

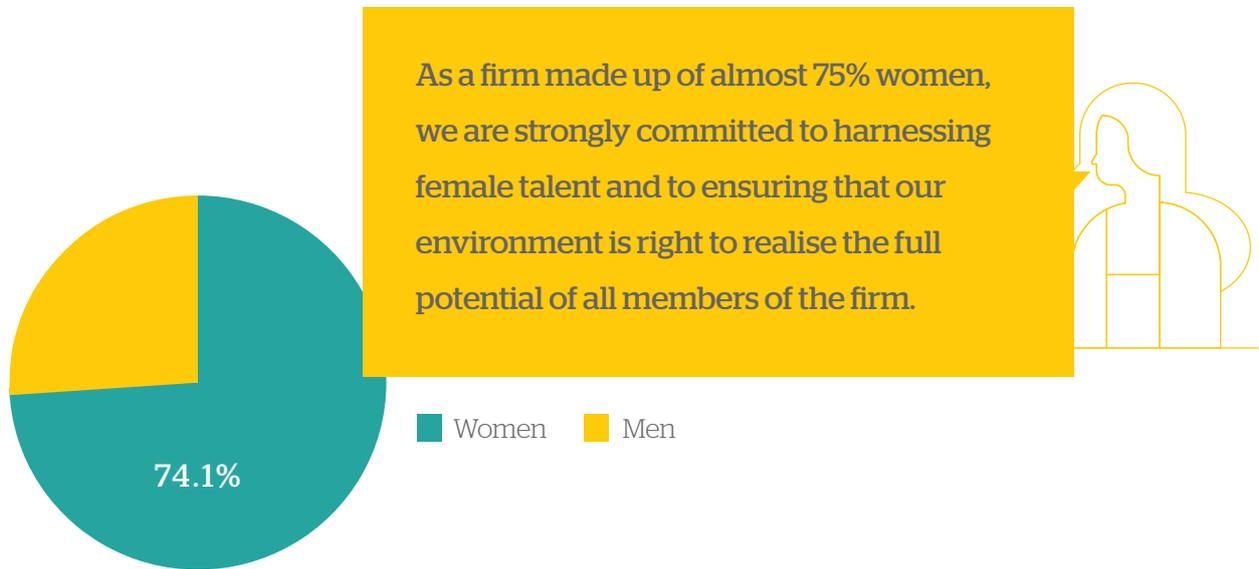
Gender Pay Report 2018

At Kingsley Napley LLP, we have been encouraged by the introduction of gender pay gap reporting and welcome the reporting as a mechanism for increasing transparency for gender pay issues.

As a Firm, we believe in being as open as possible, which is why in our 2017 report, we chose to go beyond the legislative reporting requirements, and broke down our data further to show the gender pay gap for our lawyers and partners. We are committed to this transparency, and have once again included the mean and median gender pay gap for our lawyers and partners, based on a snapshot date of 5 April 2018.



Gender breakdown at KN



We know that to help us achieve this, there needs to be a combination of positive actions that promote an inclusive culture, address bias in the workplace, and create an agile and flexible working environment for all of our people.

Pay data

The difference between gross hourly earnings of all male and female employees at the snapshot date:

MEAN	MEDIAN
19.0%	29.2%

The difference between gross hourly earnings of all male and female employees and partners at the snapshot date:

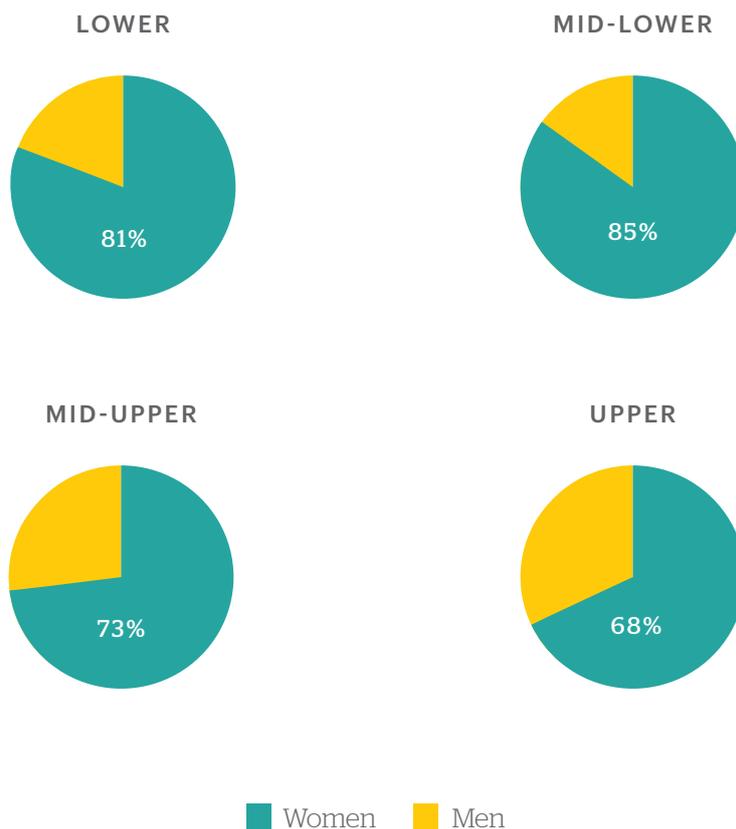
MEAN	MEDIAN
32.5%	27.7%

We believe that our gender pay gap is caused primarily by the structure of our workforce, and the gender split across different roles at the firm. At the time of reporting, **24.9%** of the firm were in secretarial, administrative and other lower paid roles, the majority of which are held by women.

In order to better understand our gender pay gap, we removed these roles from our data and found that our gender pay gap statistics decreased, as follows:

MEAN	MEDIAN
13.6%	4.6%

Proportion of male and female employees in each pay quartile:



The charts below outline our gender pay gap data for our qualified fee earning population, and our partners at each level.

All Associates

MEAN	MEDIAN
1.4%	-2.7%

All Partners

MEAN	MEDIAN
8.37%	19.46%

Junior Associates

(NQ UP TO 4 YRS PQE)

MEAN	MEDIAN
1.3%	2.1%

Fixed Share Equity Partners

MEAN	MEDIAN
9.46%	9.68%

Mid Level Associates

(4 YRS UP TO 7 YRS PQE)

MEAN	MEDIAN
-1.6%	-2.2%

Full Equity Partners

MEAN	MEDIAN
-11.36%	-21.43%

Senior Associates

(7+ YRS PQE)

MEAN	MEDIAN
3.7%	-0.4%

Bonus data

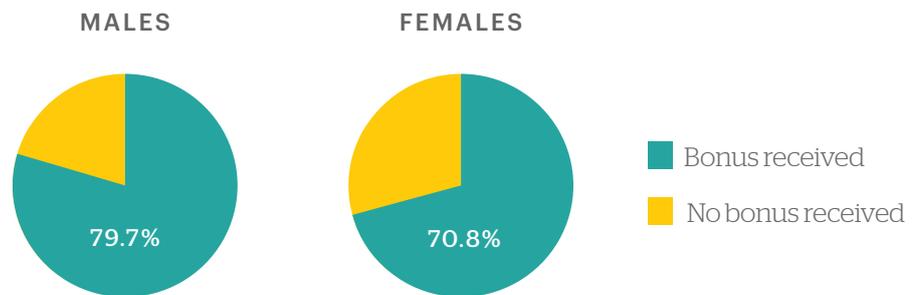
The difference between gross bonus payments made to male and female employees at the snapshot date:

MEAN	MEDIAN
13.8%	0%

The difference between the gross discretionary performance bonus payments made to male and female employees and partners at the snapshot date:

MEAN	MEDIAN
24.05%	16.67%

Proportion of males and females who received a bonus payment at the snapshot date:



The charts below outline the bonus gap for our partners at each level, at the snapshot date:

All Partners	MEAN	MEDIAN
	6.61%	-4.98%
Fixed Share Equity Partners	MEAN	MEDIAN
	10.08%	0%
Full Equity Partners	MEAN	MEDIAN
	-28.59%	-69.03%

Understanding our results

We are confident that at Kingsley Napley, men and women are paid equally for doing equivalent jobs across the business.

The firm rewards individuals in line with the level of responsibility taken on and fulfilled within the business, as well as with the markets that those individuals work within. A rigorous and fair approach to remuneration, which includes the Managing Partner reviewing and approving all pay and bonus awards, helps to ensure consistency and equal pay across the firm.

Pay data

As has been observed across the legal and professional services industry, our overall gender pay gap is affected by the distribution of roles at the firm, as we have a higher proportion of women working in our secretarial and administrative functions, which sit within the lower and lower-mid pay quartiles.

At the snapshot date, the firm had no men working in its secretarial services function, and a much higher proportion of women than men working in administrative roles. These factors, combined with the fact that the distribution of men increases when assessing the mid-upper and upper quartiles, shows that proportionally there are more men working in senior management roles at the firm than women, making the gap more prevalent in this area.

Encouragingly, when breaking down the data further and analysing our lawyers and partners at each level, our gender pay gap is much smaller, and in some categories favours women. Whilst it is positive that our gender pay gap does not always favour men, it is important that we focus on ensuring that there is as little discrepancy as possible moving forwards.



Bonus data

When assessing our bonus data for employees, we are pleased to see that when looking at the median (which is a useful comparator as it removes any outliers in the distribution of the data) there is no gap.

At Kingsley Napley we pride ourselves on providing an equal opportunity to both men and women to receive a bonus award, and believe that the main reason for the mean gap in bonus awards is due to the fact that the bonus data is assessed on the total sum awarded. This means that there will be a discrepancy between the bonus awards received by those who work part time and full time, those who joined the firm part way through the financial year to receive a bonus, and those who have been on parental leave during the period under review, who are mostly women.

Additionally, the percentage of men and women who received a bonus was lower than in our 2017 gender pay report, and we believe that this is due to the fact that 80.2% of our new joiners since our 2017 gender pay report and in our 2018 gender pay report were female, and most were not eligible to receive a bonus.

In a firm with such a high proportion of women (who are impacted the most by the way that bonuses are allocated), we hope that in the future more men will take advantage of the firm's shared parental leave policy (which matches our maternity leave pay policy), flexible working and agile working policies, to help reduce our bonus pay gap.

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Looking forward

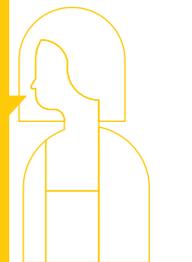
At Kingsley Napley, we are committed to creating and maintaining a diverse workforce in all areas and at all levels of the firm. We recognise the many business benefits of doing so, including greater innovation and creativity, happier and more engaged teams, and an appreciation of alternative viewpoints, which all lead to increased productivity and contribution to the firm.

The firm's diversity and inclusion plan is to focus on ensuring that our environment is right to realise potential around the firm, and to provide a workplace that enables individuals to work in an agile way. In the coming year the firm will be aiming to develop an inclusive leadership strategy, and focus our efforts on addressing any unconscious bias throughout the recruitment and career advancement processes.

We are committed to creating an agile work environment, which will better support our people's wellbeing as well as productivity. We are always working towards improving our flexible working policies to make it easier and more accessible to those who require greater flexibility to collaborate with their colleagues and clients successfully when away from the office. The firm has just launched a new agile working initiative to encourage firm members to work in a way that suits them, which we believe will help improve our people's wellbeing by reducing their stress levels and giving them a better work life balance.

With almost 75% of the firm being female, we want to make sure that we are doing all that we can to support our female talent at all points in their careers. We identify role models across the firm to help

We also seek to understand the challenges faced by firm members at times of significant career transition, and try to ensure that appropriate support is in place for them.



us reinforce the firm's diversity and inclusion strategy, by using their influence and insight wherever possible. We also seek to understand the challenges faced by firm members at times of significant career transition, and try to ensure that appropriate support is in place for them.

We provide coaching and guidance to our women in the run up to, and throughout their maternity leave, as well as on their return to work, and work to educate our current leaders to give support and encouragement where it is needed. There is always more that we can do in this area to develop these initiatives, and to ensuring a more consistent, firmwide approach.

We believe that our internal processes and procedures relating to pay and progression are fair and robust, but we will continue to challenge ourselves and the decisions made moving forwards, in light of the findings in this report.



Linda Woolley

MANAGING PARTNER



Jemimah Cook

HR DIRECTOR

We confirm that the data reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap) Regulations 2017

Kingsley Napley



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Kingsley Napley is an internationally recognised law firm based in central London. Our wide range of expertise means that we can provide support for our clients in all areas of their business and private life. Many of our lawyers are leaders in their field and our practice areas are highly ranked by the legal directories. We are known for combining creative solutions with pragmatism and a friendly, sensitive approach. The relationship between lawyer and client is key. We work hard to match clients with lawyers who have the right mix of skills, experience and approach in order to achieve the best possible outcome.

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