

# Pay gap report 2021

Grow | Protect | Operate | Finance

4 April 2022

“We are pleased to report our gender pay gap figures for April 2021 in accordance with the Gender Pay Gap regulations 2017. Gender pay gap reporting is an opportunity for our firm to continue to focus on our commitment to equality in the workplace.

These challenging times have reinforced the importance of nurturing a supportive culture for our people. It is now more important than ever to deliver on our commitment to inclusion and ensure that all our people feel supported and valued. Currently 54% of our Board and 36% of our Executive Committee are women, putting women at the heart of decision making in our firm. Women in executive positions also demonstrate a clear path to leadership for our female workforce. Despite these encouraging statistics and representations, we are not complacent.

At Dentons, we strive to constantly improve and aim to narrow the pay gap. Gender inclusion, diversity and equity are important parts of our overall commitment to inclusion and diversity. We recognise that the diversity of our teams and the inclusivity of our culture are critical to our success; that is why inclusion and diversity is not an ancillary value but an integral part of our business strategy. We are committed to creating sustainable and rewarding futures for our people and are confident that we pay our people fairly for equivalent roles, regardless of gender.”



**Paul Jarvis**  
Chief Executive for the UK  
and Middle East

A stylized, handwritten signature in white ink, consisting of a large loop followed by a vertical line and a horizontal stroke.

# Introduction

We are very pleased to report that our gender pay gap in 2021 was reduced by 4%. Equally, the proportion of women receiving a bonus increased. However, the average value of bonuses paid to men versus women increased from 2020.

Our published gender pay gap is significantly impacted by two things.

Firstly, a large female secretarial population. Secretaries make up 22% of the overall female population with no similar all male role to counter balance this.

Secondly, the location of our offices. Salaries are lower outside of London and 46% of the female population, compared to 34% of the male population, work in our offices outside of London.

When we analyse the data by office location, our mean pay gap reduces in London and Scotland. When we remove the secretarial population altogether, this shows no mean pay gap in our London and Scotland offices.

The overall bonus gap is a combination of the above and the fact that more senior females work part time and take significantly more time off for family leave compared to their male counterparts. As a result, their bonuses are pro-rated which impacts the gap.

Given the diversity of jobs and pay levels reviewed under the gender pay gap reporting, it is normal to see changes in the gender pay and bonus gap year on year. This year, the gender pay gap mean and median positions have reduced compared to last year.

# Statutory Disclosures

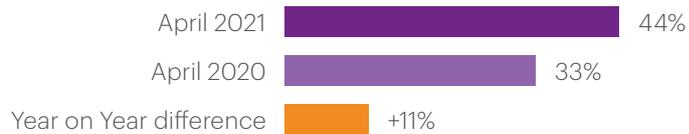
## MEAN GENDER PAY GAP



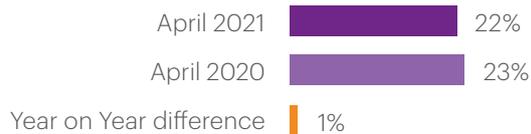
## MEDIAN GENDER PAY GAP



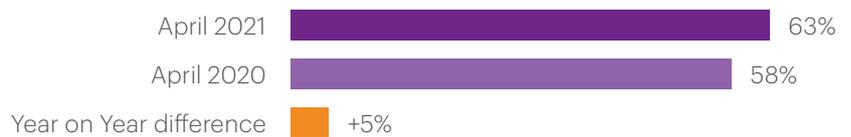
## MEAN BONUS GENDER PAY GAP



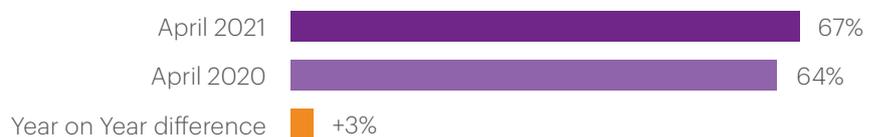
## MEDIAN BONUS GENDER PAY GAP



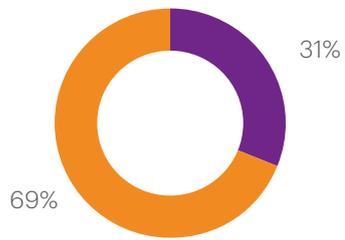
## PROPORTION OF MALES RECEIVING A BONUS



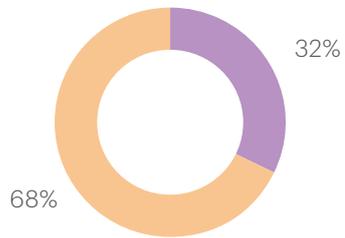
## PROPORTION OF FEMALES RECEIVING A BONUS



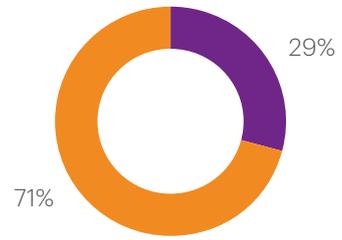
### LOWER QUARTILE



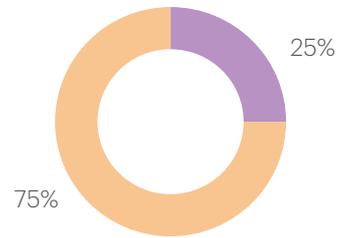
Previous year



### LOWER MIDDLE QUARTILE



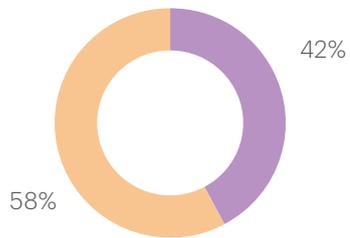
Previous year



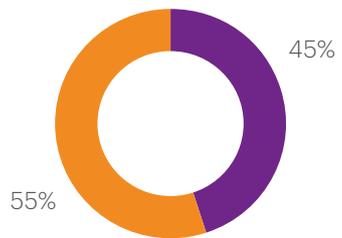
### UPPER MIDDLE QUARTILE



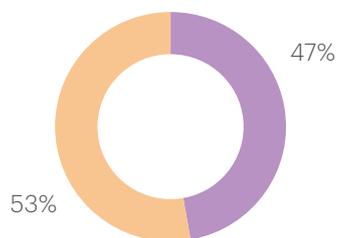
Previous year



### UPPER QUARTILE



Previous year



Female ● Male ●

## Additional data

	LONDON		SCOTLAND		REST OF UK	
	Excl. Secretaries	Incl. Secretaries	Excl. Secretaries	Incl. Secretaries	Excl. Secretaries	Incl. Secretaries
Mean gender pay gap	0%	12%	0%	6%	9%	19%
Median gender pay gap	-1%	37%	1%	12%	10%	38%
Mean bonus gender pay gap	22%	41%	-20%	-4%	25%	43%
Median bonus gender pay gap	16%	32%	-13%	11%	3%	11%
Proportion of males receiving a bonus	68%	68%	54%	55%	48%	48%
Proportion of females receiving a bonus	59%	68%	58%	66%	56%	66%

Note, across the rest of the UK we continue to have a pay gap. This is because a larger proportion of the female population in these offices are support staff.

# UK Partners

## MEAN GENDER PAY GAP



## LOWER QUARTILE



## LOWER MIDDLE QUARTILE



## UPPER MIDDLE QUARTILE



## UPPER QUARTILE



# Initiatives To Close The Gap

## **Inclusion and diversity at Dentons**

Our Inclusion & Diversity (I&D) strategy is organised around three pillars: Talent – to attract, retain and progress diverse talent; Culture – to be the most inclusive culture; and Clients – to engage with our clients on I&D and progress the agenda together. In this section, we focus on our efforts to increase gender balance in the partnership and to create a culture where women thrive.

## **Achieving greater gender balance in the partnership**

Currently, 26% of our UK partnership are women, our target is to achieve 30% women in the partnership and 30% women in leadership roles by 2025. With 54% of our Board and 36% of our Executive Committee being women, we have already achieved our leadership target in these areas and can benefit from diversity of perspectives in decision making. However, we recognise the imperative to increase women in the partnership and, as a result, increase the pool for wider leadership roles. In 2021, we set an additional target that over a three year period, in total 50% of our partner promotions will be women. In order to achieve this, we have reviewed key people processes as follows:

- Robust succession planning processes in place to ensure a diverse pipeline to partnership and for key partner leadership roles;
- Ensuring gender balance on our Senior Development Programme as part of the pathway to partnership;
- Ensuring all partner candidates have effective sponsorship in order to support the business case and the transition to partnership; and
- Enhancements in the partner promotions process to address the potential of bias.

Partner lateral hires further impacts the gender balance of the partnership. We work with our search firms so that they understand the importance of I&D to the firm. We ask for at least 30% women on shortlists on an ‘if not, why not?’ basis. This has helped us to ensure an increased proportion of female partners have joined our firm in the last two years. In seeking to become an attractive firm for women, we recognise that the inclusivity of our culture is critical to this.

## **To be the most inclusive culture**

Inspire is our gender network. It is open to men and women and is focused on creating the most inclusive culture for women. The network prioritises wellness policies and support that positively impact women (and men). These include policies addressing the menopause, fertility and pregnancy loss, all of which support our people through these life experiences. Inspire also undertakes work addressing key inclusion topics, including addressing bias in hybrid working, men and mental health and increasing the visibility of diverse role models.

Flexible working is as an enabler for greater gender diversity. The shift to hybrid working for the majority of people offers greater potential for work/life balance. Our ‘You Choose’ policy on hybrid working does not mandate a set number of days in the office but gives every individual the flexibility to determine their own working pattern based upon their roles and responsibilities. This element of trust and choice helps our people realise the benefits of greater flexibility and balance.

To support retention, we have enhanced our parental coaching to provide one-to-one and online coaching to support the parental leave transition experience. In addition, we recognise that women often make decisions about their careers earlier than their male counterparts and have a complex range of factors to take into account. In 2022, we are introducing our Career Directions programme to facilitate informed career decisions with the overall aim of supporting female associate retention and progression. The programme includes a focus on individual strengths, making career choices, access to role models and feedback to the firm on what else we can do to promote I&D.

Our commitment to inclusion is a broad one and Inspire collaborates with our other diversity networks – Glow (LGBT professional), Black Professionals Network, Fusion (Asian professionals) and Parents and Carers' Network. This promotes an understanding of intersectional diversity and inclusion for all.

### **Diversifying our secretarial population**

We are creating a career framework for our secretarial population to support career and pay progression, as well as reviewing our resourcing strategies in order to diversify the gender profile in this area.

### **Be part of a global community**

As the world's largest law firm with no single headquarter or dominant culture, diversity is in our DNA. Inclusion and diversity is a global priority for the firm across all our regions. Globally, 29% of our partnership are women. We connect our women's networks across regions to help shape and prioritise our gender initiatives. Our global initiatives include the global women's sponsorship programme to develop the next generation of women leaders in the firm, an inclusive credit allocation policy and trainings, engaging with our clients via the WOW (Women of the World) seminars and panels and ally-ship training so that everyone can play their part in promoting I&D.

## **ABOUT DENTONS**

Dentons is designed to be different. As the world's largest law firm with 20,000 professionals in over 200 locations in more than 80 countries, we can help you grow, protect, operate and finance your business. Our polycentric and purpose-driven approach, together with our commitment to inclusion, diversity, equity and ESG, ensures we challenge the status quo to stay focused on what matters most to you.

**dentons.com**

© 2022 Dentons. Dentons is a global legal practice providing client services worldwide through its member firms and affiliates. This publication is not designed to provide legal or other advice and you should not take, or refrain from taking, action based on its content. Please see [dentons.com](https://www.dentons.com) for Legal Notices.