

The background of the entire page is a close-up photograph of several colorful crayons. The colors include yellow, red, blue, green, orange, and purple. The crayons are arranged in a way that some are in sharp focus while others are blurred in the background, creating a sense of depth. A dark blue horizontal band is overlaid on the image, containing the report title and date.

Kennedys UK Gender Pay Report 2022

1 April 2023

Kennedys

Foreword

We recognise that the success of Kennedys is due to the quality of its people, and we are committed to providing a culture in which individuals can bring their whole selves to work.

We have committed to a 40% female partnership target by 2030.

We have made progress to address imbalances that exist within our firm, but recognise that there is more to be done. Building a fair, diverse, equitable and inclusive firm is part of our vision. We believe that nurturing diverse perspectives and experiences will help us solve the toughest challenges and make us a better law firm.

As part of ongoing efforts to drive greater equality, we regularly review our policies, programmes and initiatives to ensure they are fair, inclusive and impactful. We hope that our focus on supporting, retaining and progressing women into well paid and senior roles will help us reduce the gender pay gap at Kennedys in the coming years. Addressing the gender pay gap remains a key priority for us. We will continue to collect, monitor and rigorously analyse our data to identify trends and areas of progress.

Legislation in the UK requires organisations with 250+ employees to publish gender pay information. The gender pay gap is not measured by reference to equal pay, which looks at men and women performing equal work, but is the measure of the difference between men and women's average earnings across all UK employees.

On average, men are earning 23.23% more than women. This is generally because there is a disproportionate number of women in junior and lower paid roles. Please see below for a detailed analysis and more statistics.

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Nick Thomas, Senior Partner:

“Kennedys views Diversity, Equity and Inclusion (DE&I) as a key priority. We understand that it is important to represent the diversity of our people, our clients and our communities, and to create an inclusive culture in which everyone, regardless of their background, identity or circumstance, can reach their full potential.

Building a diverse and inclusive firm is essential for our future success. It will help us to attract and retain the best talent, drive innovation, and deliver the best experience for our people and clients.

We are committed to increasing the representation of women, ethnic minorities, those from low socio-economic backgrounds, LGBTQ+ and people with disabilities across the firm, at partnership level and in senior management positions globally. In 2020 we achieved our target of 30% female partnership and have set a target of 40% female partnership by 2030.

In line with our core values of being approachable, straightforward, supportive and distinctive, we strive to celebrate diversity, empower our people and ensure everyone feels they belong.”



Nick Thomas
Senior Partner

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Our Statistics

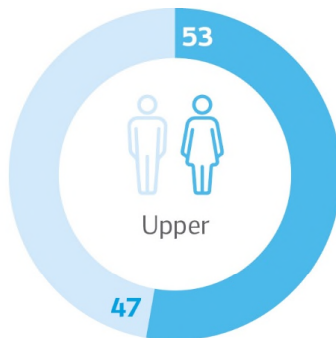
Kennedys gender pay gap (%)

	Employees pay gap	Partner pay gap	Bonus gap
Mean	23.23	22.74	26.19
Median	26.76	19.79	31.12

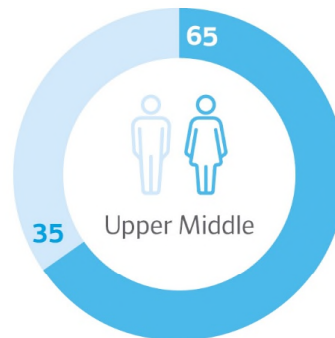
Proportion of female and male employees receiving bonus pay (%)



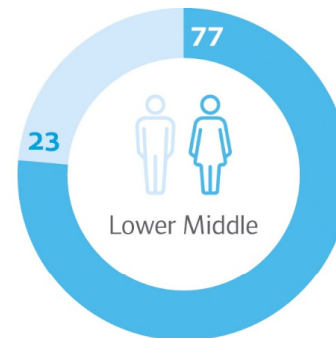
Proportion of female and male employees according to quartile pay bands (%)



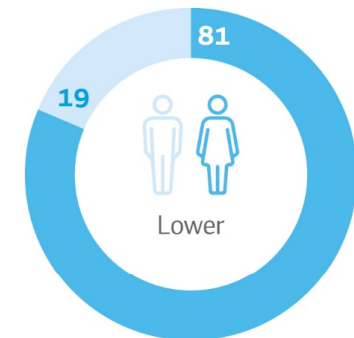
Mean pay gap: **6.3%**



Mean pay gap: **-0.9%**



Mean pay gap: **0.8%**



Mean pay gap: **-0.2%**

Key findings

Our mean gender pay gap has risen from 2021 by 0.83%, with the median gender pay gap rising by 1.36%. We are disappointed to see a slight increase but we believe that the gender pay gap continues to exist at Kennedys primarily because we have a disproportionate number of women in lower paid and junior roles (rather than an absence of women in higher paid quartiles).

The pay gap in each quartile is significantly smaller than the overall pay gap, and in most cases, is either minimal or negative (i.e. in favour of women). Furthermore, we note that there are more women than men in the Upper Quartile pay band (53% vs 47%).

It is clear that we can do a lot more to reduce the overall gender pay gap and that our efforts should primarily focus on the retention and progression of women into senior and well paid roles.

Similar to 2021, the main contributing factors for the gender pay gap continue to be the make-up of our workforce:

- A significant proportion of our secretarial and administrative employees are women. We now have over 130 secretarial and administrative roles in the UK, which typically have lower salaries than legal roles, in line with the legal sector norm. The legal secretarial/administration profession traditionally almost exclusively attracts women. While we ensure that our recruitment and selection processes are inclusive and open to all, we continue to see predominantly women applying for these roles.

- There are a high number of women joining the profession at entry level. We have overhauled the way we attract and recruit trainees and apprentices in the anticipation that this will provide a better gender balance at entry level moving forwards. As of April 2022, this was seen in the proportion of women joining the firm as Trainee Solicitors (76% female), Legal Apprentices (75% female) and Litigation Assistants (79% female).

Our mean bonus pay gap from 2021 to 2022 has changed from 18.28% to 26.19%, while the median decreased from 37.99% to 31.12%. Of the population receiving a bonus, 33.9% were women as opposed to 37.7% men. The main contributing factors to the bonus gap include:

- Women make up the majority of our lowest paid fee earning population: 75% of our more junior lawyers who are eligible for a bonus are female. This skews the figures as junior lawyers understandably earn lower salaries compared to more senior lawyers, so this directly translates into lower bonus payments.
- Working patterns and part time workers: there are 76 part time workers who received bonuses in 2021, of which 95% are female. We believe that as bonuses are reported as actual values, not FTE values, women on average receive a lower bonus than their male counterparts who work full time. In the same vein, women returning from maternity leave will also receive a lower bonus payment than their male counterparts, who will typically have worked for a full year.

Although we are not required to do so, we have chosen to publish our partner figures. The gender pay gap in our partnership remains significant (22.74% for the mean and 19.79% for the median). Men have historically made up (and continue to make up) a higher proportion of the full equity partnership roles. However, we are pleased that the numbers are gradually moving in the right direction: the mean and median hourly pay gap for partners has slightly decreased this year. We believe this is because there are more women in the Upper Quartile Partner pay band (7.4% more compared to last year).

Overall, we continue to see a positive increase in the percentage of women in the UK partnership (32% in 2022) and an increasing number of women being promoted - 59% of those who were promoted to our global partnership in 2022 were women.



What are we doing?

We are fully committed to our Diversity, Equity and Inclusion agenda at Kennedys and recognise that to achieve our diversity goals, and to realise meaningful change, we first need a strong foundation to build upon.

We have developed a thorough and comprehensive Diversity, Equity and Inclusion strategy and will be building upon this in the next 12 months. As we improve our workforce diversity data, we also plan to voluntarily publish our ethnicity pay gap statistics alongside our gender pay gap figures in next year's report.

Some highlights of our priorities and initiatives are included below.

- We were one of the first firms in the UK to participate in the inaugural UK Mansfield Rule which aims to boost representation of historically underrepresented lawyers in law firm leadership.
- We have publicly committed to targets to increase the diversity of our partnership. In 2020 we achieved our target of a 30% female partnership and have signed the Law Society's Women in Law Pledge, with a commitment to a 40% female partnership target by 2030.
- We continue to review and monitor the career path for women at every level, enabling access to mentoring and sponsorship to ensure a balanced pipeline of succession.
- We have objective and competency-based promotion processes. Of those promoted to Senior Associate in 2022, 61% were women; of those promoted to Legal Director in 2022, 46% were women; of those promoted to partner in 2022, 59% were women.
- Following the creation of our hybrid working offer in 2021, we continue to be agile and understand individuals' needs, working arrangements and direction of career paths. Agility, flexibility and a hybrid approach encourage the retention of diverse talent and enable the balance of home and work.
- Our 'Successful Returners' coaching programme helps people returning to work after parental leave or long-term absence as they transition back into their role and develop their career at Kennedys. Since its launch in 2019, 89% of women who have gone on maternity leave have signed up to the programme and received coaching to support and guide them before, during and after their maternity leave. We continue to develop and improve the programme through continual evaluation and feedback.
- Through initiatives such as race fluency workshops and hearing personal stories through our 'Let's start the conversation' series, we look to continually develop our people's understanding of different life experiences, perspectives and needs that we all have as a community working together.

- We removed the use of gendered salutations across the firm.
- We have partnered with Peppy to offer personalised, expert support to our people on a wide range of health topics including women's health, fertility and menopause.
- We signed up to the Menopause Workplace Pledge and committed to raise awareness about the topic and actively support those going through the menopause.
- We offer paid occupational maternity, adoption and paternity leave and paid fertility treatment leave. We are currently reviewing all of our family leave offerings to ensure we are providing inclusive, high-level support to our current and future working parents and carers.



Declaration

We confirm that Kennedys gender pay gap calculations are accurate have been carried out in line with the methodology provided in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Nick Thomas
Senior Partner

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Suzanne Liversidge
Managing Partner

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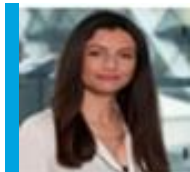
Alan Demirkaya
Chief People Officer

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Kate Hursthouse
Head of Responsible Business


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Marianne Blattès
Senior DE&I Manager


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