

Lambert  
Smith  
Hampton

# GENDER PAY GAP

REPORT 2019

---

INTERNAL USE ONLY

[lsh.co.uk](http://lsh.co.uk)



# INTRODUCTION

---

We remain fully committed to diversity, inclusion and gender balance. After all, we want every single team member to build a rewarding and successful career with us. There should be no barriers to entry or achievement at LSH.

Now in its second year, the gender pay gap metric is already a staple of the business calendar. This can only be a good thing. Property remains male dominated but over the mid to long term we fully believe things can and will shift. At LSH, our journey has only just begun, and we continue to make positive strides to change the structural legacy challenges faced by our industry.

To date, we've taken a number of steps which are already bearing fruit with progress across a series of our metrics and initiatives. This is hugely positive and encouraging.

We won't rest on our laurels. More is to be done but we are proud of our achievements so far, and remain fully focused on ensuring this subject continues to be talked about across our business and the industry at large. By working together, we can all effect positive change.



Ezra Nahome  
CEO

# BACKGROUND

## WHAT IS THE GENDER PAY GAP?

Because different jobs pay differently, and the number of men and women employed in different jobs varies, a gender pay gap can exist.

The gender pay gap gives a snapshot of the gender balance within an organisation. It measures the difference between the average earnings of all male and female employees, irrespective of their role or seniority.

## HOW IS THIS DIFFERENT TO EQUAL PAY?

This measure is different to equal pay, which is about ensuring that men and women are paid the same for carrying out the same job.

## WHAT IS GENDER PAY GAP REPORTING?

- Under new legislation that came into force in April 2017, employers with more than 250 employees are required to publish their gender pay gap.
- Companies must publish these figures annually on their own website and on a dedicated government website.

## WHAT EMPLOYERS MUST SHOW

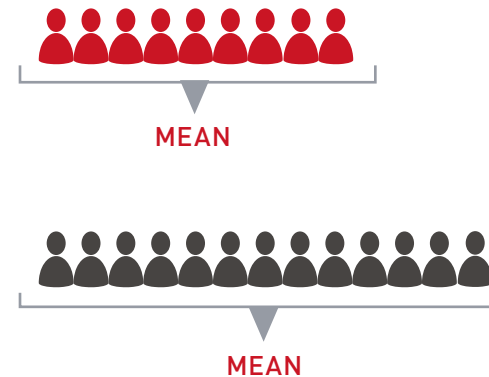
- Bonus pay gap as a mean average.
- Bonus pay gap as a median average.
- Proportion of male and female employees receiving a bonus payment.
- The workforce split into quartiles, based on pay, showing the proportion of men and women in each quartile.

## WHY MIGHT A GENDER PAY GAP EXIST?

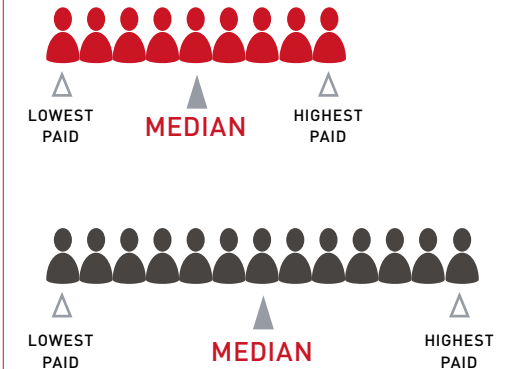
- Imagine LSH has only 11 employees:
- 1 CEO earns £50,000 (male)
- 8 Surveyors all earn £30,000 (6 male, 2 female)
- 2 Administrators both earn £20,000 (both female)
- The average female salary is £25,000  $(2 \times £30k + 2 \times £20k) / 4$
- The average male salary is £32,857  $(£50k + 6 \times £30k) / 7$
- The gender pay gap is £7,857 (31.4% of the female average)
- People are being paid equally based on their role – it is the role mix that generates the gender pay differential.

## MEAN AND MEDIAN – EXPLAINED

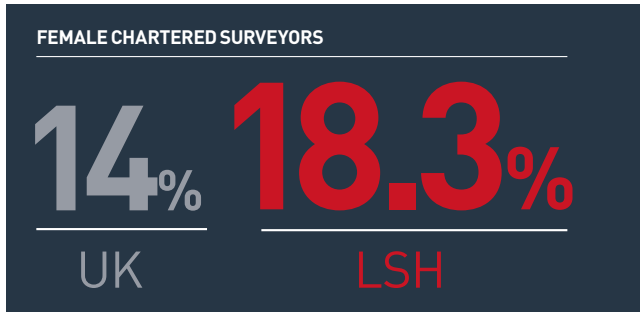
The **MEAN** pay gap is the difference between average hourly earnings of men and women. It is the total pay divided by number of people.



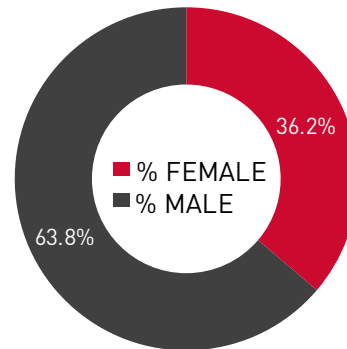
The **MEDIAN** pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle-most salary.



# OUR LANDSCAPE IN 2018

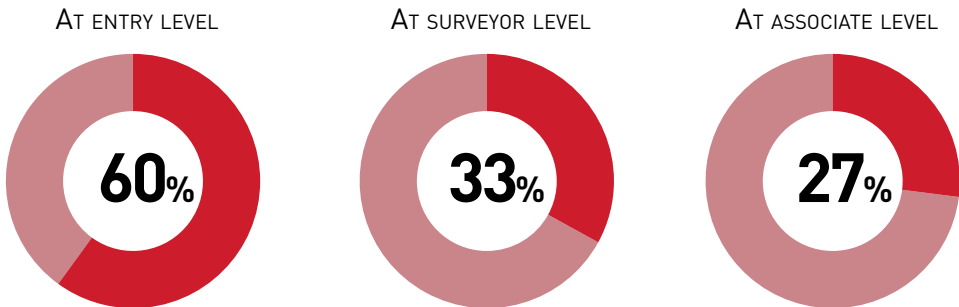


## OUR GENDER BALANCE



**50%**  
OF PROMOTIONS WERE  
FILLED BY FEMALE  
COLLEAGUES.

## FEMALE NEW HIRES



“ Our journey has only just begun, yet we’ve already made big strides. We absolutely won’t rest on our laurels – there is no turning back for our industry. We all must work together to effect positive change. ”

**Ezra Nahome**  
CEO

## HIGHLIGHTS

Our focus on encouraging gender diversity at entry level through a range of initiatives saw the proportion of females hired increase from 25% to 60% in 2018.

A continued focus on removing barriers to career progression saw an equal number of male and female colleagues achieve promotion during the year.

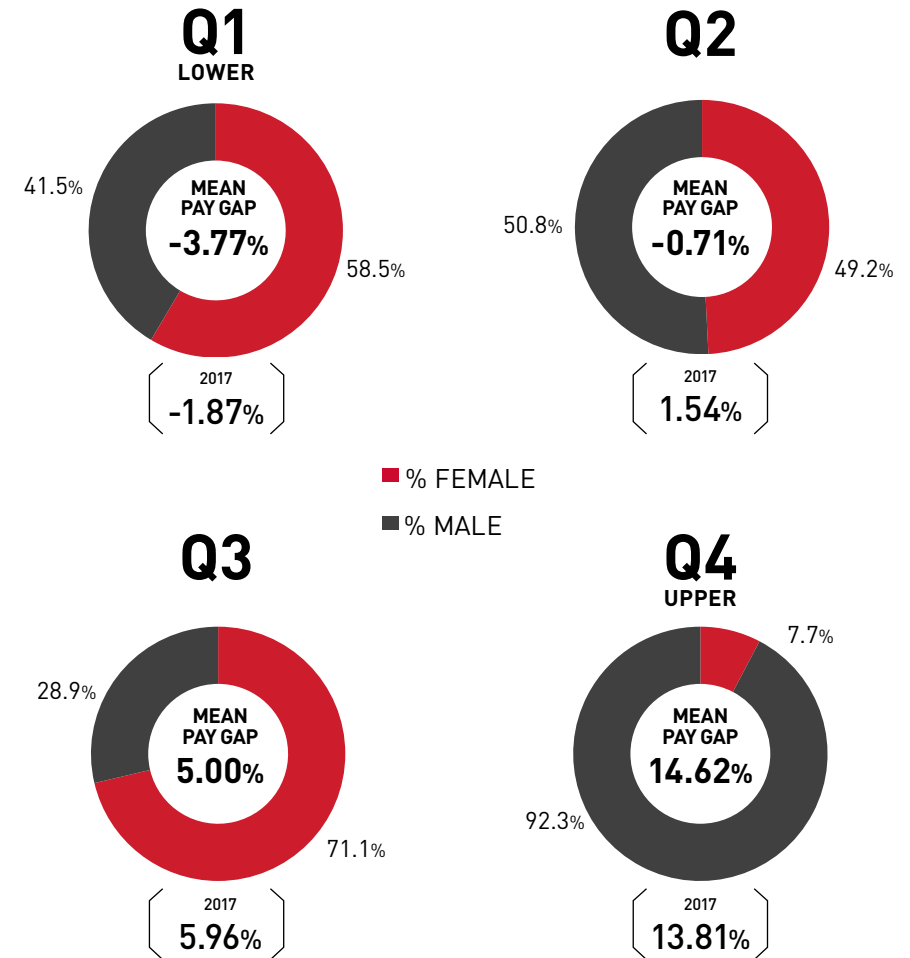
The challenge ahead is to maintain this diversity focus and apply even more effort to achieve greater gender balance at more senior levels.

# OUR RESULTS IN 2018

	2017	2018
GENDER PAY GAP MEDIAN	49.7%	44.4%
GENDER PAY GAP MEAN	54.1%	42.9%
BONUS PAY MEDIAN	66.7%	76.5%
BONUS PAY MEAN	66.2%	79.3%
BONUS RECIPIENTS - MALE	42.7%	51.5%
BONUS RECIPIENTS - FEMALE	22.7%	36.7%

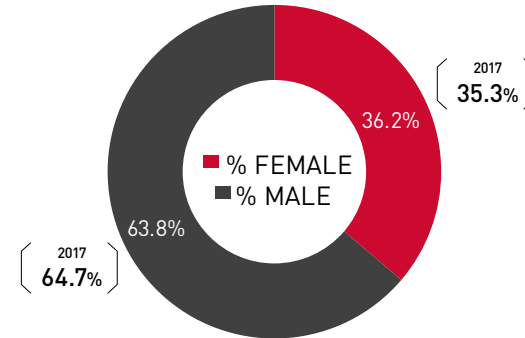
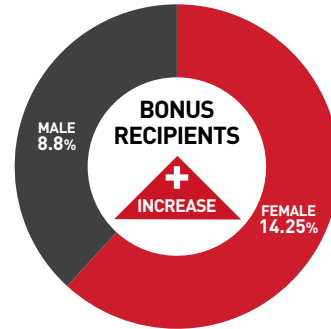
- We have seen positive change in the two key measures – the mean and median gender pay gap – since 2017.
- The pay quartile analysis continues to show the structural gender demographic that influences our 2018 results. The much higher representation of male employees in senior roles, that attract higher levels of pay, reflects the traditionally male dominated nature of our industry.
- The much lower gender pay differentials within these quartiles positively supports our commitment and confidence that women and men are paid equally for equivalent roles.
- In 2018, we have seen positive changes across quartiles 1, 2, and 3, in both gender balance and the pay gap levels. These changes are encouraging for the future as we work towards achieving greater balance.

## PAY QUARTILES



# OUR PROGRESS IN 2018

**MEDIAN PAY GAP  
REDUCED  
5.28%**



**MEAN PAY GAP  
REDUCED  
11.31%**

- The gender balance across our business has improved by 0.9% with positive signs that this will accelerate further in the coming 12-month period.
- Our mean and median pay gap both fell in 2018.
- Pay gaps within quartiles 1,2 and 3 have fallen:

Q1 gap by 1.9% | Q2 gap by 2.25% | Q3 gap by 0.96%

- We are focused on continuing to drive internal change through supporting career paths, progression and opportunities for female colleagues.
- Our pay gap at Q4 has increased by 0.81% in 2018. Our analysis shows this figure was influenced by some senior women leaving the business during the period. We are working hard to identify and support female colleagues to move into senior roles that will positively change this measure in future years.
- We recognise that we are challenging a deep-rooted legacy bias across the property industry and it will take time for the progress we have seen across quartiles 1, 2, and 3 to feed through to senior levels.
- We are ensuring greater gender balance across our 2019 talent cohorts to support this change.

## “Focus on broadening and diversifying our talent pools for new hires”

Our 2018 ‘new hire’ statistics show how we’ve begun to work on bridging the gender imbalance at entry level. Our focus is on ensuring that this ultimately feeds through the business as we support natural career progression and development opportunities for female colleagues through a range of measures and initiatives.

## “Focus on ensuring a greater gender pay balance across our talent pool for development and promotion”

50% of our 2018 promotion candidates were female. We are targeting gender balanced talent cohorts in 2019.

# WHY IS THERE A PAY GAP?

---

Our gender pay gap continues to reflect a legacy imbalance of male and female colleagues across the business. With fewer women currently in senior, fee earning and management roles, and a higher proportion of women relative to men across our business support and administrative functions, the challenges we face if we are to effect change are both significant and long term.

We have made good progress in the past 12 months as shown by the improvements in our key gender pay measures and our pay quartile data. We must continue to focus on rebalancing our gender mix at all levels of the organisation this year and beyond. We will continue to bridge our gender pay gap by building on our existing programmes of activity and supporting our people in achieving their career aspirations.

“ We continue to focus on addressing the structural gender imbalance through a range of actions and initiatives designed to encourage, support and enable women to move into more senior roles at LSH. This is a long-term commitment that will require sustained efforts from the leadership team and local management teams if we are to succeed in our ambitions. ”

**Chris McCartney**  
HR Director

# THE FUTURE

## What we've done so far

Real and meaningful change takes time. The challenge is to ensure our talented people reach their potential unhindered. To do this, we have to look at our culture and the existing industry landscape, and take steps to embed real and meaningful change.

### Action Plan

2018 ACTION POINTS	2018 UPDATE	2019 ACTION POINTS
Implement additional training for our leaders and managers to support and promote diversity across our business.	Phase one of our training schedule on unconscious bias has been implemented.	Phases two and three of this programme will be implemented.
Launch targeted programmes to support female colleagues returning from maternity or other extended leave.	We have made enhancements to our maternity pay arrangements, reviewed our maternity policy and procedures and launched our mentor scheme.	Apply particular focus to embedding our maternity return programme including our new mentor system.
Support our people where they are balancing work and family responsibilities with agile and flexible working practices.	We continue to review and update our people policies relating to flexible working and have established a relationship with 'Working Mums'; a recruitment partner specialising in this area to help identify and implement change.	Through our comprehensive diversity and inclusion programme, we will continue to support and promote flexible working practices.
Work with a range of partner organisations, including Young Enterprise, to improve grass roots accessibility to diverse groups.	We placed particular focus on the expansion of our apprenticeship activity, supported by UCEM, and continued to engage with Young Enterprise through its career masterclasses and 'Learn to Earn' events.	Continue to offer additional apprenticeship opportunities and launch a structured development programme for our apprentice population.
Leverage our association with industry initiatives like the Property Week Diversity Charter, to promote inclusiveness.	We joined Changing the Face of Property – a property industry diversity and inclusion charity – and Stonewall to increase activity in this space.	New initiatives and networks will be launched as part of our diversity and inclusion programme to support all groups.
Build relationships across our regional network with education campuses to raise awareness of our industry and opportunities within it.	Local connections have been made as we prepare to launch a full programme in 2019 LSH also attended the 2018 Skills London event under the Property Needs You banner.	Launch our education campus engagement programme, driven through our regional office network to further broaden our talent pools for hiring.
Improve our analytical capabilities to capture more effective insight into our decision-making and governance procedures.	Began work to improve our diversity and inclusion data to better inform our decision making and governance.	Continue to manage our diversity data and focus on improving our insights in this area.



# OUR PEOPLE

---

“ Since joining LSH seven years ago, the opportunities I have had to progress my career have been fantastic.

There is a real sense of encouragement and support in the business for anyone, irrespective of gender, who wants to progress and develop a career in property.

Sitting in the position I do now, I can also say with confidence the way we reward our people is entirely about individual merit. ”

**Gayle Taylor**

*Head of Building Consultancy*

“ The phrase ‘glass ceiling’ was coined in the 1980s. To still be talking about this today reflects how much more is to be done. There should be absolutely no barriers to entry or progression for anyone.

For sure, the property industry must do more to attract, retain and progress female talent but the onus is on the individual to ensure they are pushing forward and eventually challenging for the top jobs. At LSH, I’ve found no barriers – perceived or otherwise – exist, and that is very encouraging for the future of the business. ”

**Laura Stevens**

*Interim Head of Marketing*

“ I have experienced challenges while progressing from Surveyor to Director since joining LSH in 2010, but do not feel that any of these were on the basis of my gender.

With hard work and a willingness to contribute to the wider firm, such as on promotion panels and graduate development, the opportunities to succeed are there for everyone. ”

**Sophie Oliver**

*Director, Rating*

---

For further information about our policies, please contact:  
HROperations@lsh.co.uk

**lsh.co.uk**

© Lambert Smith Hampton 2019

Details of Lambert Smith Hampton (LSH) can be viewed on our website [lsh.co.uk](http://lsh.co.uk)

This document is for general informative purposes only. The information in it is believed to be correct, but no express or implied representation or warranty is made by LSH as to its accuracy or completeness, and the opinions in it constitute our judgement as of this date but are subject to change. Reliance should not be placed upon the information, forecasts and opinions for any purpose and no responsibility or liability, whether in negligence or otherwise, is accepted by LSH or by any of its directors, officers, employees, agents or representatives for any loss arising from any use of this document or its contents or otherwise arising in connection with this document.

All rights reserved. No part of this document may be transmitted or reproduced in any material form by any means, electronic, recording, mechanical, photocopying or otherwise, or stored in any information storage or retrieval system of any nature, without the prior written permission of the copyright holder, except in accordance with the provisions of the Copyright Designs and Patents Act 1988. Warning: the doing of an unauthorised act in relation to a copyright work may result in both a civil claim for damages and criminal prosecution.