

# GENDER AND ETHNICITY PAY GAP REPORT

As the outgoing chair of the Board for Anthony Collins Solicitors LLP (ACS), it has been my privilege to have had Board responsibility for our equality, diversity and inclusion (ED&I) agenda over the last year.

Our recent success in winning Law Firm of the Year (Independents) at The Lawyer Awards 2021 is in part due to our truly diverse and inclusive culture. In our recent internal engagement survey, we were delighted to see that diversity scored as the highest of all 60 categories, with 94% agreeing that they feel they are treated fairly regardless of position or any protected characteristics.

I am proud that we have delivered on last year's commitment to sign the Women in Law pledge, and are making good progress with our ongoing targets to improve gender diversity across the firm, particularly at senior and leadership levels. Many thanks to our ED&I committee for driving us towards our targets.

Our firm's gender pay gap (GPG) has remained mostly static when comparing this year to last. This was due to no usual annual salary review or profit share allocations during the reporting period, due to the impact of Covid-19.

Our gaps were affected by starters and leavers, some promotions and other minor reward variables. We are pleased to see that our GPG for all our qualified and non-qualified fee earners remains low. Closing our GPG further is our long-term endeavour to which we continue to be wholly committed.

We remain cautious about our ethnicity pay gap (EPG) reporting accuracy, with a slight increase from last year's report - 76% of our workforce. We are determined to improve participation to ensure we have more accurate data to analyse and although it is still relatively low, we note that our EPG has unfortunately increased.

We are never complacent about any of our pay gaps, and there is far more we plan to do. As you will see below, our commitments going forward include signing a race fairness pledge in the coming year and ensuring that both access to the firm and career progression within the firm are equally accessible to all, with support available particularly to under-represented groups. I am confident we are taking the right steps to deliver these important commitments.

**Helen Tucker**  
Partner, Board chair and Board ED&I representative

**Anthony Collins**  
solicitors

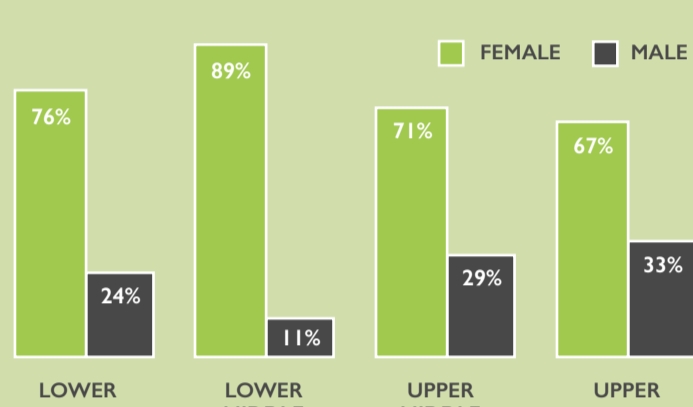


I confirm that the data reported is accurate and has been calculated in accordance with the Equality Act 2010 (Gender pay Gap Information) Regulations 2017.

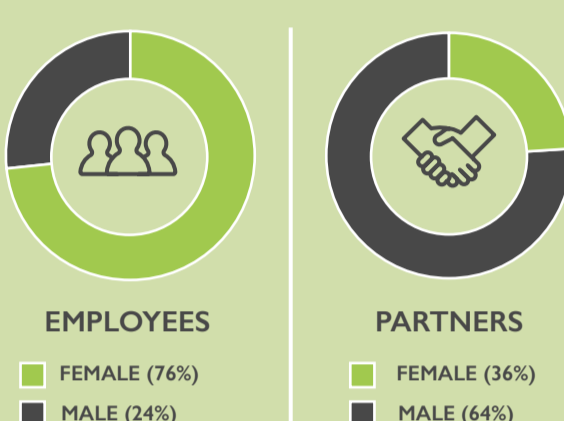
*Sandy Munroe*  
Sandy Munroe, partner

## OUR 2021 GENDER PAY GAP DATA

Proportion of male and female employees in each quartile pay band



Proportion of males and females across Anthony Collins Solicitors



Gender pay gap mean, median and combined

	MEAN	MEAN CHANGE FROM 2020	MEDIAN	MEDIAN CHANGE FROM 2020
PARTNERS	2.2%	▼ 1.3%	8.3%	▲ 8.3%
EMPLOYEES	13.3%	▼ 0.3%	28.5%	▲ 0.3%
COMBINED	34.1%	▲ 2.3%	35.5%	▲ 2.7%

Employee bonus gender pay gap

	2021	CHANGE FROM 2020
MEAN	10%	▼ 11.2%
MEDIAN	23%	▼ 10%

Proportion receiving bonuses

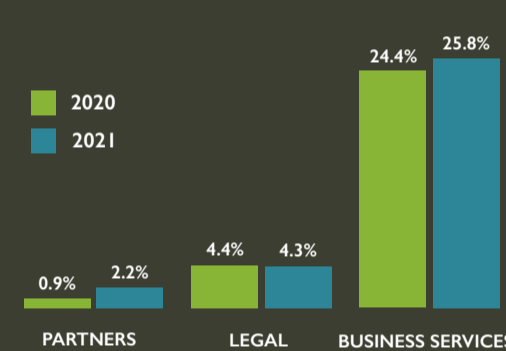
	FEMALE	MALE
	6%	10.9%

### Understanding the gender pay gap

Our overall GPG has seen little change this year (mean decreased by 0.2%; median increased by 0.3%). We are pleased that our GPG did not increase in 2021 following the re-introduction of previously furloughed employees into our data after the regulations required their exclusion in 2020. This group mainly consisted of women who fall within the lower pay quartiles, and it was therefore anticipated this was likely to adversely impact our GPG.

The demographic of the firm contributes to the continued existence of a pay gap; with a large proportion of women in roles falling within the lower pay quartiles of the firm. 82.4% of our people in the combined lower and lower-middle quartiles are women, which is higher than the overall firm demographic (75.6% at the time of reporting).

MEAN GENDER PAY GAP BY ROLE

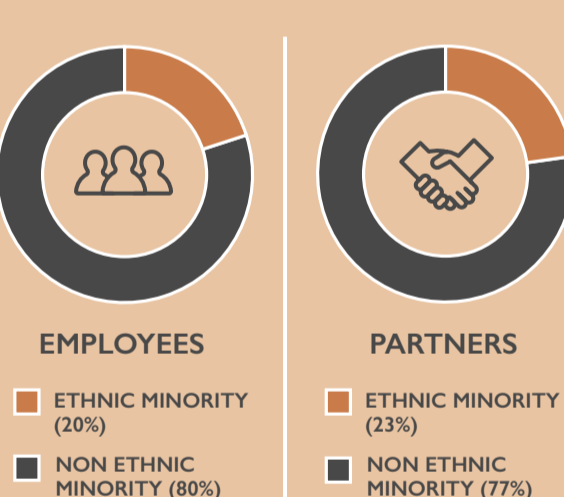


## OUR 2021 ETHNICITY PAY GAP DATA

Proportion of employees from an ethnic minority in each quartile pay band



Proportion of those from an ethnic minority across Anthony Collins Solicitors



Ethnicity pay gap mean, median and combined

	MEAN	MEAN CHANGE FROM 2020	MEDIAN	MEDIAN CHANGE FROM 2020
PARTNERS	9.2%	▲ 3.8%	12.5%	▲ 12.5%
EMPLOYEES	9.9%	▲ 5.5%	9.5%	▲ 3.3%
COMBINED	7.6%	▲ 1.6%	17.2%	▲ 2.4%

Employee bonus ethnicity pay gap

	2021	CHANGE FROM 2020
MEAN	-71.3%	▼ 73.1%
MEDIAN	-97.3%	▼ 93.9%

Proportion receiving bonuses

	ETHNIC MINORITY	NON ETHNIC MINORITY
	4.9%	8.8%

### Understanding the ethnicity pay gap

We are disappointed with our EPG, given it has risen for employees and partners.

A primary focus for the past 12 months has been to improve the validity of our data, as many of our people had not updated their ethnicity records. Despite encouraging higher completion rates, we have only seen an increase of 2%. For us to understand the accuracy of our data and our true EPG, we need to see much higher completion rates of ethnicity records, and this will remain a priority for the firm.

After careful consideration and consultation, we have decided to replace use of the 'BAME' terminology, with 'ethnic minorities' whilst acknowledging the limitations of all such terminology.

## WHAT WE HAVE DONE SO FAR

We have continued to improve our organisational self-awareness with advanced managing bias training for line managers and leaders which follows our unconscious bias and respect and dignity training for all last year. It also complements a targeted focus on people management across the firm, which has involved a review of structures, competence levels and passions, along with high-quality training and peer learning. We are confident that this will have a big impact on everyone at ACS to ensure that all our people are well supported and have equal access to opportunities.

We are confident that ACS remains an employer that can fulfil people's aspirations regardless of gender, ethnicity, and all other protected characteristics. Promotions over the previous 12 months have demonstrated this with 50% of partners and legal directors, and 73% of associate promotions being women. At the time of writing, 74% of our fee earners are women, which indicates the importance of fulfilling our action plan following our Women in Law accreditation in July 2021 (see commitments). We have also recruited/promoted two women onto our senior management team, where previously no female representation existed.

## CONTINUING TO CLOSE THE GAP

It is important for us to continue to take definitive action to ensure those from ethnic minorities are given equal opportunities and treated fairly at work. It is for this reason, and following last year's commitment to focus on accreditations, that we have decided to sign the Race Fairness Commitment.

We will continue our targeted approach to provide access to mentoring and coaching for women and those from ethnic minorities both internally and through networks such as the 'Women in Law Mentoring Programme' and the 'Black Solicitors Network'. We are proactively encouraging participation and focussing closely on succession planning and development for partners and senior managers.

## COMMITMENTS FOR 2022-2023

We continue to review our commitments to ensure they will achieve fairness and representation for all. Our priorities for the next 12 months towards closing our pay gaps are:

- 1 Signing the Race Fairness Commitment**  
A racial equality commitment for legal firms to ensure fairness at work for people of all ethnic backgrounds.
- 2 Reviewing our internal and external recruitment processes**  
To ensure they are fair to all (e.g. using blind CVs) and that we advertise our posts widely, specifically working with agencies who attract people from ethnic minorities/diverse backgrounds, including continuing to ensure that this applies to our trainee programme intake.
- 3 Increase targeted mentoring and coaching**  
To see women and those from ethnic minorities with strong career trajectories, growing into leadership positions through identifying talent pipelines and providing strong role models.
- 4 Women in Law pledge**  
Having already acquired accreditation, we are committed to fulfilling our action plan, specifically to review our promotions policy to ensure full support for our under-represented employee groups, to continually review our flexible working offer in these current times, and to deliver our ambitious line management development programme.

## PROGRESS TOWARDS OUR DIVERSITY TARGETS BY 2024 - SET IN 2021

- **45% of our partners to be female** – 36% at time of writing. Although 50% (3/6) of our new partners since April '21 are women, which will reflect in next year's data.
- **20% of partners to be from ethnic minorities** – 23% at time of writing.
- **71% of those employees paid in the upper quartile to be female** – 67% at time of writing, although we have seen a 5% increase in women in the upper-middle quartile.
- **16% of those employees paid in the upper quartile to be from ethnic minorities** – 12% at time of writing.