



# 2021-22 Gender Pay Gap Report

Prepared by Sophie Sowinski,  
Human Resources Executive and Associate

## Foreword

This report covers the 2021–22 reporting cycle, using a snapshot date of 5 April 2021. This is the first year that Talbots Law Ltd has had a total headcount of 250 or more, and has therefore been required to publish our report. It is the fifth year that Gender Pay Gap reporting has been a requirement for larger employers in the UK.

According to the Chartered Institute of Personnel and Development, “the disruption and uncertainty employers have dealt with during the pandemic is expected to impact female employees disproportionately. Women are more likely to be employed in less secure jobs, and in sectors that have been hardest hit.” It is therefore more critical than ever that employers review and report data pertaining to Gender Pay and Bonus differences.

In this reporting exercise, we have identified a significant gap in our Mean and Median Gender Pay that is in excess of the UK average of 15.5% (median). This is likely due to a higher ratio of female to male employees across the Company; and of those men a higher proportion being in Strategic and Senior Management roles. There is a historic trend of more male employees being employed in higher-level roles in the legal industry, and this will take a number of years, and effort from all, to change this. As a large organisation (250 – 499 employees) with a predominantly female workforce, we know that small changes in our employee profile may have a significant impact.

As we continue to undertake a review and reporting of our Gender Pay Gap statistics year on year, we aim to have a clearer understanding of the changes that drive the data and any actions we can take to close our pay gaps.

As an Employee-owned organisation, we also seek to improve the gap, and eventually eliminate it to best support our employees and encourage our wider professional community in their endeavours to champion good work and fair pay for all.

**Sophie Sowinski,**  
**Associate and Human Resources Executive**



## Reporting Gender Pay Gaps

In the UK, public, private and voluntary sector organisations with 250 or more employees are required to report on their gender pay gaps annually. The reports show the difference between the average earnings of men and women, expressed relative to men's earnings.

If an organisation reports a gender pay gap, it does not necessarily mean women in that organisation are paid less than men for doing the same job, but it does show that, on average, men occupy higher-paying roles than women.

Employers must report six different measures, based on a snapshot of pay data on a date set out by the Government Equalities Office:

- Median Gender Pay Gap – the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- Mean Gender Pay Gap – the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- Median Bonus Gap – the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
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- Bonus Proportions – the proportions of male and female relevant employees who were paid bonus pay during the relevant period
- Quartile Pay Bands – the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

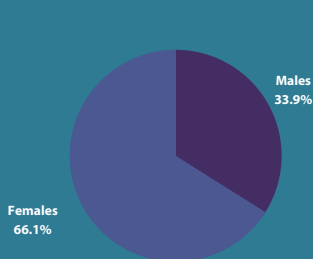
## A Summary Of Our 2021-22 Data

On the 5th April 2021, our business was made up of 257 people: 205 women (80%) and 52 men (20%).

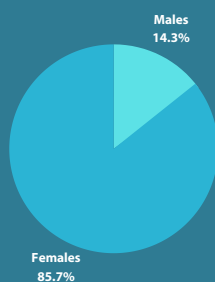
### Our Pay Quartiles

Each pay quartile represents 25% of our workforce ranked by pay. This data is taken from the 227 full-time employees we had on payroll on 5th April 2021.

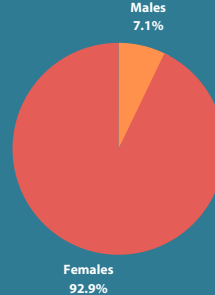
#### Upper Quartile



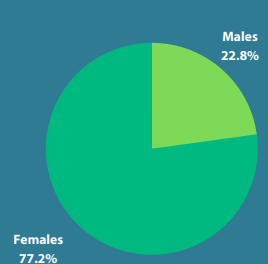
#### Upper Middle Quartile



#### Lower Middle Quartile



#### Lower Quartile



### Our Median Gender Pay Gap

To generate our Median Gender Pay Gap, we rank all of our people by their hourly pay and then compare what the woman in the middle of the pay range earns compared to what the man in the middle of the pay range receives. The difference between these figures is the Median Gender Pay Gap:

**28.43%:** This year, the woman in the middle of the pay range earned 28.43% less than the man in the middle of the male pay range. Which simply means that for every £1 a man received, a woman received 71p.

### The Difference In Our Median Pay For Men And Women

Salary ranges in the upper quartile are much broader than in other quartiles, due to the specialist roles required at these levels, and this contributes significantly to our median pay gap.

## Our Mean Gender Pay Gap

To calculate our Mean Gender Pay Gap, we add together all the hourly pay rates that women receive and divide it by the number of women in the workforce. We then repeat this exercise with male employees. So according to our mean calculations, our gender pay gap is as follows:

**24.71%:** The Mean Gender Pay Gap shows us that the average pay for women was 24.71% less per hour than the average pay for men. This means that for every £1 a man receives, a woman receives 75p.

## Our Bonus Pay Gap

The "Bonus Gap" is the difference between the bonus pay or one-off lump-sum payments (such as recognition awards) paid to male employees and female employees. Only employees who received a bonus are included in this calculation:

**84.79%**

**Men Paid Bonus**

**98.5%**

**Female Paid Bonus**

Therefore our Mean Gender Bonus Pay Gap is -14.26%

## The Factors Affecting Our 2021 Gender Pay Gaps

Operating in a sector that requires specialist skillsets that may attract very different salaries, there is potential for significant differences in salary; and in an organisation of four-fifths women and one-fifth men, relatively small changes in the distribution of men across the different pay quartiles in the organisation can have a substantial impact on our gender pay gap.

Across the four quartiles, our gender balance is not consistent. It shifts from a majority female demographic in the junior and middle levels to a slightly more balanced demographic at the more senior levels. We continue to support the progression of women into a greater proportion of the higher-paying roles, but do not expect to significantly shift the overall proportion of women to men.

We also continue to work on areas of policy and best practice, such as parental leave and pay during leave, which are focuses on enabling new parents to take equal responsibility for childcare commitments. We are proud that many of our senior roles are carried out on a flexible basis, and flexibility is offered to all regardless of their caring responsibilities.

The nature of being an Employee Owned company also means that we have measures in place to ensure that our bonus structure is fair and consistent. With the exception of pro-rata amounts for part time working and new starters, we have equal bonus payments. This has resulted in a negative mean bonus pay gap, favouring women in the organisation and a 0% median bonus pay gap.

## Closing Our Pay Gap

Closing the pay gap is not a quick and easy fix. It requires a meaningful and consistent change to cultural norms and existing practices. Below is an outline of how we are addressing our pay gap:

### Flexible Working

While most of our part-time roles are still in the lower pay quartiles, some of our most senior people work on a flexible basis. We aim to consider flexible working requests or flexible patterns of work from early recruitment stages, where this can suit the needs of an applicant/employee and still meet the needs of the business. Since our 2021 Snapshot date, we have also introduced remote working roles that will support working parents/guardians with their caring responsibilities.

### Pay Transparency and Equality

We pay at or above the voluntary 'Real' Living Wage and benchmark all salaries to ensure our compensation is fair, competitive and reflects our Employee-owned status. The salaries our employees and workers receive are fair for the job they do and in line with other roles in the sector.

We continue to review our pay grades to provide greater equality for people undertaking the same or similar roles across the business.

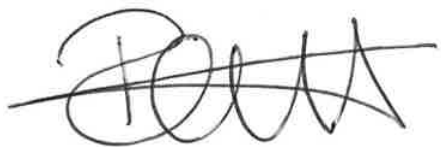
### Recruitment and Retention

Where we observe imbalances in the diversity of specific areas of our business, we aim to explore the potential causes to remove any possible barriers to entry and progression, ensuring that our recruitment is open to and accessible by all. We also regularly undertake quarterly employee satisfaction surveys, giving us real-time feedback on issues and helping us to create regular scores to measure ourselves against.

We have made commitments to support the development of all across the business, including supporting the high proportion of female employees in our junior and mid-level roles, to work towards higher-level roles. Further to this, the pandemic has given us the opportunity to trial flexible and hybrid ways of working and that approach is helping us to attract and retain employees in line with our goals and desired workforce dynamic.

## **Declaration**

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Rachel Pardoe,  
Director of Human Resources  
Talbots Law**

## Talbots Law 2021-22 Gender Pay Gap Report

