

LCP Gender Pay Gap 2020

This report shows a snapshot of the difference in average earnings for LCP's employees as at 5 April 2020, as required by law.





Our commitment to a workplace that is inclusive and diverse and attracts, retains and develops female talent is unwavering. We value all forms of diversity and believe that everyone should have the opportunity to fulfil their potential.

The pandemic has heightened and thrown into sharp relief many inequalities in society. Alongside this, working from home has given us all a window into our colleagues' lives, helping us understand each other's perspectives and challenges more clearly. Against this backdrop, the importance of diversity & inclusion at LCP has not only survived but thrived - we have shared some of the highlights from this year later in this report.

This year we have accelerated our work in this area, developing initiatives to make sure we recruit, retain, develop and promote diverse talent.

As well as the pay report itself on pages 3 and 4 we include an update on our approach to D&I, particularly with a focus on those initiatives which support gender diversity.

Of course, making big changes takes time. Using the gender pay gap as a measurement alone hinders the ability to see the wider cultural shifts taking place in the firm and across the industry. While we have made progress over the last few years on tackling gender diversity, this year's figures remain broadly similar to last year's. This is, in part, due to the profile of our business and the various departments within it and so to give a fuller picture we also monitor other metrics - we are proud that recent promotions mean that over 25% of our partners are now female.

We recognise that we need to continue to develop LCP's talent and attract more women to a historically male-dominated industry in order to have a real and long-term impact on the societal and industry issues that lie behind the pay gap. We know that this is vital to the future success of the firm and that's why our newly launched 'People Principles' embed our approach to D&I at their core and help support our overall business strategy.



Our People's Principles tree -the framework for our people policy

Declaration

We confirm that Lane Clark & Peacock LLP's pay data is accurate and has been collected and presented within this report in accordance with paragraph (2) of Equality Act 2010 (Gender Pay Gap Information) Regulations 2017



Stephen Davies
Stephen Davies
Managing Director



Carla Lakey
Carla Lakey
Partner and Head of People

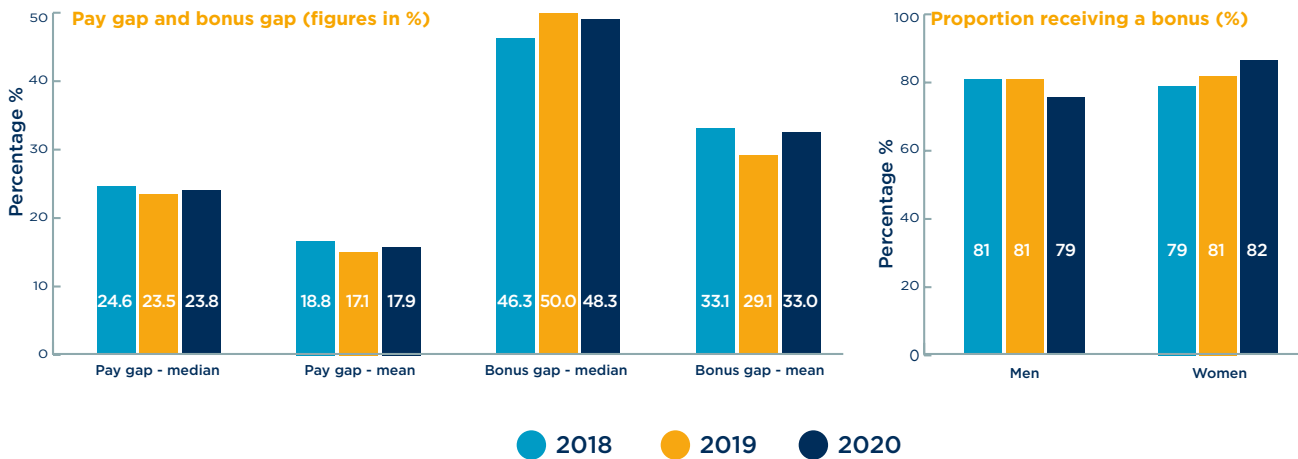


Understanding the gap

The gender pay gap is different to equal pay - LCP does not pay men and women differently for the same or equivalent work. Our gender pay gap is the result of the roles in which men and women work within the firm, and the salaries that these roles attract. Like many other professional services firms, LCP currently has more men than women in senior, higher paid positions and more women than men in lower paid positions.

Our gender bonus gap is predominantly driven by two factors. The first is that there are more men in senior positions where bonuses as a percentage of salary are higher. Secondly, whilst the pay gap calculation adjusts for the impact of part-time hours (by calculating average hourly pay), the bonus calculation does not and proportionately more of our part-time members of staff are women.

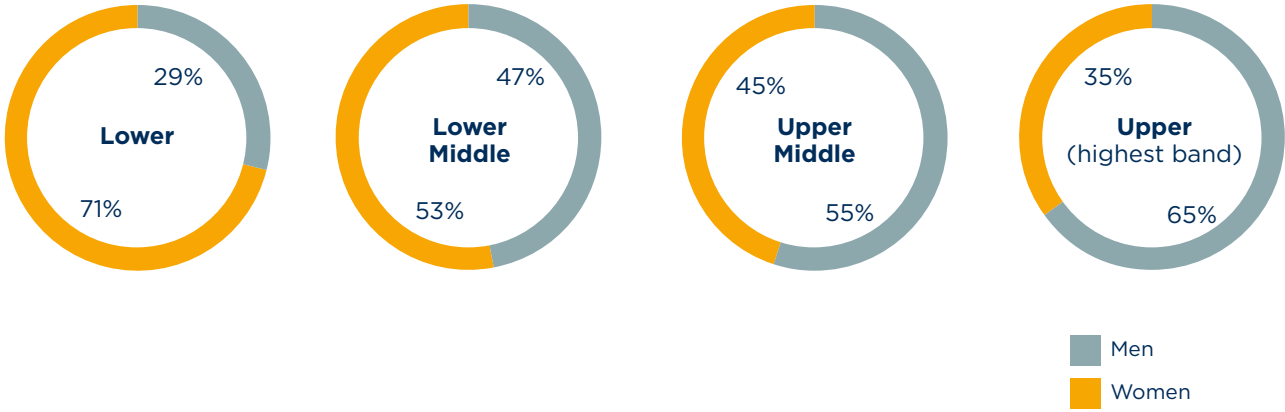
Employees are eligible to receive an annual bonus if they have worked during the relevant bonus period. 96% of people who were eligible for a bonus in 2020 received one.



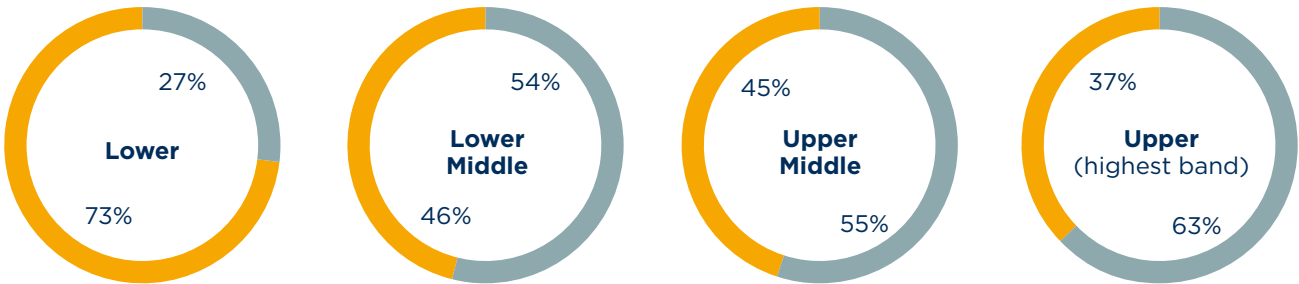
The mean gender pay gap is calculated as the difference between the mean hourly rate of pay of male and female employees expressed as a percentage of the mean hourly rate of pay of male employees. The mean gender bonus gap is calculated as the difference between the mean bonus of male and female employees expressed as a percentage of the mean bonus of male employees. The median figures are calculated in a similar way. Pay quartiles are derived from standard hourly rates. All numbers shown in this report have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



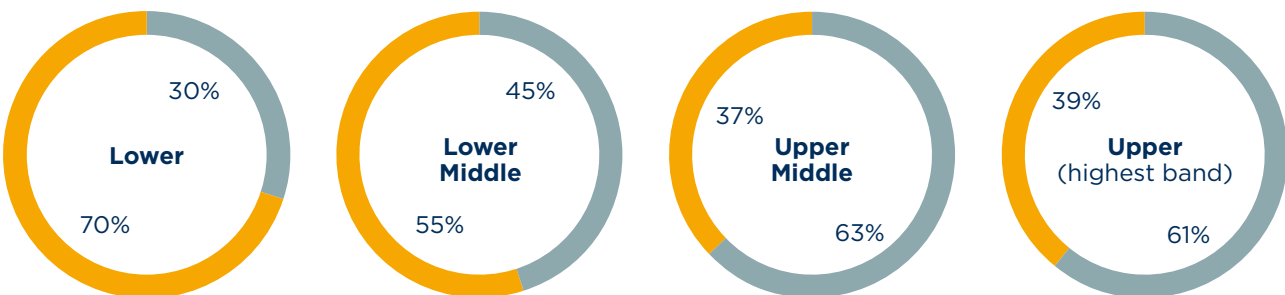
Pay quartiles by gender 2020



Pay quartiles by gender 2019



Pay quartiles by gender 2018



Update on LCP's initiatives to support gender diversity



In a year of such uncertainty it has been fantastic to see the positive benefits of our various People and D&I initiatives come to life. As we've all got to know our colleagues on a more personal level we've been able to celebrate our differences and break down barriers through thought provoking discussions and an overwhelming collective desire to continue taking positive steps forward

Carla Lakey, Partner and Head of People



It has been inspiring to see how much D&I at LCP has thrived in such a challenging year and brought so many of our people together. It's a real testament to the passion and energy within our employee-led networks to see how quickly initiatives are developed and become firmly embedded into LCP's way of life.

Jill Ampleford, Partner and co-head of D&I Group



Creating an inclusive workplace for everyone

Diversity and inclusion (D&I) is a key business priority for us and in a year of unprecedented change our commitment to D&I has been unwavering.

In April 2020, PeopleCo, our committee responsible for all areas relating to our people, launched our new People Principles with D&I firmly embedded at their core. These principles drive how we work and support us in recruiting, promoting and retaining the best people. PeopleCo work closely with our D&I Steering Group, who lead our initiatives in this field, to break down the barriers that limit our ability to foster an inclusive and diverse culture.

Throughout the last twelve months, with the support of our D&I Steering Group, our four employee led networks have helped us to deliver high octane campaigns that have shone a light on various social justice issues and helped our people to understand and breakdown barriers. A year in lockdown has allowed us to get to know our colleagues as individuals in a much more personal way and this visibility and insight kick started a wide range of discussions on D&I related topics amongst colleagues. Throughout all levels of the firm we have seen the levels of engagement in D&I related learning and initiatives increase.



Being a Partner Champion has really opened my eyes to the challenges and barriers faced by different communities and has helped me become a more effective ally and supporter.

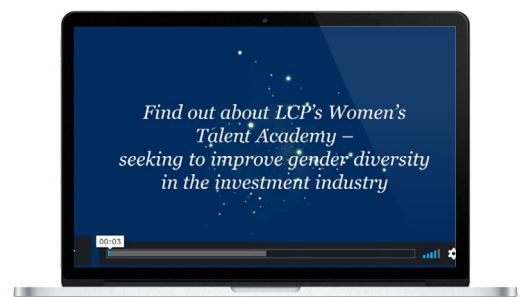
Jon Forsyth, LCP Partner

We know that creating an environment that is inclusive for all starts at the top and that is why last year we launched our **Partner Champion Campaign**. This involves an individual commitment from senior leaders in the business to lead and challenge barriers to D&I by actively supporting one of our networks, one of which is our Women's network. Over the first two years of this programme, over half of our partners and principals have either become a Partner Champion or are directly involved in leading the D&I Group or one of our four networks. This campaign has also focused on intersectionality - promoting and developing inclusion for those facing multiple or overlapping forms of inequality.

Nurturing future female talent

We predominantly operate in what has historically been a male dominated industry and therefore to see real progress towards gender equality we know it is important that we recruit more women into our business at all levels. Over the course of the last 12 months we have continued to expand on our initiatives that focus on bringing more women into the industry.

We've now held three **Women's Talent Academies** - our unique undergraduate mentorship and educational programme giving undergraduates access to a network of women working within investment consulting and aiming to improve gender diversity in the investment industry, in pensions and at LCP. We've now had 60 mentees come through the programme with 7 going on to join LCP after graduation and more expected from our later programmes.





Introducing & recruiting women into the industry

This year we also partnered with **Code First: Girls** which is a social enterprise aimed at introducing and promoting coding to non-male university students/recent school leavers. As our first step we launched an 8 week introduction to Python course led by LCP employees. The first session saw 32 women remotely learning the basics of code. The programme consists of a range of coding techniques followed by four weeks of building their own applications to present back to us.

We have also made a number of changes to our graduate recruitment processes to expand our reach for finding and identifying top female talent. This has included participating in the **Diversity Project's Classroom to Boardroom initiative** to help connect businesses directly with students to tackle the underrepresentation of black talent and collaborating with social mobility charity **UpReach** to offer 8 University students work experience in the investment team. We have also had workshops and virtual insight days with **SEO London**, a charity that works in Universities and schools across the UK to get people from ethnically and socioeconomically diverse backgrounds into the workplace. They are also providing support on our graduate recruitment programme.

In addition to running initiatives which focus on early-stage careers we also continue to run **Resume**, our programme specifically designed to bring pensions actuaries and investment consultants back to the profession after a period of time away from the industry by offering a flexible and supportive approach as well as a permanent position. We were proud that one of our returners won the returner of the year award at the women in investment awards this year.



With their Returners Programme, LCP gave me the opportunity of a return to work but most importantly a change of direction in my career. All my new colleagues have been welcoming, encouraging and supportive, which was very much appreciated considering the working from home environment.

Laetitia Anstee-Parry, Associate Consultant

Supporting and developing our female talent

Whilst it is important to continue bringing more women into the industry we also recognise that it is just as important that we offer exciting and rewarding opportunities that not only make the women at LCP want to stay with us but enable them to progress to more senior positions within the firm. Our approach focuses on helping individuals in achieving their goals.

Clear progression opportunities

We have transparent policies for promotion in place so it is clear what an individual needs to do to achieve promotion. This has been further enhanced this year by a complete refresh of the way individual objectives are set and the launch of a new online feedback tool making it much easier for all our people to give and receive quality feedback which will support further progression.



50%
of new partners promoted at 1 April 2020 were women



37%
of new senior consultants and principals promoted at 1 August 2020 were women.

Our partners received a half-day training session on inclusive leadership over the course of 2019 and 2020.



60%
of all promotions at 1 Aug 2020 were women



37%
of new partners promoted in the 5 years to 1 April 2020 were women.



Sharing experiences

We have run several “An audience with...” events, at which senior women in the firm and some clients have shared their experiences of being senior women in a male-dominated industry. These open and frank discussions covered a range of issues including successfully balancing career and homelife and have been a good way to inspire the next generation of women to achieve their career goals.



As a female partner in a male dominated industry i was delighted to participate in a panel session for international Women’s day alongside two female clients to share our highs and lows of our careers and how we can continue to be role models for ther younger generation

Nathalie Sims, Partner

This year we have also run a programme of **mentoring pods**. Women across the firm could sign up to take part in our mentoring pods where groups of 5 or 6 women, each including two senior women in the business, could talk openly and share experiences. The programme got great feedback from junior and senior women alike and was felt to be a great way of learning from others and building relationships across the firm. We are in the midst of our second programme.



The mentoring initiatives at LCP have been an invaluable way to get support and guidance from senior females within the business. I am very proud to work for a firm where experiences are shared openly amongst employees to ensure we continue to drive progress when it comes to gender inequality.

Suman Sidhu, Consultant

It is also important to celebrate the men at LCP. This year we held a virtual panel event to mark **International Men’s Day** and have discussions around the pressures and expectations that men may place on themselves or feel is placed on them, how workplace culture has changed for men over time and what else can be done to ensure a supportive LCP culture for all.

Flexible and agile working

We are pleased to allow flexible working for all our staff and partners and are particularly proud to see many men as well as women take up these flexibilities to balance work and home life. During the pandemic we extended these flexibilities to help

support those colleagues juggling additional caring responsibilities.

As we emerge from lockdown and further develop our agile working policies we will be looking to offer more flexibility on an on-going basis. We know that on average women still take on the majority of caring responsibilities and while this additional flexibility will benefit all our workforce, we believe it will be particularly helpful and supportive for our female colleagues.

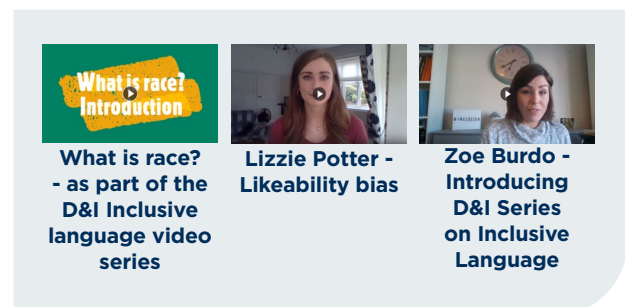
Improved family leave policies

Over 2020 we improved our family leave policies increasing the level of enhanced pay available to those taking maternity, paternity and shared parental leave. To improve gender equality we must work to breakdown a wide range of barriers including the traditional stereotypes associated with parenthood. This includes making it easier and more commonplace for fathers and co-parents to take time out to look after children. Our new shared parental leave policy supports this by providing access to the same level of benefits as our maternity policy for fathers and co-parents.

We also continue to run our programme of training and support for working parents. The programme includes session for future and current parents as well as training for managers and leaders on how to support working parents.

Lockdown learning

To raise awareness about gender barriers and to adapt to the virtual world, our employee led networks have released a host of **bitesize videos** focussing on inclusive language and D&I knowledge. These videos have covered a range of issues from the definition of the gender pay gap to more nuanced conversations around feminism and gender identity. We have also just finished rolling out a 4 week programme entitled “Let’s talk about gender”.



We have also run some well received sessions aimed at raising awareness of the menopause. The sessions were aimed not only at those who were at that stage of life themselves but also for those who might have family members or colleagues going through the menopause.



External events and connections

We also run D&I events for our clients and contacts and participate in numerous industry and broader groups – we believe it's important to work together to move the dial on D&I and to share experiences and collaborate.

Our Women's Network runs a well-established and popular series of events – we have hosted over 1,000 of our clients and external contacts at over 12 events now receiving exceptional feedback.

We continue to work closely with the Diversity Project, the IFoA's diversity advisory group, Project AMP, the mentoring scheme launched by the IFoA designed to improve diversity at senior levels of the actuarial profession and support various charities including the Marylebone Project – a charity supported by our women's network which delivers education, employment and training opportunities and meaningful activities in order to support women into independent living.



Our D&I programme is exciting and varied and brings people together from across the whole of the firm. I am proud of the great strides we are making in this area which is absolutely vital to the future success of our business.

Aaron Punwani, LCP CEO

At LCP, our experts provide clear, concise advice focused on your needs. We use innovative technology to give you real time insight & control. Our experts work in pensions, investment, insurance, energy and employee benefits.

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