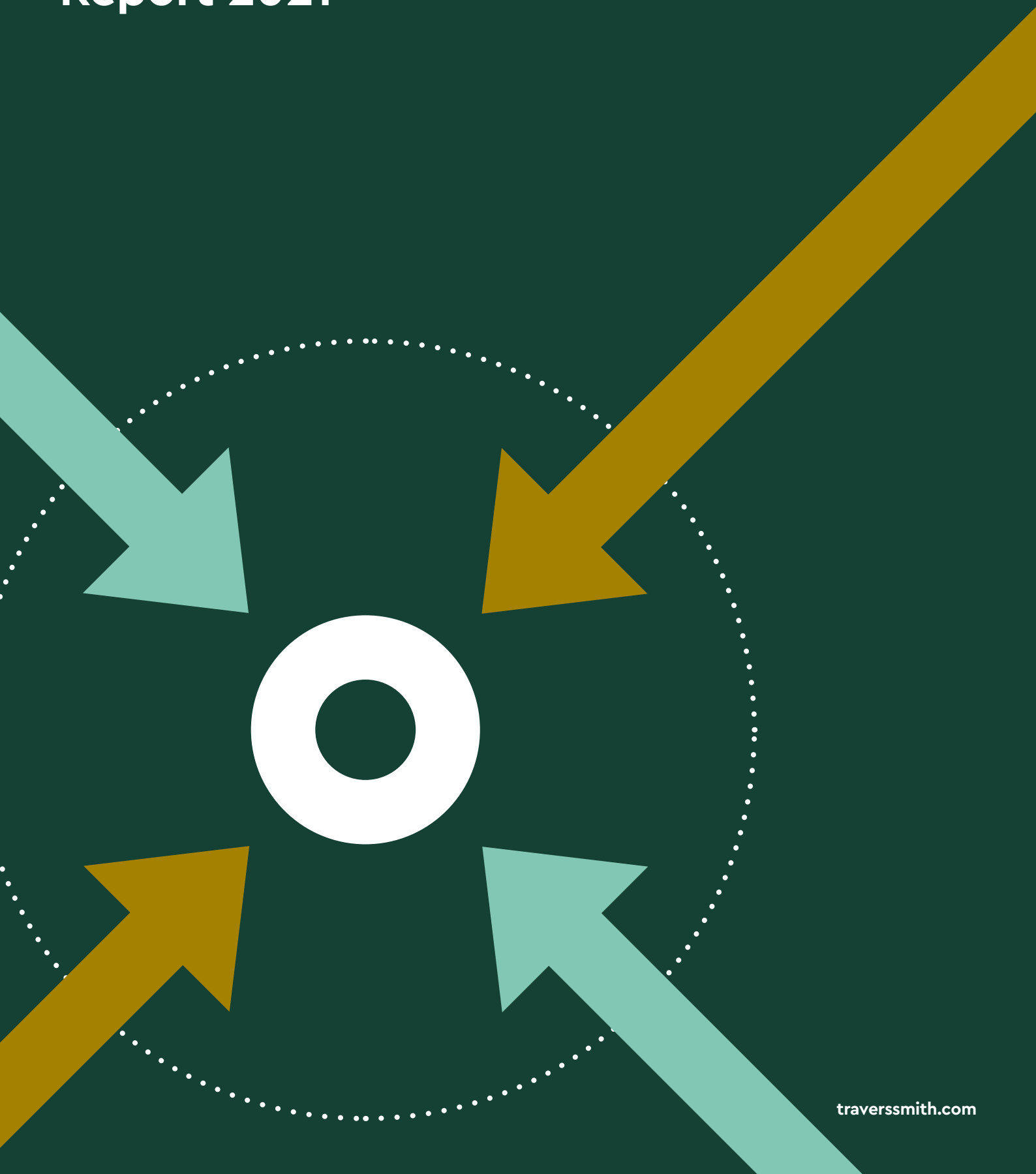


# Pay Gap Report 2021



# Contents

Our vision for inclusion: Kathleen Russ	03
Executive summary	04
Employee pay gap reporting	06
Partner pay gap reporting	27
Combined Employee and Partner pay gap reporting	35
Action planning	41
Putting our vision into practice: Moira Slape and Edmund Reed	44

The data set out in this report is calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and is consistent with the monitoring data we collect annually in accordance with the Solicitors Regulation Authority (SRA) requirements.

We have used the statutory formats for gender pay gap reporting when calculating additional, voluntary figures relating to other aspects of diversity and our partner population. We believe that development of such statistics is important if we are to deliver diversity and inclusion across the firm.

We confirm that the data contained within this report is accurate.



**Edmund Reed**  
Managing Partner

**Moira Slape**  
Chief People Officer

# Our vision for inclusion

Since becoming the firm's first female senior partner three years' ago, I have furthered the efforts of those before me in ensuring that we focus on continuing to create a diverse and inclusive culture. It is a key business priority for us at Travers Smith and is integral to how we serve our clients, develop our people and play a leadership role in our communities.

## Our programmes for change

Our programme of initiatives and our action planning to bring about lasting change, examines diversity, equity and inclusion through an intersectional lens. This is vital in order to understand the role multiple identities plays in inequality and discrimination. By improving our understanding we can develop better mechanisms to promote inclusion.

We know achieving inclusion for all will require sustained commitment and action. We have a strong track record of material change and an ambitious and progressive programme of initiatives aimed at fostering a more inclusive workplace. Whilst we know we have some important initiatives already underway; we recognise our goals will only ever be achieved by maintaining momentum behind important aspects of change at both an organisational and individual level.

## Targeting inclusion

Reducing pay gaps is just one strand of our programme of work aimed at creating a fully inclusive and equitable workplace. Our analytics, whilst robust, do have inevitable limitations caused by several factors including smaller populations in certain roles and the inherent complexity in place when considering the multiple identities of individuals.

We continue to undertake regular calculation of multiple pay gap metrics and we are fully aware that pay is just one factor in erasing inequality. We strive for a continued deeper understanding of an individual's experiences, exclusion and inequality to help target our action planning. I am pleased with the progress we have made in many areas over the past years, but we are also acutely aware that there is much more to be done.

## Our culture and future focus

The firm has long cherished its culture. Fundamental tenets are diversity and authenticity, ensuring everyone is able to be themselves and is recognised for contributing to the firm's success.

I am immensely proud of the exciting programme we have in place and we want to do all we can to ensure our people love working for the firm and all it represents. The commitment to build an inclusive workplace knows no bounds and will continue to have our focus in the year ahead.

**Kathleen Russ**  
Senior Partner



## Focus areas

### Gender

- Our employee gender pay gaps have remained stable over a number of years, as we seek to embed change and reduce gender gaps which we know are prevalent across the sector
- Women are represented at the highest levels in our legal and business services populations and we see retention of female talent as a business imperative

### Disability

- Our Enable Group is just one example of our network groups working to raise awareness of any issues, and to understand the challenges better
- We are currently part way through a thorough audit of our physical premises and working practices to seek to understand experiences better

### Ethnicity

- We have been successful in recent years in recruiting talented young black and Asian, and minority ethnic lawyers, but significant pay gaps will remain until we see these employees progress in seniority terms to take on Senior Associate and eventually partnership roles
- Our focus remains on breaking down the perceived barriers that continue to be associated with entry into the legal profession, ensuring a career in law feels accessible to all

### School type

- Our lawyers and business services professionals come from a range of school backgrounds
- We are seeing an increasing proportion of our junior lawyers joining us from non-fee-paying school backgrounds

### Sexual orientation

- Our LGB+ employees showcase their talent at all levels across the firm
- It is of critical importance to us that employees and partners feel they can disclose their sexual orientation and can bring their whole selves to work, whether that be through vocalising their sexuality and being a figurehead and champion of LGB+ inclusion within the firm, or whether by simply fulfilling their role without prejudice

## About the report

As has been the case since first publishing data, we seek to be as transparent as we can be with the data we have. Occasionally, populations included within the data are sufficiently small for us to consider it inappropriate to provide meaningful commentary. We outline the instances where that is the case, prioritising the confidentiality for our people, beyond what we could disclose within this report.

We know, because of our population size, that individual decisions taken on pay or bonus, whilst

warranted, have the potential to tangibly alter our pay gap results. Where a positive gap exists we do not assume we yet have the full measure of the experience of employees and of partners in minority groups so do not seek to celebrate place disproportionate emphasis on any positive gaps we see. Where we see larger pay gaps, or a deterioration in an individual metric in a particular year, this does not necessarily mean we are not on a longer term path to progress. Whilst annual shifts in statistical gaps are of interest, our primary concern is quantifying sustained progress over time.

# Employee pay gap reporting

## 1

## Gender

**This first section of our report shows the gender pay gaps for our employee population. We have chosen to outline our employee pay gap separately from our partner pay gap, so that we can examine the differences and track the progress we are making.**

For the purposes of this report data includes trans<sup>1</sup> people who identify as either male or female. The data does not include those who identify as non-binary, or any other nongender specific term.

Increasing female representation at partnership level remains a key strategic priority. We successfully recruit talented female graduate trainees into the firm each year, so tracking our lawyer pay gap, separate to our business services pay gap, is also of critical importance as we consider our pipeline of future talent into the partnership. Our business services teams have, for the most part, always had very strong female representation, so our focus within these groups is sustaining the parity we have seen and ensuring we recognise the particular contribution made by our business services professionals in supporting the fee earners across our business.

<sup>1</sup> Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

## What does our gender pay gap data tell us?

Our pay gap analysis continues to show that we have a larger proportion of women than men among our business services teams in administrative and PA roles, contributing to our gender pay gap. It is important to note that we carefully review pay at all levels of the firm and are firmly committed to equal pay. This ensures that a man or a woman doing the same role, are paid equally.

Each year, we welcome new joiners to the firm and even accounting for the pandemic 2020–2021 was no exception. We welcomed 95 new joiners to the firm and had 60 leavers. As a result of joiners and leavers in any given year changes to our demographics represent up to a fifth of headcount change so can impact our pay gap, as well as our quartile distribution.

### Mean and median gender pay gaps as at 5 April 2021

Pay gaps	2021	2020	2019	2018	2017	Difference 2021 vs 2020
Mean pay gap	16.1%	15.7%	13.0%	16.8%	14.8%	<b>+0.4%</b>
Median pay gap	33.8%	40.4%	40.6%	34.7%	39.1%	<b>-6.6%</b>



Being a woman can be an advantage in [some business] scenarios – you can bring a fresh perspective and find solutions that might otherwise be missed in a less diverse environment.

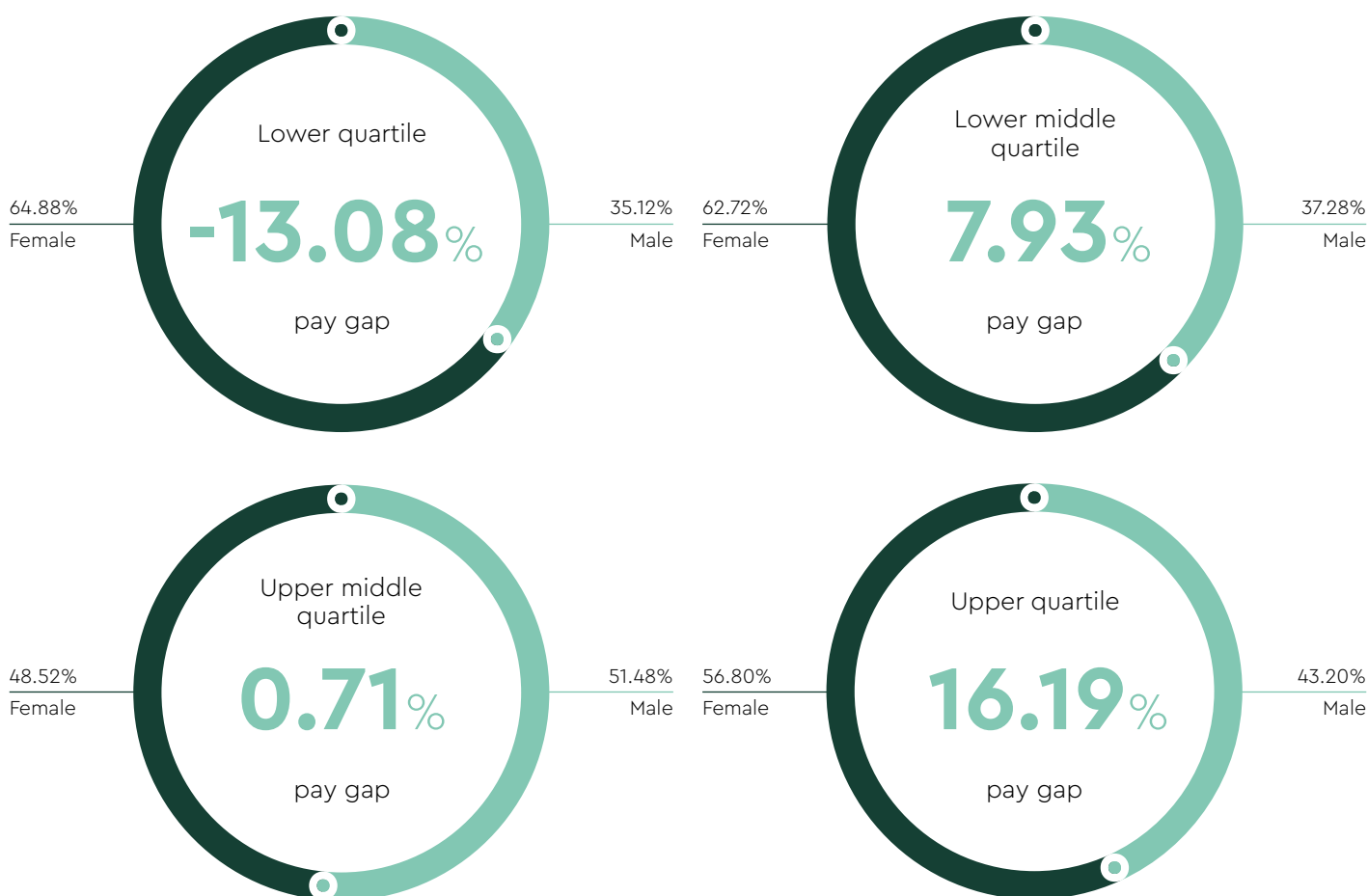
Overall, I don't feel that being a woman has held me back in my career, but I have also been very lucky in being surrounded by people who believe in me and support me, both personally and professionally.

**Genna Marten, Partner, as published in The Lawyer, March 2022**

## Hourly pay gap quartiles

The pay quartiles represent the distribution of gender across four equally sized groups based on hourly pay. We have highlighted the pay gap within each quartile to further explore any differences in pay which exist. We have seen some ongoing movement in the quartile distribution year to year. Although women are more heavily represented in the lower two quartiles, the positive pay gap in favour of the women in the lowest quartile continues to increase and we are focused

on competitive and attractive pay at all levels. At the opposite end of the quartile distribution, an increasing number of women are present in the top quartile, symbolic of our investment in female talent, although reducing the pay gaps which exist continues to be our focus in the year ahead.



## Bonus gap

In 2021, the proportion of men paid a bonus increased from 77% to 86%, reflective of male joiners in 2019/20 becoming eligible for a bonus for the first time in 2021. Women who were paid a bonus in the 12 months ending 5 April 2021 remained stable at 89%.

Our mean bonus gap increased in the reporting period, directly related to an exceptional decision which was unrepresentative of our policies and practices overall. If this particular decision is excluded from the

data calculations, our mean bonus gap would have reduced from 19% to 11.3% this year. Nevertheless, our statistics, as calculated under the legislative guidance, have worsened this year and we recognise if we do not articulate the reason for this worsening in our statistics, the result may be misinterpreted. There is an improvement in the median bonus gap in the last year from 50.5% to 38.8% but this remains an important area of focus for us in the year ahead.

## Bonuses – proportions in receipt



Alternative/part-time working structures impact the bonus gap calculation because it is based on the actual bonus amount received by an individual, since bonuses are pro-rated to reflect their working pattern. We

recognise our bonus gap remains significant. Our bonus gap is however influenced by the fact that 85.8% of our part-time workforce is female.

Bonus gaps	2021	2020	2019	2018	2017	Difference 2020 vs 2019
Mean bonus gap	30.8%	19.3%	28.2%	24.3%	37.8%	+11.5%
Median bonus gap	38.8%	50.5%	44.7%	47.9%	78.4%	-11.7%

## Lawyer pay gap

Within our legal population our distribution of men and women has remained relatively evenly spread over the last few years. That remains the case this year, with almost identical numbers of females and males recruited at each level of PQE in the last 12 months.

Our 2020 small mean pay gap of 3.9% has risen to 9.2% within our lawyer population in 2021. This statistic is directly impacted by two very senior males entering the

employee headcount in the last year. We have a very small median pay gap, but have seen a small shift from a positive median pay gap in favour of women in 2020 to parity this year. This is a consequence of changes in our headcount through our joiners and leavers and the re-positioning of the median pay point as a result.

### Lawyer pay gaps

Mean			Median		
2021	2020	2019	2021	2020	2019
9.2%	3.9%	0.4%	0.0%	-2.5%	1.4%

## Lawyer bonus gap

This year, we see a widening of our mean bonus gap for lawyers as a result of the same outlier exceptional data, previously described in our overall employee bonus gap narrative. This outlier data results in a mean bonus gap of 23.1%. When we remove this unrepresentative data when calculating the bonus gap across our male and female lawyers, we report a bonus gap of 8.9%. This small gap in favour of males is the opposite outcome

to 2020 which saw a 9.7% gap in favour of women. We expect these fluctuations year to year when we review the distribution of discretionary bonuses and how those have been spread across men and women. This reflects our approach taken each year, delivering discretionary bonuses to some lawyers, based on individual contributions.

### Lawyer bonus gaps

Mean			Median		
2021	2020	2019	2021	2020	2019
23.1%	-9.7%	3.3%	3.4%	0.0%	9.3%



We came away from the event so much more informed about the culture [of Travers Smith], the support in terms of career progression and the different paths that your lawyers can take. It was also very interesting to hear about the genuine flexibility that some of your lawyers enjoy in their day to day working pattern.

Legal recruiter in International Women's Day Event March 2022

## Business services

Our business services (including PAs) mean pay gap has halved when compared to last year. Senior women are represented well in our business services headcount and as we continue to develop and professionalise our business services functions, ever more managerial level women in place are likely to keep the gap narrow.

Our median pay gap, although still positive in favour of women, has reduced again this year; a consequence of a second year of expansion of our Technology

function, particularly in response to the pandemic, with half of our male recruits joining that team. Whilst the recruitment marketplace remains challenging when looking for talented women working in Technology, we have successfully recruited a minority of women into our Technology team and continue to challenge traditional occupational gender stereotypes as we recruit.

### Business services pay gaps

Mean			Median		
2021	2020	2019	2021	2020	2019
5.0%	10.5%	10.2%	-2.3%	-14.1%	-25.2%

Our business services mean bonus gap reflects, for the most part, the prevalence of women working part time compared to men and the impact this has on the calculation of the bonus gap statistic but for the second year in a row, the gap reduces and has halved since 2019. At the median point, we do however see a gap in favour of women, which has been consistent over the

last three years. This positive gap in favour of women, illustrates the representation of women across all levels of seniority and a higher bonus value paid to the women in the middle of the range.

### Business services bonus gaps

Mean			Median		
2021	2020	2019	2021	2020	2019
19.8%	30.3%	43.3%	-20.3%	-14.6%	-17.3%

Across our gender statistics, a number of the pay/bonus gaps have narrowed in the last year. We know women play an important role in so many deliverables across the firm. We continue to prioritise support for

our female talent and see female recruitment as a key strategic priority as we look to the future.

# Employee pay gap reporting

## 2 Disability

We have disability related data recorded for 86.4% of our population and this shows us that 10.8% of our people, who have recorded data, regard themselves as having a disability. The statistics shown overleaf have been calculated using these records. Given the different types of disability that exist, we have sought to chart the pay gap between those with and without a declared disability and are not seeking to calculate the pay gaps by disability type.

Within our working population, we are proud to see represented groups of individuals living with different types of disability. Individuals report themselves as having hearing, vision, learning, mental health, mobility and behaviour-based disabilities. We recognise within the complex world of work, those living with one or more disabilities may experience an extra layer of challenge in daily life compared to those who are without disabilities. We hope those reporting a disability feel empowered to raise an issue if one presents itself specific to their disability and/or our working practices, and that we can take further learning from their experiences so that our workplace can become more inclusive in the future.

Disability pay gaps for employees – With and without disability

Hourly pay gaps

Mean		Median	
2021	2020	2021	2020
16.6%	-0.03%	38.8%	-13.8%

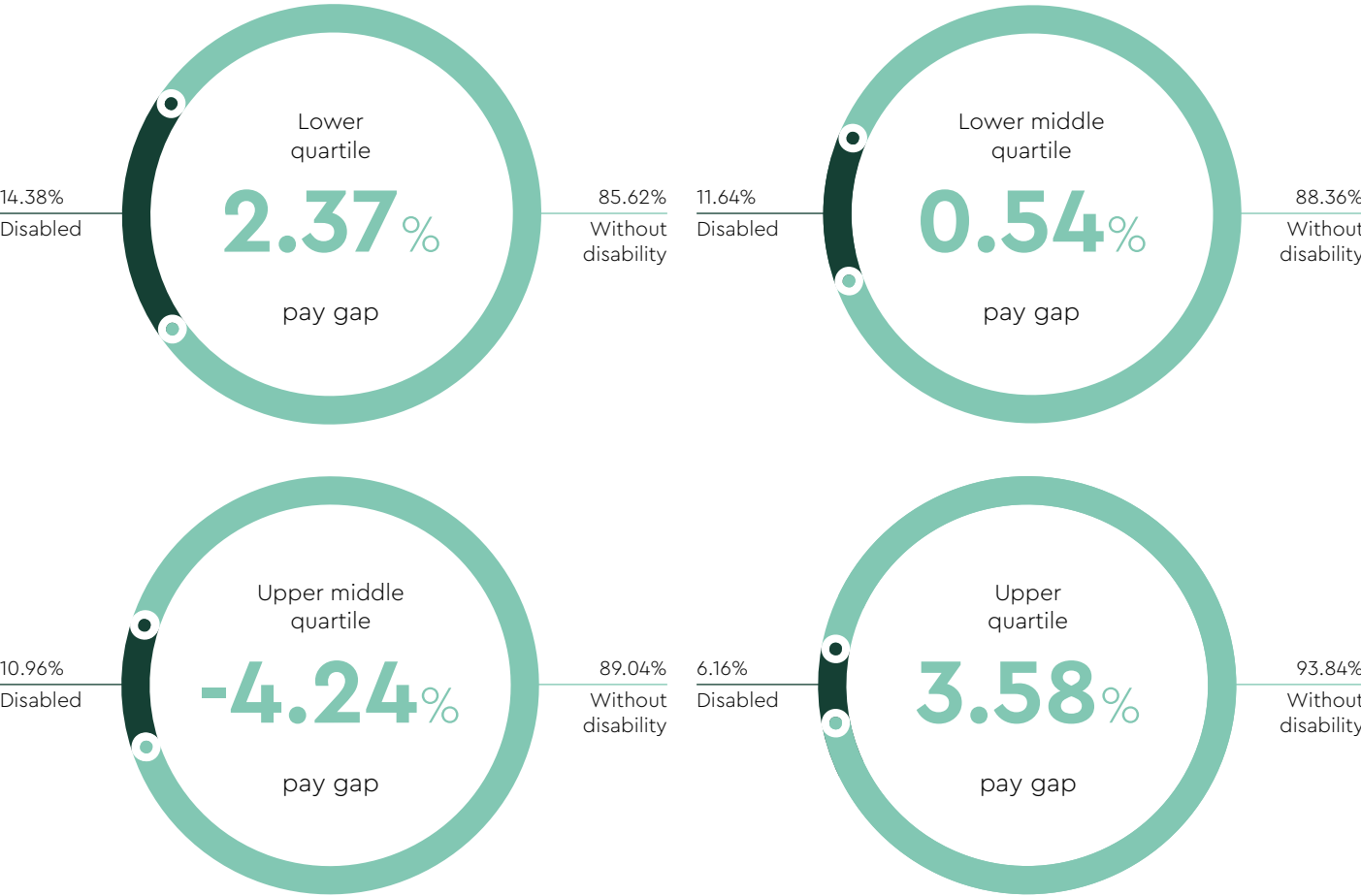
When we consider those reporting a disability, we see that 49% of individuals are lawyers. Amongst the 51% who are not lawyers, around half are in roles paid above PA and paralegal level and 22% occupy managerial

Bonus gaps

Mean		Median	
2021	2020	2021	2020
36.2%	3.0%	9.5%	-29.8%

roles. Historically in 2020, we saw positive figures in respect of the disabled group.

Hourly pay gap quartiles



Bonuses – proportions in receipt

We see comparable statistics of disabled and without disability individuals receiving a bonus; 89% and 90% respectively. This reflects our approach to bonuses which sees the majority receiving a payment for contributions to the firm's success.



# Employee pay gap reporting

## 3 Ethnicity

This third section of our report outlines the ethnicity pay gaps for our employee population. Following an exercise to improve upon the amount of diversity related data we hold for employees, we now have ethnicity data which we can analyse for 92.2% of our population. The statistics shown overleaf have been calculated using these records only.

## Ethnicity pay gaps for employees – Ethnic minorities compared to White

Those individuals recorded as representing the black, Asian and other minority ethnicities (BAME) represent 16.5% of the population that has provided diversity content. We have shown the pay gap of this group, but we recognise the limitations and problems arising

from grouping a large number of ethnicities under one umbrella. For this reason, we have, where numbers allow, examined data relating to specific ethnicities, calculating the pay gaps for specific ethnic groups.

### Hourly pay gaps

Mean		Median	
2021	2020	2021	2020
23.1%	26.4%	36.3%	38.8%

### Bonus gaps

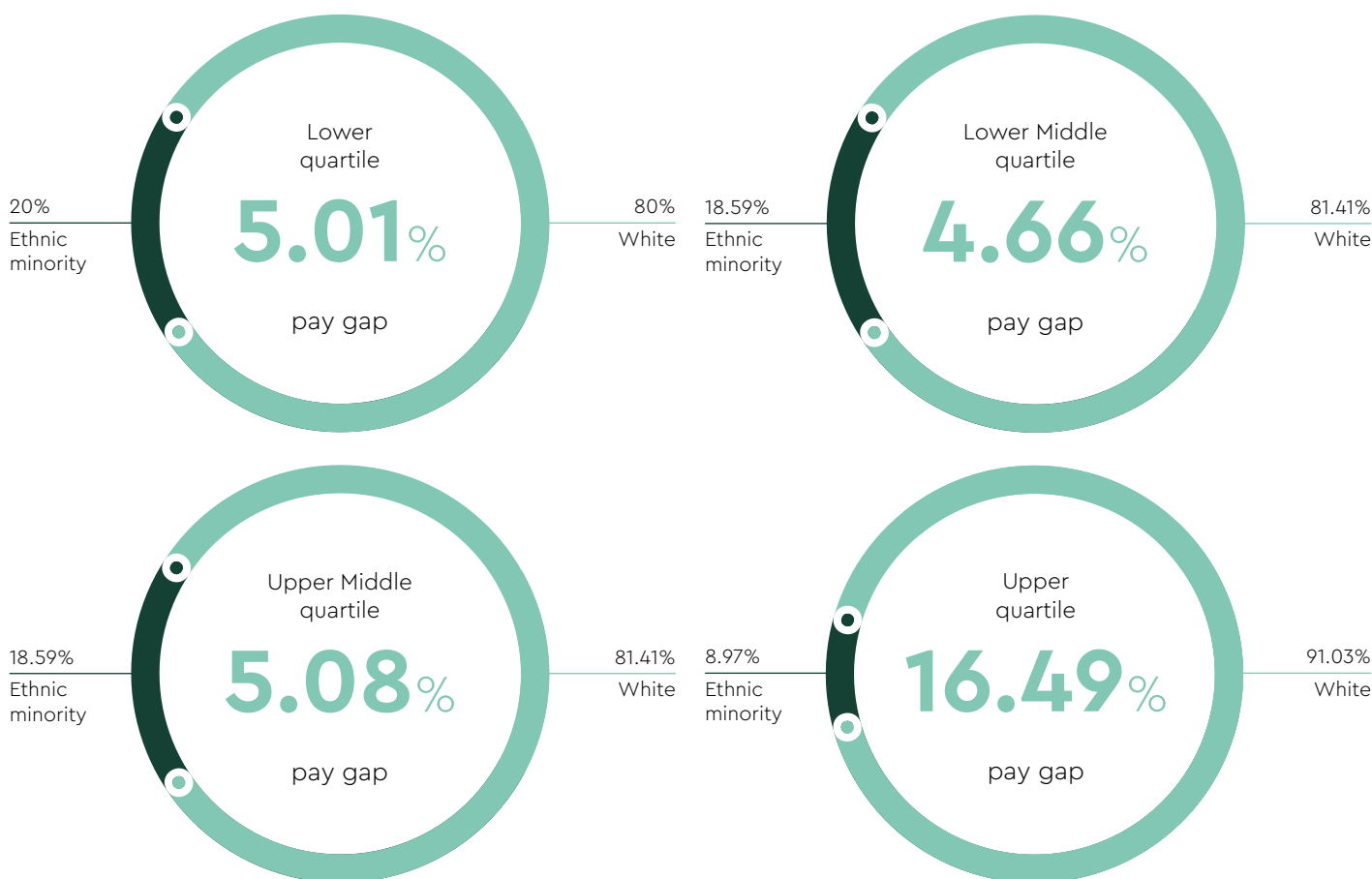
Mean		Median	
2021	2020	2021	2020
53.3%	40.9%	56.1%	49.8%

## What insights do we have into why such gaps exist?

The majority of our lawyers are paid according to their years of post-qualification experience, so we are confident we do not have an equal pay issue. Our ethnicity pay and bonus gaps are significant because our ethnic minority headcount is small, and those in our highest paid roles in the organisation, such as those in consulting roles, paid on an individual and discretionary basis above the top of the lawyer lockstep (sometimes retired partners) are white. When we review our lawyer data, we can also see that 69% of our lawyers from ethnic minority groups are associates rather than senior associates. This points to our recent recruitment processes successfully recruiting strong diverse talent but it also shows us that ethnic minority colleagues are not sufficiently represented at senior associate levels in the short term. We have a number of initiatives focussed on the retention and development of our junior talent which will support a pay gap reduction over the years to come.

Within our business services population specifically, many ethnic minority employees occupy PA, paralegal and other team-based roles below management level. Although we have some limited representation of different ethnicities at management level, we do not yet see such talent occupying senior leadership roles. Although our leadership group is small and not destined to change in the short term, our policies, training and recruitment practices will hopefully ensure a future talent pipeline which is inclusive and accessible to all ethnicities.

## Hourly pay gap quartiles



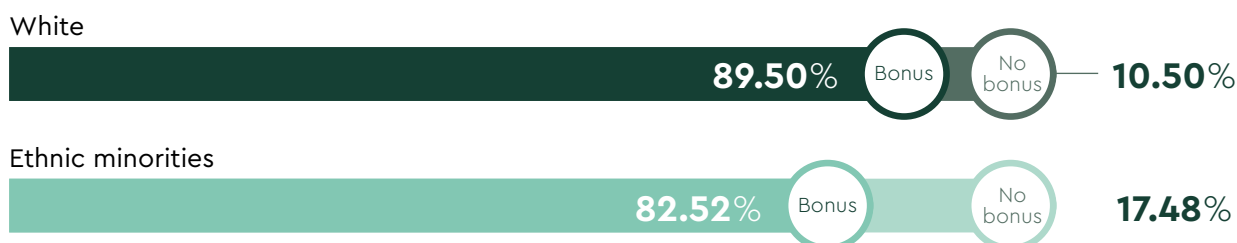
## Bonus gap

The proportions of people in receipt of a bonus who are from ethnic minority backgrounds is lower than that who identify as white. The gap between the groups has narrowed once again this year. This lower percentage once again reflects our recent recruitment of those from black and Asian, and minority ethnicities in the last year, some of whom had not started at the firm at the

time our last bonus awards were made. We expect the percentage to grow with retention of these individuals into the new reporting year.

The majority of employees receive a bonus at the firm. Any differences we see in the distribution of bonuses relate to short service length and impact on eligibility.

## Bonuses – proportions in receipt



We see a sizable bonus gap at present. This reflects the junior nature of many roles within our ethnic minority population. The gap widened this year by the outlier bonus data we have referenced previously, which we do not regard as representative of our overall approach.

Attracting talent from a range of ethnic backgrounds into the legal sector is an issue sector-wide. We hope to see improving statistics as we look towards the future.

## Pay gaps by ethnic group

Upon further examination of this data, we can report that within our ethnic minority population, 50.5% are Asian/Asian British, 23.3% are Black/Black British, 17.5% are of Mixed/Multiple ethnic groups and 8.7% report themselves from 'Other ethnic' groupings.

We can see differences in our pay gaps when we consider Black/Black British and Asian/Asian British

pay data compared to our white employees. We have not reported on the gaps that exist for our Mixed/multiple ethnic and Other ethnic groups, mindful that these groups are smallest, so we have confidentiality considerations that would restrict us from reporting further. In practice, gaps affecting these groups are likely to be comparable to what we see within the analyses we are able to provide here.

### Ethnicity pay gaps for employees – Black/Black British compared to White

#### Hourly pay gaps

Mean		Median	
2021	2020	2021	2020
32.7%	33.0%	40.0%	43.8%

#### Bonus gaps

Mean		Median	
2021	2020	2021	2020
64.7%	49.7%	61.0%	56.7%

### Ethnicity pay gaps for employees – Asian/Asian British compared to White

#### Hourly pay gaps

Mean		Median	
2021	2020	2021	2020
16.7%	12.7%	17.8%	16.9%

#### Bonus gaps

Mean		Median	
2021	2020	2021	2020
46.6%	34.5%	29.7%	41.6%

## Bonuses – proportions in receipt

The proportions of employees receiving a bonus do not vary significantly by ethnicity. This is indicative of our approach to bonuses which results in the majority receiving an element of bonus. Where a percentage of employees have not received a bonus, this is reflective of start date and a temporary impact on eligibility, rather than there being any other factor in play. 83.3% of our Black/Black-British employees received a bonus last year and 82.7% of Asian/Asian-British employees.

Providing as much transparency over this pay gap data as we can, is just one of the important actions we need to take if we are to shine a light on this issue and to create momentum behind increased inclusion.

# Employee pay gap reporting

## 4 School type

**Within the legal sector there is recognition of the need to extend diversity and social mobility in the educational backgrounds of those recruited, so the diversity of employees across the sector reflects the diverse backgrounds of clients who instruct us and so that, as a firm, we are sure that we are extending the right opportunities to the most talented people available to us.**

In this section of our report, we analyse the pay gaps which exist between those educated in fee-paying schools and those of non-fee-paying schools. These gaps illustrate the ongoing prevalence of privately educated graduates entering the legal profession to train as lawyers and the prevalence of PAs and other business services employees who have entered the sector from non-fee-paying school backgrounds. These distinct groups, and differences in their salaries, are influencing the large statistical gaps we see. Issues of perceived occupational segregation seem as evident in respect of school background as they do in analyses by gender.

We are aware of the limitations of the terms "fee-paying" and "non-fee-paying" as they do not allow for nuances such as people from low-income backgrounds who may have secured a scholarship or bursary to attend a fee-paying school.

We also recognise that an analysis of fee-paying compared to non-fee-paying school settings is a fairly basic, UK-centric comparison and does not represent the plethora or complexity of school type backgrounds which may be relevant to some in our population. We see, for example, that 13.5% of our employees have been educated outside the UK and are not included in these figures.

Whilst this area of data is complex to analyse, and we may need to introduce further questions when collecting data, to understand this area better, we include statistics in pursuit of identifying gaps that exist.

## Education Type pay gaps for employees – Fee-paying school background compared to non-fee-paying school background

### Hourly pay gaps

Mean		Median	
2021	2020	2021	2020
24.8%	42.7%	49.4%	51.0%

Last year, we saw identical statistics for those receiving a bonus at 85%. In 2021, we see a slight gap emerging with 84.9% of those from fee-paying school backgrounds and 89.9% of those from non-fee-paying

### Bonus gaps

Mean		Median	
2021	2020	2021	2020
48.9%	32.7%	60.6%	72.4%

backgrounds receiving a bonus. This is indicative of changes in the composition of our headcount in the last year, rather than due to any change in our policy

## Headline statistics do not provide the full story

When we consider in detail the backgrounds of individuals in different role types, we see greater diversity in the backgrounds of our people than the headline statistics might first suggest.

Almost two thirds of our Senior Counsel and 60% of our Senior Associates attended non-fee-paying schools. Whilst 55.5% of our more junior Associates attended fee-paying schools, only 37.5% of our Trainees come from that same route. These statistics paint a picture of lawyers having an opportunity to be recruited and to thrive within our firm, irrespective of their original educational and social background.

The statistics also make apparent that much, if not all, of the gap comes from the comparison of PA, paralegal and business services salaries against the lawyer salaries which are higher. 87% of our business services and PA population has a non-fee-paying school background.

Whilst we expect to see ongoing successful recruitment of talent from a variety of different school settings, we foresee this being an aspect of our pay gap reporting where we will continue to see wide, occupational pay gaps for some years to come, even if some of these gaps have narrowed in the last year.

Diversity of educational background remains a priority for the firm as we strive to create deeper client connection and access to opportunity for all. We recognise further exploration is needed to better understand this data, the impacts of educational background for our people and for those interested in working at the firm.

## Educational background of parents and generational changes

This year, for the first time, we have asked our employees for an insight into the educational backgrounds of their parents to understand the extent to which we have employees who are in the first generation of their family to attend university. We do not yet hold full data but have received responses so far from 65.7% of our employees.

This data shows us that 51.2% of employees who have provided data for this aspect have one or both parents who have been educated at university. 48.2% of our employees are first generation university educated, with 32.7% of this group working in legal roles.

# Employee pay gap reporting

5

## Sexual orientation

89.3% of our population have self-declared their sexual orientation. The statistics shown overleaf have been calculated using these records only. Whilst we recognise that these statistics will not be truly representative until we have diversity data for all, these will provide some insights to us as we continue our efforts over the next twelve months to improve the amount of data we hold.

Those recorded as LGB+ represent 5.1% of the population that has provided diversity data. Given the need to protect the confidentiality of individuals, we are able to show the pay gap of LGB+ compared to straight/heterosexual employees but are not seeking to calculate the pay gaps at a more granular level. We refer to LGB+ and not LGBT+ in this section as we are examining pay gaps relating to sexual orientation, and not gender identity.

## Sexual orientation pay gaps for employees – LGB+ compared to straight/heterosexual

### Hourly pay gaps

Mean		Median	
2021	2020	2021	2020
17.5%	11.1%	38.2%	17.4%

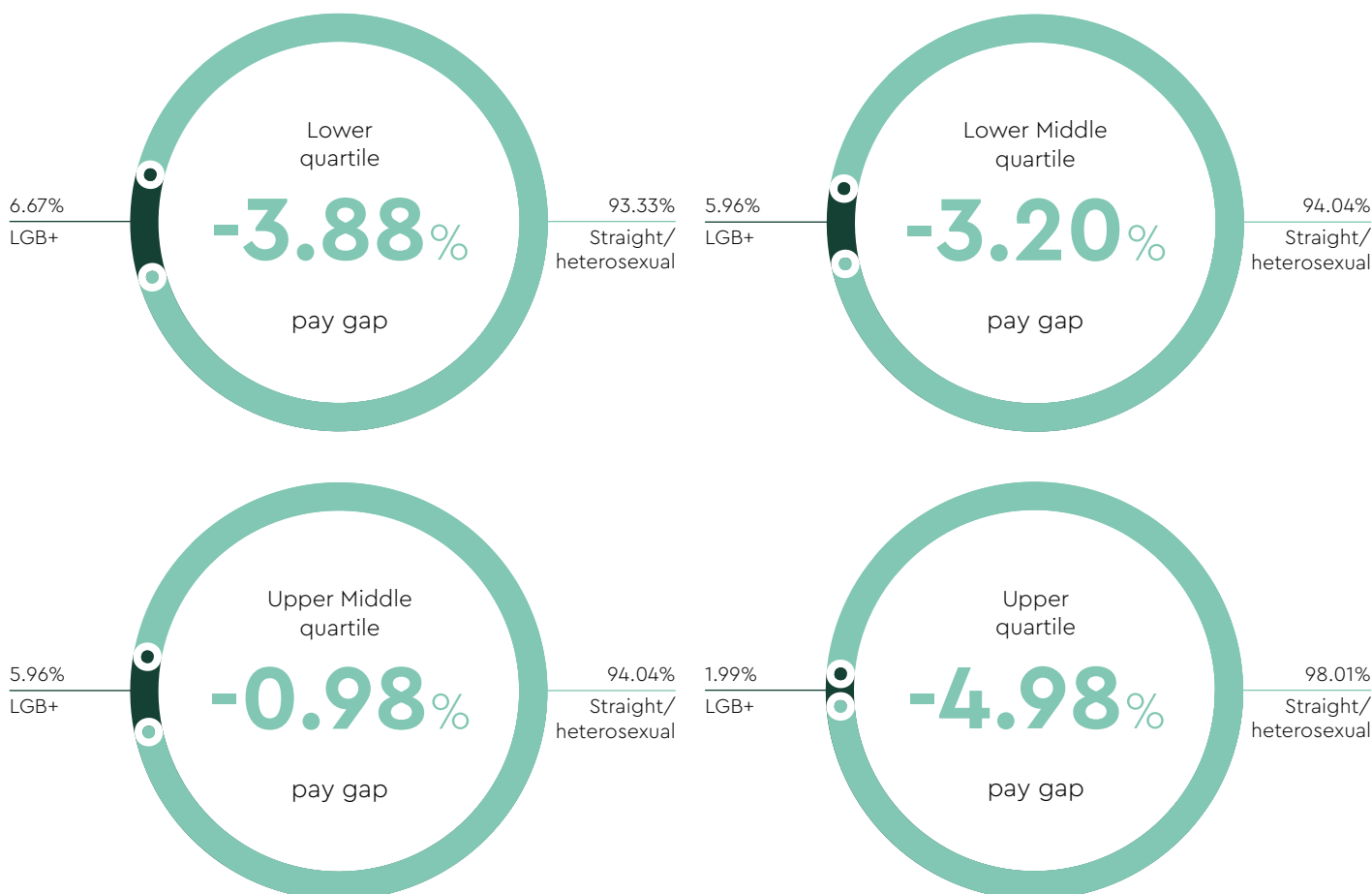
We see widening pay gaps this year, again impacted by the outlier data previously described. If this unrepresentative data had not been included, our pay gaps would be comparable to what we saw last year. What is more positive, on further analysis, is a small positive gap in favour of our LGB+ group in each of the pay quartiles in 2021; illustrative of the recruitment and representation of talented individuals across the firm in the last year. Our LGB+ population is small but represented in each of the pay quartiles.

### Bonus gaps

Mean		Median	
2021	2020	2021	2020
24.1%	35.9%	15.7%	13.6%

We are proud to include individuals identifying themselves as LGB+ across the firm, some of whom represent our organisation at very senior levels. We recognise however that we will need to continue to focus on inclusivity across all levels of the firm if we are to succeed in reducing the gaps which exist and safeguarding a rich pipeline of talent for the future.

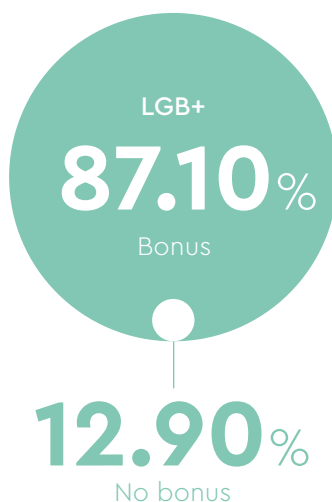
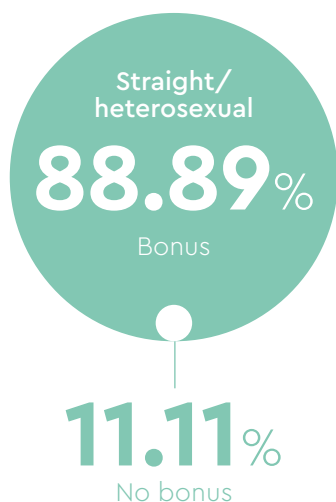
### Hourly pay gap quartiles



## Bonuses – proportions in receipt

In our report last year, we outlined that 25% of LGB+ people had not received a bonus due to the timing of the recruitment of people and when they were first eligible to receive a bonus. At the time, these statistics were disproportionately impacted by the headcount being small overall. We predicted an improvement in our bonus statistics once full year bonus awards were

delivered and this has happened with 87.1% receiving a bonus in the last year. We now see comparable proportions receiving a bonus across the LGB+ and straight/heterosexual groups.



### Bonus gap insights

In our report last year, we also outlined that our bonus pay gap showed a mean which was influenced disproportionately by pro-rated, reduced awards provided to LGB+ people as a consequence of short service during our bonus year or as a result of part time working. This affected the statistics for 43% of the group in 2020, which has had a substantive impact. In 2021, we have retained these 2020 new employees who now have full bonus eligibility and we are starting to see the gap reducing. Our outlier data has influenced the statistics we see, so the gap would have reduced further, if this data had been excluded, so the directional trend for this data is positive.

# Partner pay gap reporting

We expect to continue to see fluctuations in our partner pay gap data, year-on-year. Given the smaller size of this group, changes to the partnership such as lateral hires (of which we have very few), movement from junior equity partner to full equity partner, and retirement, maternity leaves and promotions, will have a more marked impact on our partner pay gap data than we would see across our employee population.

We have been successful in recent years at promoting women into partnership roles. We now have around half of the female partners represented in our data in the full equity, although two thirds remain positioned across the more junior half of the full equity at the current time. We will have a pay gap for some years as a result, but our focus remains on eradicating this gap over time.

Beyond gender considerations, we are conscious of the need to build diversity in our partnership and to benefit from the widest possible array of talent that we hope will lead our firm in the future. This section of the report provides gender pay gap analyses, but also starts to explore other diversity aspects which we know are important if we are to thrive as a partnership.

# Partner pay gap reporting

1

Gender

The difference in the seniority profiles of male and female partners continues to be relevant in our pay gap calculations this year, however, as our female partners become more senior, in time, we envisage our pay gaps reducing. We are proud we have retained our female

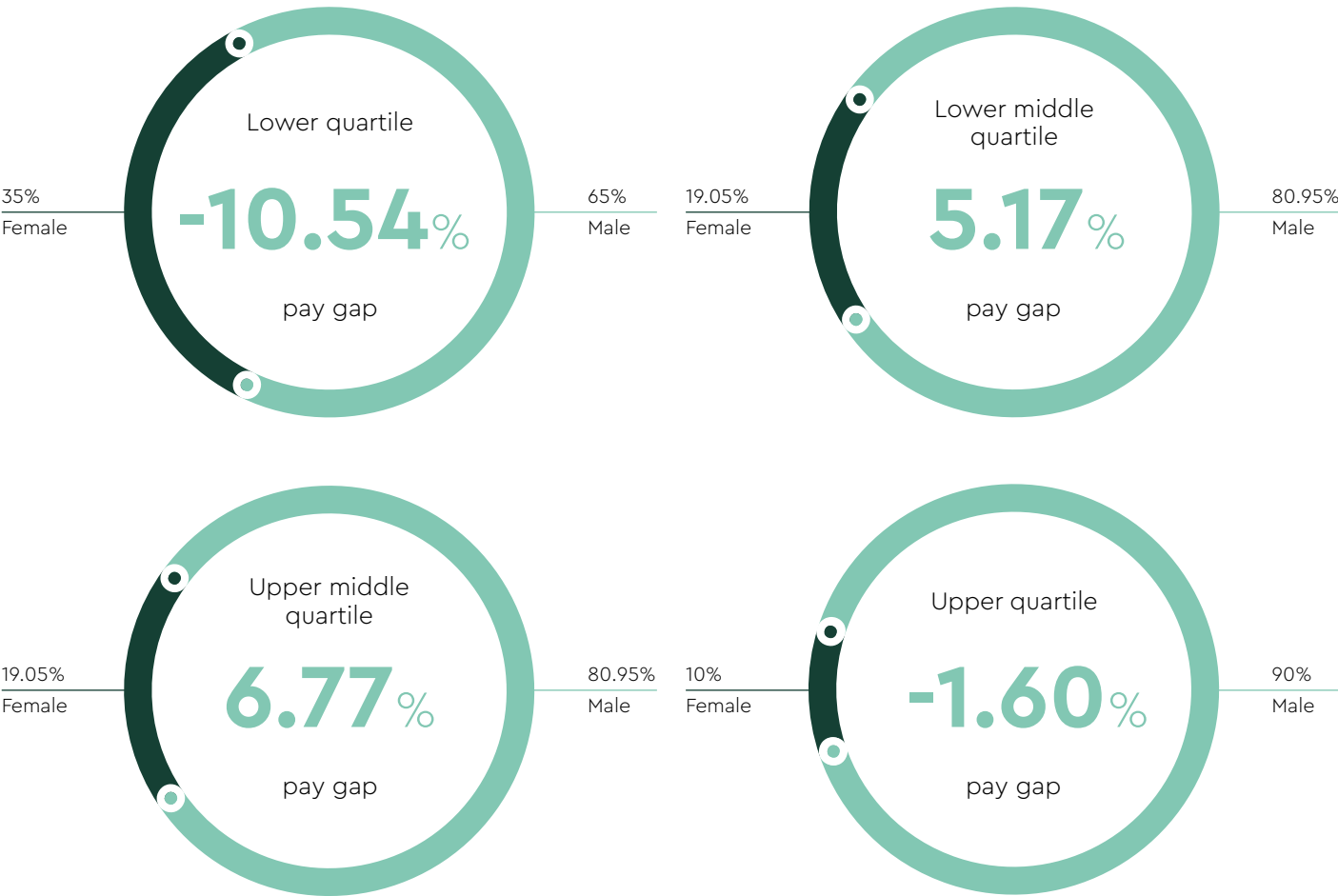
partners and remain focused on our female talent pipeline into the partnership over time, as illustrated by the long-term trend data here which shows a reduction in these pay gaps.

Pay gaps	2021	2020	2019	2018	2017	Difference 2021 vs 2020
Mean pay gap	18.0%	18.1%	23.9%	23.7%	7.1%	-0.1%
Median pay gap	21.4%	23.1%	51.1%	29.3%	24.9%	-1.7%

Hourly pay gap quartiles

The pay quartiles presented below represent the distribution of gender across four equally sized groups based on hourly pay. These show women represented in each of the quartiles, although women are more heavily represented in the lowest quartile, reflective of our recent promotion of women into junior equity levels. It is positive to see greater representation of

women this year in the upper middle quartile, where presence has grown from 9.5% in 2020 to 19% this year, and a small positive gap in favour of women in the upper quartile.



## Gender bonus gap

In our 2018 report, our female median bonus value was a full equity partner bonus value. This senior level bonus created a gap in favour of women. In 2019, with an increased number of women in the partnership, a bonus gap arose in favour of men, by virtue of the female median bonus value then being one from the junior equity partner group. This change in the data illustrates the propensity for us to see large shifts in the data year to year, dependant on specific recipients and their seniority within the group.

This year, we see the mean bonus gap increasing; a consequence of our mean female bonus being a part time pro-rated value this year and some isolated,

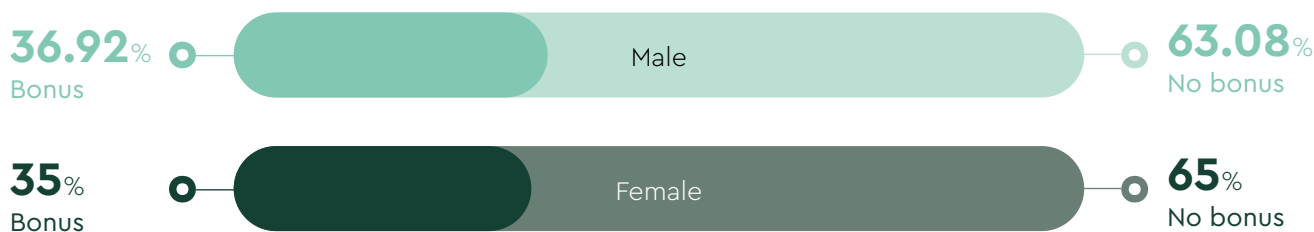
exceptional data, unrepresentative of our approach overall, which is also having an impact on our figures. If we had been able to remove the unrepresentative data, our mean bonus gap would have reduced to 37.6%; much more consistent with the longer-term trend data we see.

We recognise we need time and retention of our female partners to move the dial in relation to these statistics long term. Although sizable gaps continue to exist in the short term, we know our female partners will gain in seniority and will positively impact these figures as we look to the future.

Bonus gaps	2021	2020	2019	2018	2017	Difference 2021 vs 2020
Mean bonus gap	60.4%	49.3%	30.3%	41.3%	18.3%	<b>+11.1%</b>
Median bonus gap	62.3%	50.0%	46.5%	-125.0%	-100.0%	<b>+12.3%</b>

## Bonuses – proportions in receipt

We see comparable proportions of men and women receiving discretionary bonuses in 2021.



# Partner pay gap reporting

## 2 Disability

Disability is often hidden from view. Aligned to our efforts to provide transparency in relation to pay gaps within our employee population, we also want to provide some insights into our partner disability data. We have disability related information available for 85% of our partners and see that 8.6% of partners who have provided a response, report themselves as

disabled. Although the population of partners is small, we want to provide data which we feel we can share without impacting the confidentiality of the individuals concerned. A sharing of data is possible in relation to our hourly pay data because we have a record for all, but we do not regard this as feasible when we consider individual bonus data.

### Disability pay gaps for partners – Disabled compared to without disability

#### Hourly pay gaps

Mean		Median	
2021	2020	2021	2020
-6.5%	-4.2%	-3.6%	-3.9%

All of our partners reporting as disabled are full equity partners, so in senior leadership positions and managing important client relationships across the firm. Their seniority is producing the positive pay gaps we report above, but this does not mean we have the full measure of their experience of work. We know little about the disabilities each lives with, for in most instances, partners have chosen not to record the

#### Bonus gaps

Mean		Median	
2021	2020	2021	2020
Unable to disclose	Unable to disclose	Unable to disclose	Unable to disclose

nature of their disability type. We hope, in our efforts to gather improved data over time, we can shine a light on this aspect of diversity and start to normalise conversations about disability.

# Partner pay gap reporting

## 3 Ethnicity

This year, we once again provide some limited ethnicity related pay gap information. We have ethnicity related information available for 90.9% of our partners and see that 2.9% of partners identify as minority ethnic. Although the population of partners is small, we want to provide data which we feel we can share

without impacting the confidentiality of the individuals concerned. A sharing of data is possible in relation to our hourly pay data because we have a record for all, but we do not regard this as feasible when we consider individual bonus data.

### Ethnicity pay gaps for partners – Ethnic minority compared to white

#### Hourly pay gaps

Mean		Median	
2021	2020	2021	2020
4.4%	1.4%	6.4%	1.5%

#### Bonus gaps

Mean		Median	
2021	2020	2021	2020
Unable to disclose	Unable to disclose	Unable to disclose	Unable to disclose

Our ethnic minority partners make a critical contribution to the firm, not just in the leadership they offer within their teams but also in their capacity as role models to younger, aspiring lawyers who can see real and tangible prospects of becoming partners themselves in the future. We know we have a long way to go before

those within these communities feel fairly and equally represented at partnership levels, but we hope our efforts of today to recruit and retain talented lawyers from these communities will help to engender a more inclusive culture for the future.

# Partner pay gap reporting

## 4 School type

For the first time this year, we analyse the pay gaps which exist for partners between those educated in fee-paying schools and those of non-fee-paying schools.

Whilst this area of data is complex to analyse, and we may need to introduce further questions when collecting data, to understand this area better, it is important to include these statistics in pursuit

of identifying gaps that exist. We have collected responses from 85.7% of our partners. In this group, 54.5% have fee-paying school backgrounds and 45.5% have non-fee-paying school backgrounds.

### Education Type pay gaps for partners – Fee-paying school background compared to non-fee-paying school background

#### Hourly pay gaps

Mean	Median
2021	2021
4.69%	0.0%

#### Bonus gaps

Mean	Median
2021	2021
38.9%	-50.0%

In respect of proportions in receipt of a bonus, 36.1% of those from fee-paying school backgrounds received a bonus, compared to 41.9% of partners from non-fee-paying school backgrounds.

### Educational background of parents and generational changes

When you consider the educational backgrounds of the parents of partners, we see that 32.2% of partners who have provided a response to this aspect are first generation graduates where neither parent has previously been to university. We expect to see some movement in this data over time as younger lawyers progress into the partnership, as we expect a larger proportion of this group to have family members who have been university educated, purely as a

consequence of university education becoming ever more commonplace over recent decades. Nonetheless, it is positive to see this diversity of backgrounds within our partner group, reflecting a focus on equality of opportunity at the firm.

# Partner pay gap reporting

## 3 Sexual orientation

Across our partner group 90.8% of partners have self-declared their sexual orientation. Amongst this group, 4.3% report themselves as part of our LGB+ community. Similar to our reporting of other areas of data, we can report on our hourly pay data because we have a record

for all, but we do not regard this as feasible when we consider individual bonus data. For this reason, our reporting is limited.

### Sexual orientation pay gaps for partners – LGB+ compared to straight/heterosexual

#### Hourly pay gaps

Mean		Median	
2021	2020	2021	2020
39.7%	69.3%	60.0%	60.0%

The gaps we see are currently the size they are because two thirds of our LGB+ partners are in the junior equity at present. In such a small cohort, this dynamic has a significant bearing on the statistics. Over the next few years, we will see these partners move into the full equity and these statistics will markedly change. We also hope to have a larger cohort of LGB+ partners included in our analysis when calculating values in the future.

It is of critical importance to us that partners feel they can disclose their sexual orientation and can bring their whole selves to work, whether that be through vocalising their sexuality and being a figurehead and champion of LGB+ inclusion within the firm, or whether

#### Bonus gaps

Mean		Median	
2021	2020	2021	2020
Unable to disclose	Unable to disclose	Unable to disclose	Unable to disclose

by simply fulfilling their role without prejudice; content in the knowledge that the firm is open and inclusive to all. Whilst some of the barriers and prejudices may have reduced somewhat in recent times, we are conscious there remains a path in front of us to fully and firmly eradicate any ongoing perceptions of inequality or exclusion. The LGB+ community has shone a light on some of the challenges faced by the group and we must keep momentum behind these efforts as we look to the future. Our partner members of our LGB+ community play an important role in demonstrating that conversations can be free and without prejudice.

# Combined Employee and Partner pay gap reporting

In 2021, employees saw their employment status transfer from Travers Smith Employment Services Company to Travers Smith LLP. We therefore provide a combined set of statistics for the first time. We have sought to outline the factors underpinning our statistical results in each of the previous sections so will not seek to repeat this type of commentary but reiterate our resolve to reduce the gaps which exist and to provide equality of opportunity and inclusion across the firm.



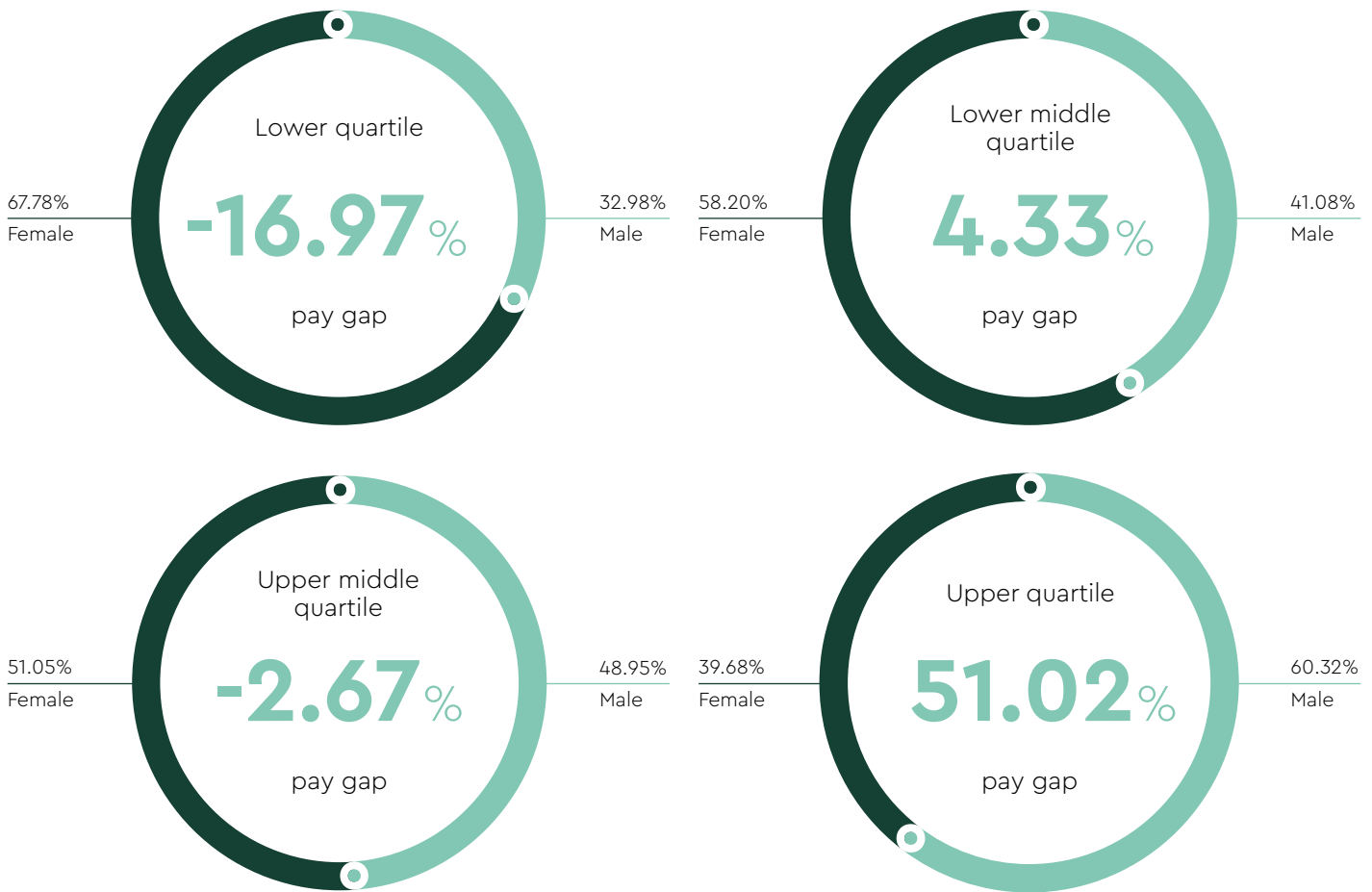
## Hourly pay gaps

Mean	Median
2021	2021
57.1%	29.0%

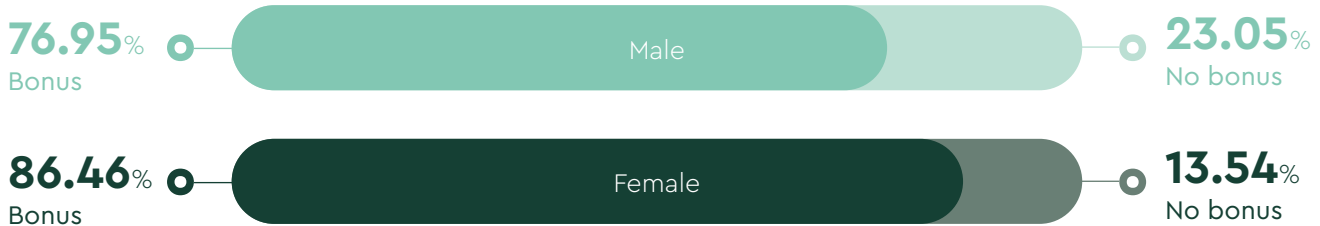
## Bonus gaps

Mean	Median
2021	2021
75.0%	42.9%

## Hourly pay gap quartiles



## Bonuses – proportions in receipt



## 2 Disability

### Disability pay gaps – Disabled compared to without disability

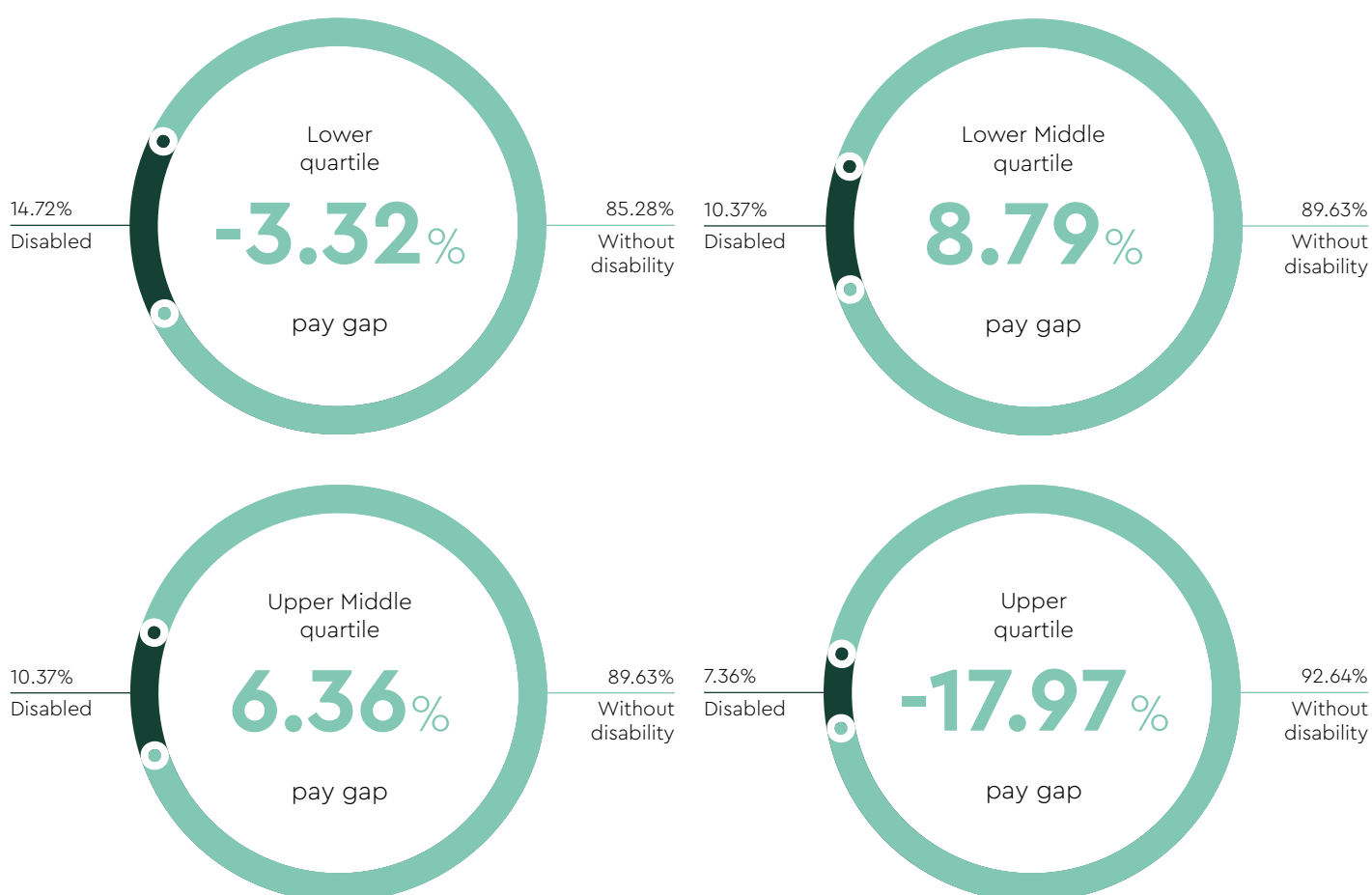
#### Hourly pay gaps

Mean	Median
2021	2021
16.0%	39.5%

#### Bonus gaps

Mean	Median
2021	2021
48.4%	17.6%

#### Hourly pay gap quartiles



#### Bonuses – proportions in receipt



### 3 Ethnicity

#### Ethnicity pay gaps – Ethnic minorities compared to white

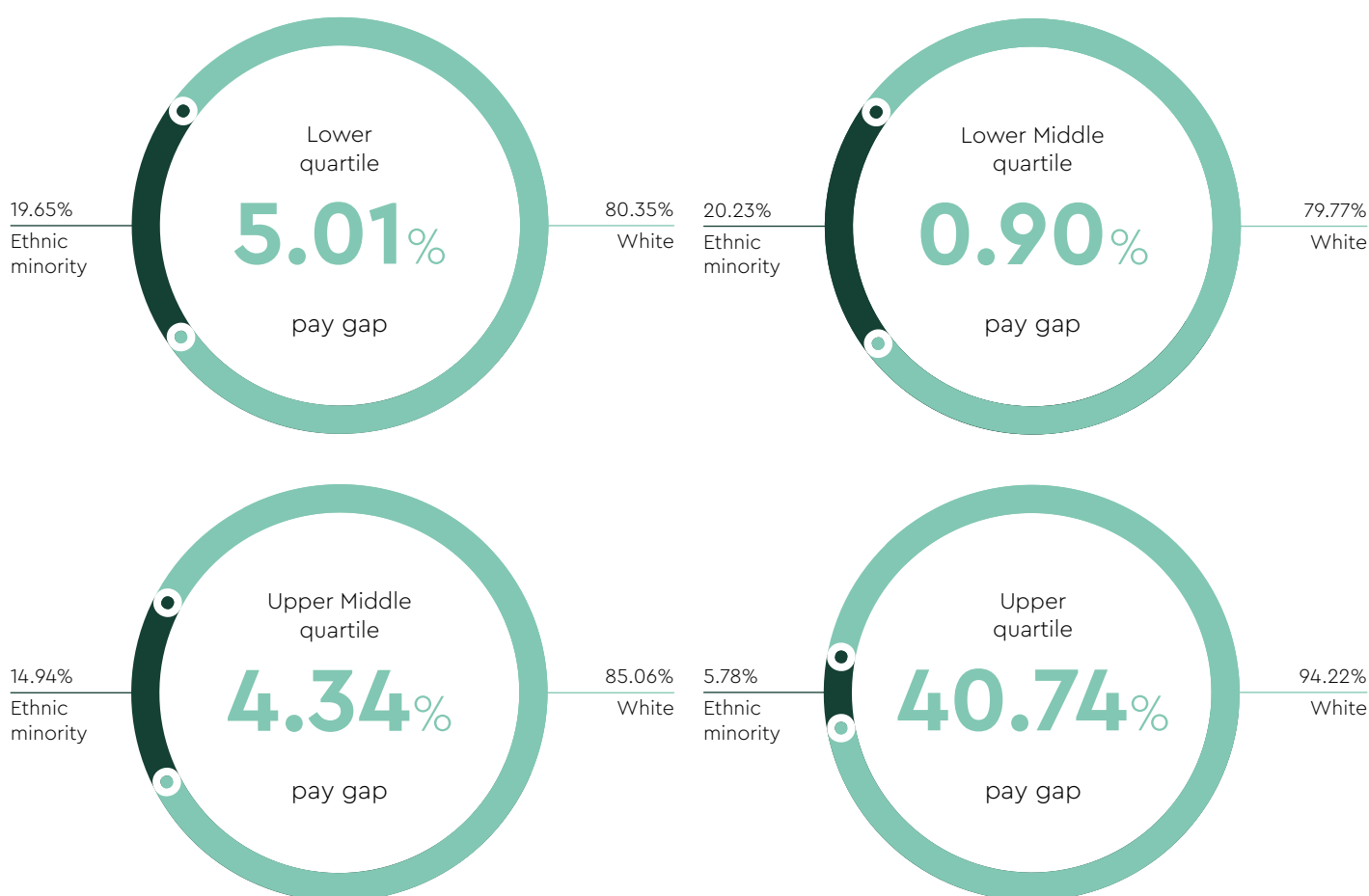
##### Hourly pay gaps

Mean	Median
2021	2021
54.9%	43.9%

##### Bonus gaps

Mean	Median
2021	2021
82.6%	64.7%

#### Hourly pay gap quartiles



#### Bonuses – proportions in receipt

##### White



##### Ethnic minorities

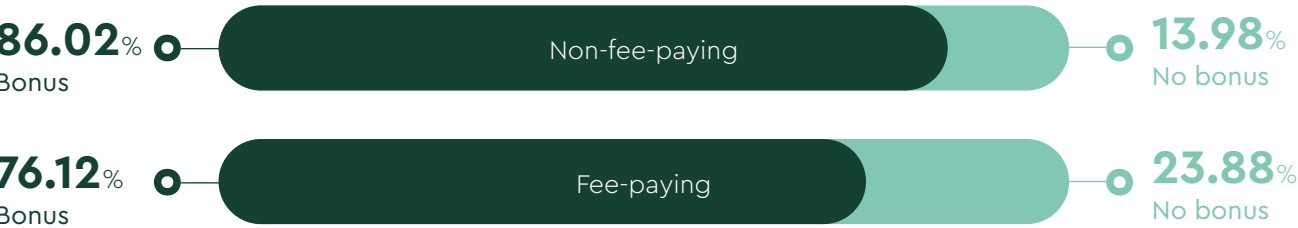


## 4 School type

### Education Type pay gaps – Fee-paying school background compared to non-fee-paying school background

Hourly pay gaps		Bonus gaps	
Mean	Median	Mean	Median
2021	2021	2021	2021
43.7%	39.0%	64.1%	60.7%

### Bonuses – proportions in receipt



## Sexual orientation pay gaps – LGB+ compared to straight/heterosexual

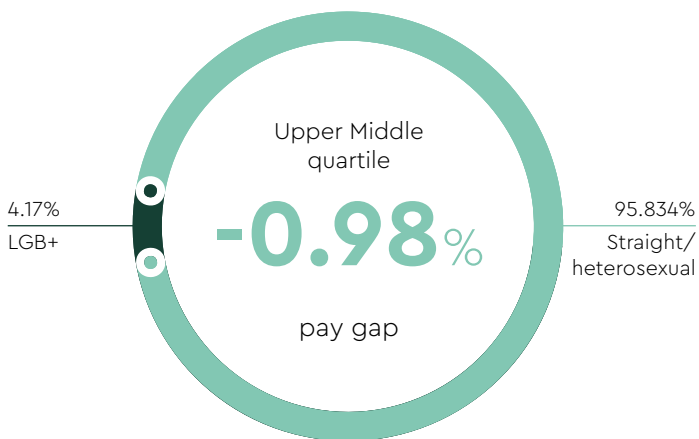
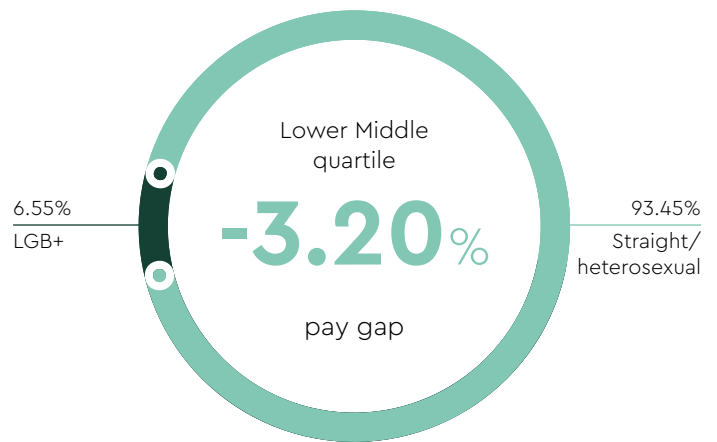
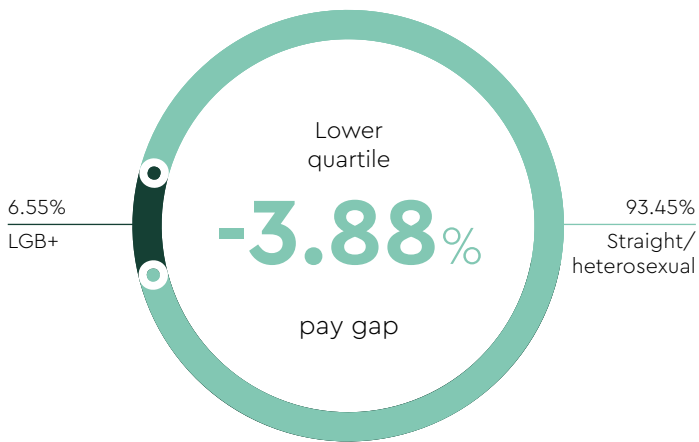
## Hourly pay gaps

Mean	Median
2021	2021
34.2%	26.2%

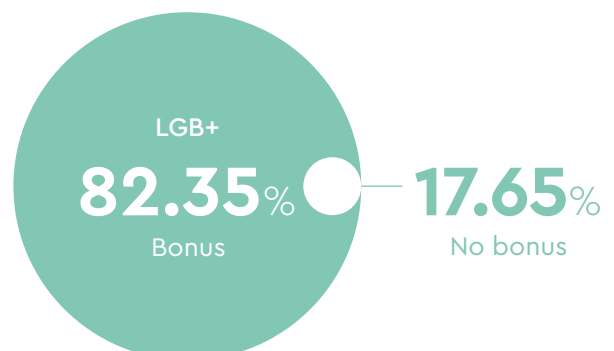
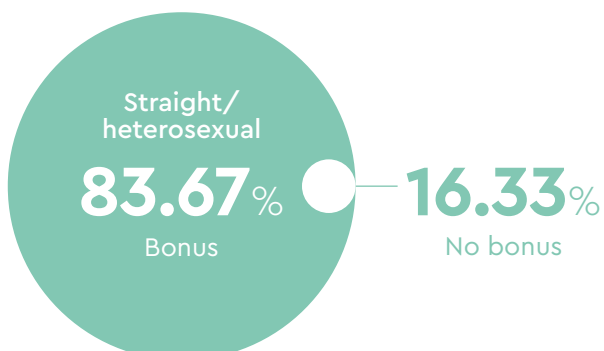
## Bonus gaps

Mean	Median
2021	2021
61.9%	26.7%

## Hourly pay gap quartiles



## Bonuses – proportions in receipt



# Action planning

We remain committed to taking action to close the pay gaps we see.

In relation to the gender pay gap, we know much of the gap relates to the ongoing overrepresentation of women in PA and administrative roles and the imbalance of men and women in our partnership. We remain confident that the policies and structures we have established, and our ongoing focus and commitment to deliver the right support for employees at all levels of the organisation, will make a substantive difference to individuals in their working lives and will have an impact on reducing the pay gap over time.

We continue to consider all innovative suggestions for alternative working, irrespective of gender and have a deep commitment to develop a culture and working practices that support alternative and agile working and family leave.

The Covid-19 pandemic has resulted in employees unexpectedly taking their work lives directly into their home environments. During such difficult times, we took solace in sharing our unique experiences of lockdown and by sharing insights into our personal worlds. For many people, the lockdown period created a need to re-examine the delicate balance of work and home commitments. As we eventually emerge from lockdown, two unforeseen positives seem likely to be an acceleration of more permanent agile working and a greater sharing of home and caring responsibilities.

We have undertaken a Future Way of Working project, looking at how we should best respond to the changes that have occurred as a result of the pandemic. This project will incorporate feedback from across the firm and will have commitments to diversity and wellbeing at its core. These unprecedented times will positively impact on societal change and should reduce the imbalance between the genders as we look to the future. The balance between work and life is not a gender specific challenge. We hope, over time, to celebrate a greater number of male colleagues who make part-time working and parental leave a success.

Our commitment to our people remains ever present and through collective endeavour we can help tackle the barriers which perpetuate inequality.

# Ongoing Initiatives

A

## Use of an intersectionality lens over all we do

By looking at our D&I initiatives through an intersectional lens, we are able to better examine the role people's multiple identities have in compounding inequality and discrimination, and to develop mechanisms to better promote inclusion. Some ways we have achieved this are:

**Cross network group working:** The firm's internal network groups (LGBT+, Gender, Faith, Disability and black and Asian, and minority ethnic) frequently collaborate to share good practice and develop initiatives which best support a diverse cohort of people.

**D&I seminars:** We have programmed a series of seminars involving speakers from as diverse backgrounds as possible in order to better showcase the diversity of experience, background and views of those from minority and/or under-represented groups.

B

## A role model focus

Role models have a crucial role in helping shape a workplace culture. They can demonstrate that difference is both possible and valuable to the workplace and the services we provide. As part of our ongoing commitment in promoting, celebrating and empowering role models across the firm, we have developed a series of events to examine role modelling and inclusive leadership across all areas of our firm:

**Female partner role models:** This is a series of events to help show case women across the whole firm – not just female lawyers.

**Male role modelling:** Launched on International Men's Day, this series explored themes such as; toxic masculinity and how these behaviours can manifest at work, how to "detoxify" negative aspects associated with masculinity, and the role of men in championing gender equality.

**My Whole Self:** In March 2020, we rolled out a firm wide campaign entitled "My Whole Self." Its aim was to encourage authenticity, start conversations to help us understand each other better, and to create a platform for people to share aspects of their identities which may not be immediately apparent, including mental health and well-being.

C

## Tackling racial inequality

**Allyship:** Recognising the stark inequalities between black and Asian, and minority ethnic and non-black and Asian, and minority ethnic people working in the City, in 2019 we developed a "Guide to allyship", aimed at senior leaders across the City to become better allies for the black and Asian, and minority ethnic community.

**Anti-Racism training:** In light of the Black Lives Matter movement and the stark racial injustices brought to the fore over the summer of 2020, we have delivered a training programme and seminar series aimed at equipping people with the tools to challenge all forms of racism. In addition, we have rolled out a series of sessions for all employees and partners on how to talk effectively about race at work.

**Micro-aggressions:** Since 2019, the firm has delivered a series of innovative sessions aimed at combating micro aggressions and incivilities as a part of a series aimed at promoting racial inclusion.

## Ongoing development of our HR policies and processes

We continue to develop policies and initiatives aimed at helping create a more inclusive and equitable workplace. Some of these endeavours include:

- Inclusive language in all of our people policies, recruitment literature and job descriptions
- Review of our alternative and agile working policies and practices, particularly in the context of the pandemic, targeting our focus around how we make arrangements a success and accessible to all
- Ongoing development of our graduate vacation schemes to promote diversity of talent
- Collaborations with third party specialist recruitment entities, such as the Reignite Academy and RARE, ensuring the firm has access to talented individuals who may be considering a career in the sector but may feel inhibited in whatever way
- Scrutiny of all compensation decisions to ensure independent review of outcomes
- Investment in our parental leave policies to include enhanced pay, leave periods and coaching to support those in their first year of parenthood
- Development of carer/family-friendly employee benefit plans, funded by the firm, including provision of insurances and other services, as well as access to online information and emergency care support, to assist those with caring responsibilities to feel better able to balance work and home needs
- Ongoing focus on building, developing and refreshing mentoring relationships across the firm, so individuals feel they have additional allies, knowledge of the firm and this initiative contributes in a meaningful way to their personal development and fulfilment at the firm
- Ongoing engagement of our Diversity & Inclusion Board to support future initiatives at the highest level
- Commencement of a work allocation review to develop more effective and consistent allocation of work.
- Development of a Domestic violence policy and associated implementation training for line managers and partners.

We want to make a difference where inequality exists, and our efforts continue in the year ahead.

# Putting our vision into practice

Our vision of an inclusive workplace is considered at every level and across every group within the firm. The leaders within the firm, both legal and business professionals, take joint responsibility for spearheading an ambitious agenda each year, ensuring that diversity and inclusion matters are given meaningful discussion time and focus at Board level, with clear and tangible objectives set.

Our leaders and managers across the firm care deeply for their people. Some of them might argue that consideration of diversity, equity and inclusion is already part of the DNA of the firm, yet we know that minority groups sometimes face complex challenges that are not necessarily understood and recognised by all. A diverse and inclusive workplace is our vision, but much work remains before we can confidently state that there is nothing further to discuss or improve upon.

We continue to develop our recruitment, retention and engagement efforts to ensure any barriers to inclusion are dismantled. We want talented individuals from all walks of life to feel confident and proud that they can offer their unique contribution to the firm.



We know inclusivity starts and ends ultimately with how you are treated day to day whilst working for us. We fiercely protect our supportive culture, whilst recognising that law is a challenging sector in which to work, with high intellectual and client demands placed on many. Our partners and leaders are supported in building their appreciation of the different challenges individuals may face and they have a critical role to play to ensure direct reports and team members get the support that they need.

We recognise that we, and the legal sector as a whole, are on a journey to achieve a balance of men and women, especially in the senior levels of our firm, and beyond that, to achieve greater representation of those from minority groups. This journey towards full inclusion and parity may take a generation to complete. Our commitment, however, will remain steadfast as we continue to devote high energy to this important subject.

The pandemic has challenged the old assumptions of the norms of work. We navigate a complex time period now, where we consider the impacts, positive and negative, of agile and remote working, and how to best structure and guide a new normal for the future. In our leadership roles, our focus is on safeguarding our culture, seeking to understand the diversity of wants and needs of employees and partners across the firm as we shape the agenda for the future.

**Moira Slape**  
Chief People Officer

**Edmund Reed**  
Managing Partner

