



Ashurst

Pay Gap Report

2023

Outpacing change

Definitions

Gender pay gap the difference in ordinary pay between male and female employees, expressed as a percentage of male ordinary pay as at the snapshot date of 5 April.

Gender bonus gap the difference in bonus pay received during the 12 months preceding the relevant date, by male and female employees, expressed as a percentage of the bonus pay received by male employees.

Basic (or fixed) pay is guaranteed cash wage or salary paid to employees for doing their work for a contracted period of time.

Ordinary pay includes basic pay, paid leave, un-reduced maternity pay, un-reduced sick pay, area allowances, shift premiums, bonus and other pay (including car allowances paid via payroll), on call /standby allowances, clothing, first aid or fire warden allowances). Ordinary pay does not include overtime, expenses, salary sacrifice deductions, benefits, redundancy pay, arrears of pay, reduced leave pay and tax credits.

Bonus pay includes payments related to profit-sharing, productivity, performance and other incentive pay, piecework and commission, long term incentive plans, and the cash equivalent value of shares on the date of payment.

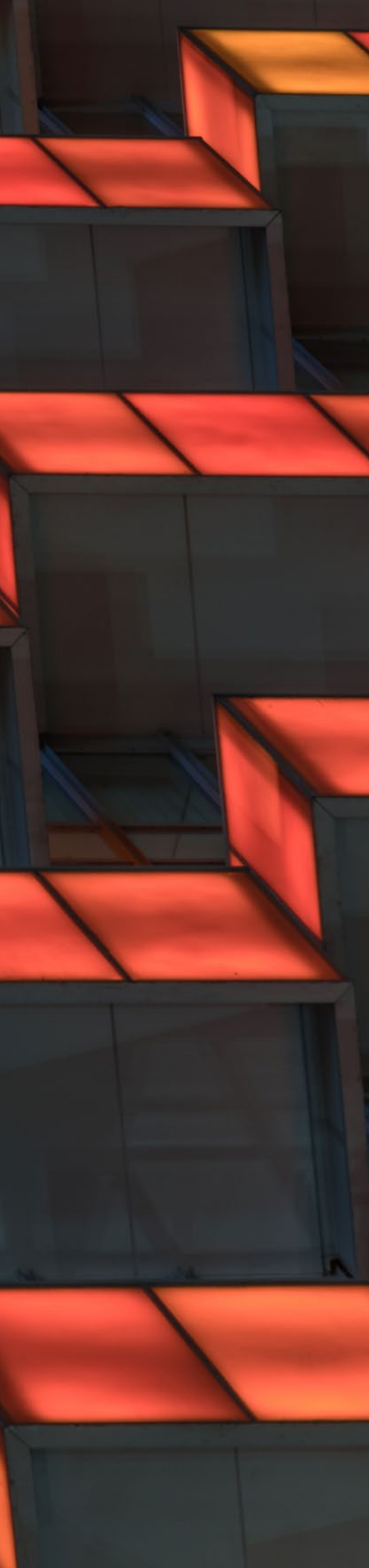
Mean the sum of all the values in a list divided by the number of values.

Median the middle value in a list where the values are listed in numerical order, from lowest to highest.

Quartiles splits the distribution of employees into four equal groups, where each group contains a quarter of the data.

Equal pay is the right for men and women to be paid the same for the same, or equivalent work, or work of equal value.





At Ashurst we're putting inclusion, diversity and belonging at the heart of everything we do. We know that diverse teams drive inclusivity, collaboration and enhance our business performance. We recognise also that equality of opportunity for all our people is a foundation of attracting and retaining talent that drives our vision to outpace change and be the most progressive global law firm.

Sharing our pay gap figures, for the 7th consecutive year, is one way in which we are transparent about our progress against these principles and continue to address the underlying reasons for disparities.

Going beyond our gender pay gap obligations we are pleased to also present our ethnicity pay gap figures, and our figures for employees and partners combined.

Increasing representation across our business at every level remains one of our top priorities. In addition to the gender targets that we adopted in 2013 and last revised in 2022, the Board set ambitious targets in 2022 for LGBTI+ representation across our global leadership and ethnicity representation in the UK across our leadership, legal and business services staff and Early Careers.

We are pleased that many of our initiatives we have implemented are already showing positive improvements. We are delighted that many of our pay gaps have decreased since our last report, however, we acknowledge that there is more that can be done to eliminate the pay gaps that remain.

We recognise that the reasons behind pay gaps are complex and see this as just one indicator of the need for continued focus on our diverse and inclusive environment. We won't shy away from further interrogating our pay and other data on our people's experiences to understand the root causes and to intervene to make positive and impactful changes. We know there is more that can be done—and we are taking the steps to get there.

We remain committed to finding new ways to ensure our culture creates a sense of real inclusion and belonging for all our people.

Paul Jenkins

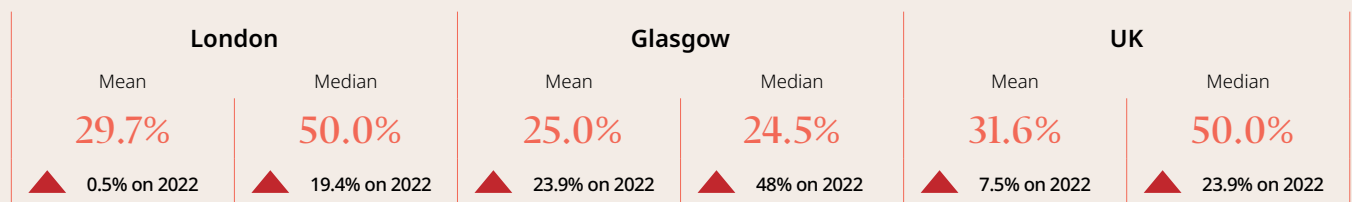
Andrea Bell

Gender pay gap reporting summary

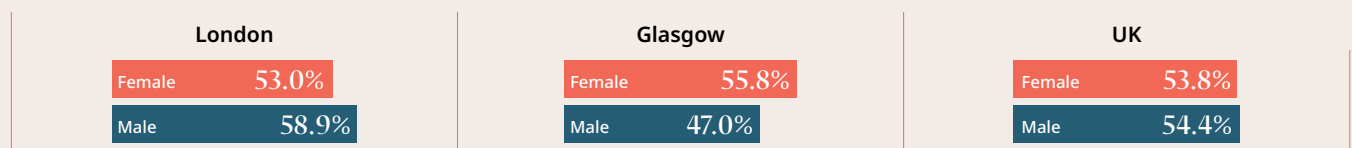
Gender pay gap



Gender bonus gap



Gender bonus achievement

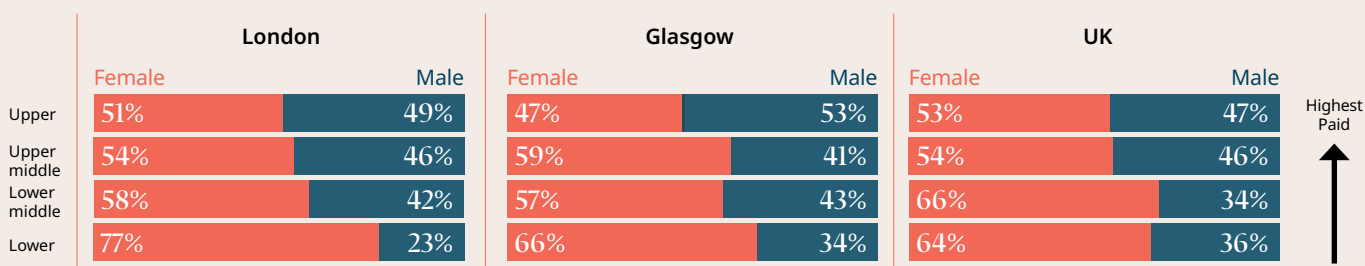


In accordance with our obligations under the gender pay gap reporting regulations, we report London and Glasgow statistics. A new division, Risk Advisory, was added to the Ashurst group in London in 2022. This division employs fewer than 250 employees so they have been excluded from the London and Glasgow gender and bonus gap analysis required under the regulations. This division is included in all other voluntarily published statistics in this report. We have not provided data for Risk Advisory as a separate function due to sample size.

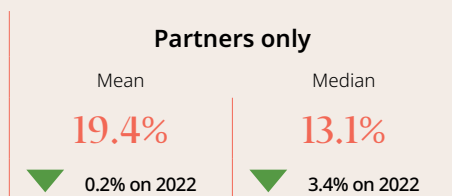
Our mean UK gender pay gap in 2023 is 15.6%, and our median is 23.7%. Both continue to reduce from previous years.

In understanding our pay gap it is important to consider the type of roles that males and females are doing. Around a 1/3 of our female, and 1/3 of male, population work in Legal. However, outside of Legal, a much greater proportion of our female population work in Business Services, and a much greater proportion of our male population are Partners.

Gender ratios by pay quartile



Gender total cash gap



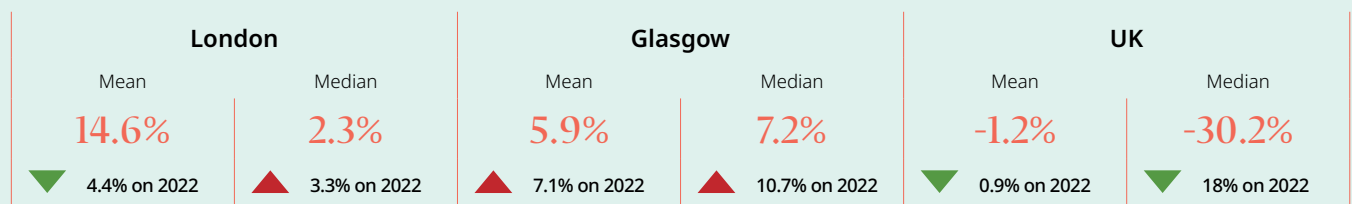
The proportion of male and female employees who received a bonus award is similar. We acknowledge that our UK bonus gap is larger than last year. This is also affected by the roles male and female employees do as the prevalence and quantum of bonuses is lower at junior than senior levels, and lower in Business Services than in Legal.

We have also presented our total cash gap data for Partners. Although the regulations do not require this, it helps to give a fuller picture of the whole firm. As our partner packages are structured differently, we include total earnings for partners. Our partner only total cash gap has improved compared to last year and the gap results from a greater proportion of females now being promoted to Partner and are therefore paid at the entry point.

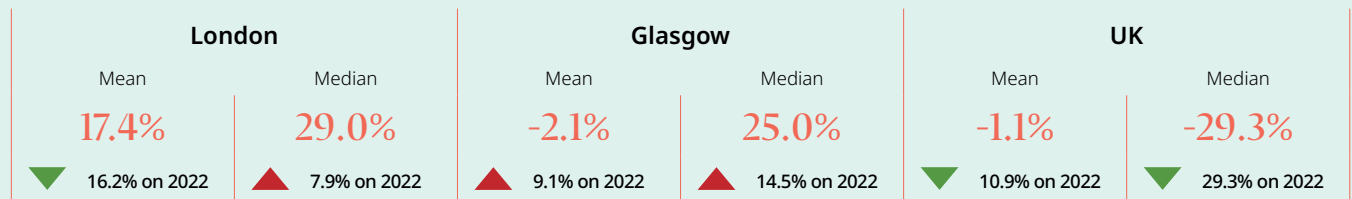
We recognise that female representation at senior levels across the firm is a principal driver of achieving the meaningful progress we are striving to deliver.

Ethnicity pay gap reporting summary

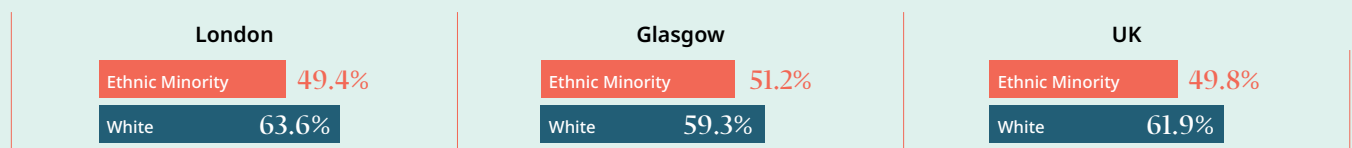
Ethnicity pay gap



Ethnicity bonus gap



Ethnicity bonus achievement



Individuals (employees + partners) disclosing their ethnicity has grown from 68% last year to 78% this year. 16% of our people have disclosed as ethnic minority.

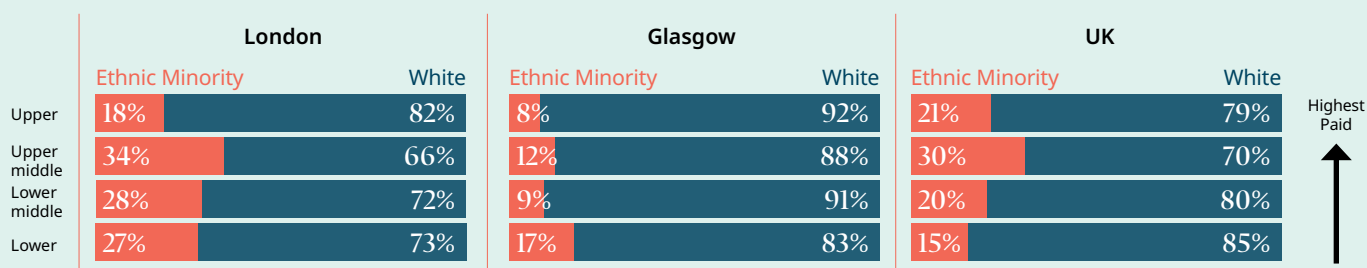
The UK mean pay gap at -1.2% and UK mean bonus gap at -1.1% are in favour of ethnic minority employees. Both have moved more in favour of ethnic minority employees compared to last year.

Underneath these headline figures we recognise the different compositions of our offices has a part to play. For example, London has more ethnic diversity, and a greater proportion of higher-paying legal roles.

To enable a year on year comparison we have once again provided a binary analysis of white compared to ethnic minority.

Our work continues to bring more ethnically diverse people into our business in the UK and to retain them, especially at key levels and in key roles.

Ethnicity ratios by pay quartile



Ethnicity total cash gap



White/Individual Ethnic Group

As recommended in [Ethnicity pay reporting: guidance for employers](#), we have also analysed our pay gaps by individual ethnic group: white, Asian, black, mixed ethnic background and other. This ensures that the differences that exist across ethnic groups are explored.

In our reporting we have set a minimum category size of 50 individuals. This ensures the analysis is reliable, and that individuals' data is protected. It is consistent with the approach taken by the ONS and consistent with government guidance.

Using a minimum category size of 50 individuals enables us to share data only for our Asian population compared to our white population. We have not published this analysis until our disclosure rate increases and we can include more individual ethnic groups. However, this analysis has been considered and has helped to shape our action planning.

Going forward, as our disclosure rates increase, we hope to be able to publish more pay gaps that are specific to individual ethnic groups.

Actions we are taking

Inclusion, Diversity and Belonging (IDB) are firmly anchored in our business strategy. In 2022, we set ambitious targets on areas of underrepresentation where we need to improve, and hold us publicly accountable for our progress. We are making strong long-term progress against many of our targets, however, we still have much more work to do to increase representation and close the pay gap.

Progress against our targets

Global gender target – Our goal is to have representation at senior leadership levels of 40% women, 40% men and 20% flexible (women, men or non-binary persons).

We have 32% women partners, 55% women in senior legal leadership roles, and 60% women in senior business services leadership roles.

UK Ethnicity targets – Our goals are:

- That 15% of partners and senior business services leaders will be ethnically diverse, of whom 6% will be Black.

In the UK, currently 9% of partners and senior business services leaders identify as ethnically diverse, and 1.5% identify as Black.

- That 30% of legal staff and business services staff will be ethnically diverse, of whom 13% will be Black.

In the UK currently, 14% of legal and business services staff identify as ethnically diverse, and 2% identify as Black.

- That 35% of trainees each year will be ethnically diverse, of whom 13% will be Black.

Currently 38% of trainees identify as ethnically diverse, and 4% identify as Black.

When we first set a gender target in 2016, we had 19% women in the partnership and 18% in senior legal leadership roles. While we have also increased the proportion of staff identifying as ethnically diverse in the UK by 40% and doubled the proportion of staff identifying as Black, these communities remain underrepresented across the firm and in our leadership. The attraction and retention of ethnically diverse and Black talent remains a priority for our firm and leaders, and we have a number of initiatives underway to drive change in this area.

Supporting measures we are taking to achieve our targets include:

Increased education and training to drive cultural change

– We launched Amplify and Empower career development programs to support the progression of ethnically diverse talent in the UK.

Sponsorship, mentoring and coaching frameworks – We provide our ethnically diverse trainees and apprentices an opportunity to undertake coaching; our small group women's mentoring scheme teams junior women with counsel and partners to discuss topics such as career progression; our Ashurst Black Network provides its network members with routine access to senior black leaders within the firm and our global reverse mentoring programme matches leaders (the mentees) with a mentor with a different perspective, whether it is gender, ethnicity, socioeconomic background, etc.

Embedding belonging through the Ashurst Experience fostered from induction and onboarding through our people networks

– Gender and multiculturalism (encompassing race and ethnicity, faith and cultural diversity) are two of our six IDB strands.

Improved parental policies – Building a more inclusive, and generous parental leave package for all. Our policy is gender neutral and our people have access to 26 weeks of parental leave, irrespective of their gender or carer status. Our policy also includes provision for adoption, surrogacy and foster care, as well as miscarriage and infertility treatment. Those returning from parental leave also have access to coaching to assist with their return to work and all fee-earners returning to work receive a reduction in their chargeable hours goals. Since the refresh of our global parental leave offering in July 2022, we have seen an increase in non-birth parents, largely men, taking parental leave. This is takes us toward our goal of improved gender equity, and actively demonstrates that men do want to play an active role in the home.

Established the Collaborative Growth Sponsorship Program

– Across-practice sponsorship program aimed at supporting women promoted into the Partnership to thrive and succeed from the outset.

Developed Hybrid Working Guidelines – We've provided more flexibility and have rolled out technology to support agile working for all employees globally. The vast majority of our workforce now take advantage of this increased flexibility to enhance their work/life balance.

Enhanced automated work allocation system – Work is allocated by independent managers rather than partners which improves perceptions of fairness. We have recently updated this system to allow greater real-time assessment of individual work capacity, align individual career and learning aspirations with work and client opportunities and increase flexibility to allocate and share work across jurisdictions.

Implemented contextual recruitment – Our offices in the UK and Australia have partnered with RARE Recruitment and use their contextual recruitment program during our graduate, trainee, vacation and clerkship recruitment process. RARE enables greater social inclusion and more workforce diversity. RARE's opt-in system allows us to view candidate applications in context by offering a more complete picture of their background: including socio-economic and family background, educational experience, and performance and culture, as well as the challenges they may have faced.

Implemented the Diversity and Inclusion

Recruitment Agency Commitment – We launched this commitment in partnership with eight recruitment agencies to address obstacles in recruiting experienced legal talent. Our partner recruitment agencies have worked with us to take proactive steps to ensure that candidates are representative of the widest talent pools, including but not limited to gender, ethnicity, social mobility, disability and LGBTIQ+.

Increased our bonus scheme eligibility – We have continued to ensure that all employees regardless of role or seniority remain eligible to be considered for a bonus award, based on performance.

Ashurst LLP is a limited liability partnership registered in England and Wales under number OC330252 and is part of the Ashurst Group. It is a law firm authorised and regulated by the Solicitors Regulation Authority of England and Wales under number 468653. The term “partner” is used to refer to a member of Ashurst LLP or to an employee or consultant with equivalent standing and qualifications or to an individual with equivalent status in one of Ashurst LLP’s affiliates. Further details about Ashurst can be found at www.ashurst.com.

© Ashurst 2024