

ashfords

GENDER PAY GAP



GENDER PAY GAP REPORTING

This report is given pursuant to The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. We can confirm the accuracy of this information.

This is our second year of reporting our gender pay gap and so we are able to compare our April 2018 results against April 2017.

By law, the requirement is to publish data relating to employee pay and bonuses only and not to include our partners. However, we think it is vital that you are given the full picture and so, like last year, we have taken the decision to present the figures with and without partners for complete transparency. The data shows the average difference in hourly earnings between all men and women within our firm. The mean is the average of all the data and the median is the mid-point of the data when the results are ordered by value.

PAY GAP DATA

Having undertaken the gender pay review this year, our gender pay gap figures have disappointingly increased since the publication of our 2017 data. As you will see below, this is in part due to the way in which we are required to report the data but also serves to highlight the amount of work and the time it will take for these figures to improve. However, you will see from the report that despite the increase in our gender pay figures, there are significant indications that the overall changes we have implemented are having an impact and will improve our future figures.

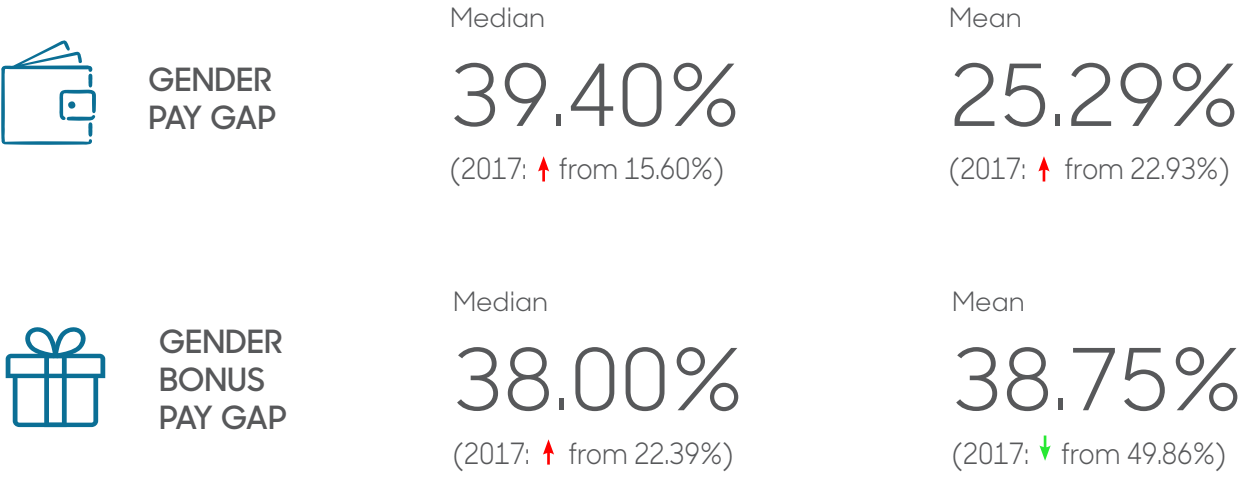
We have undertaken a detailed analysis for this report including employing an independent third party to carry out the analysis of our data. We are conscious and mindful of fair pay and in comparing pay levels across each group of partners and employees, there is no indication of any pay inequality between men and women in the same or equivalent roles.



THE FIGURES IN CONTEXT

EMPLOYEE ONLY DATA

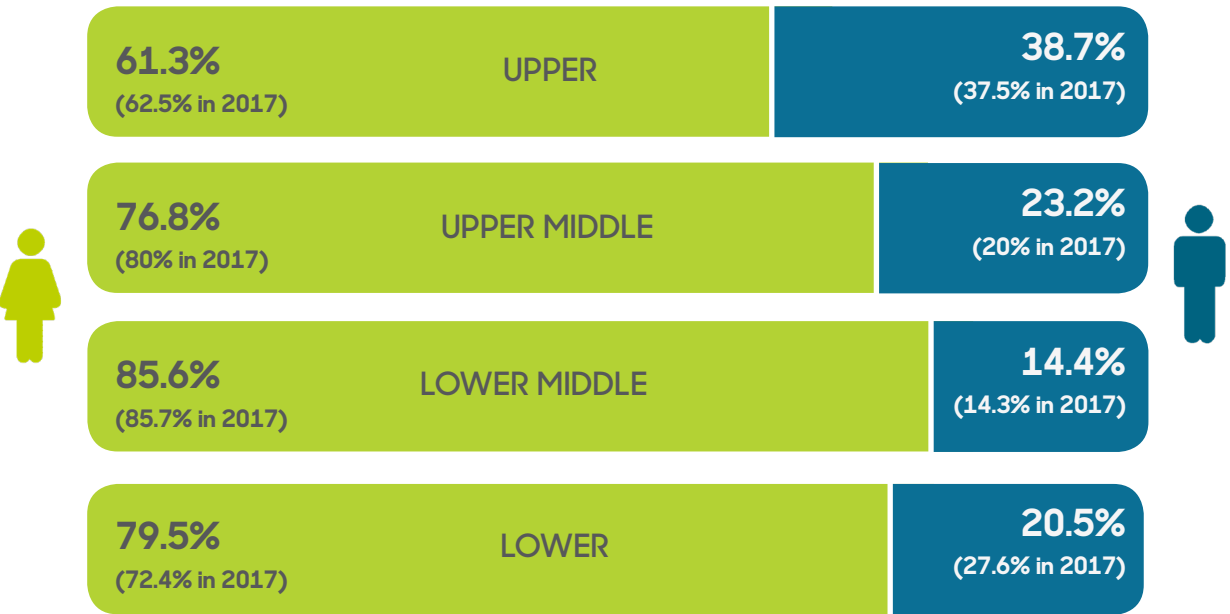
Our statutory key Gender Pay Gap reportable data (in other words, excluding partners) covering pay as of 5 April 2018, and bonuses paid in the year to 5 April 2018, is as follows:



PROPORTION OF FEMALES & MALES RECEIVING A BONUS PAYMENT



PROPORTION OF FEMALES & MALES IN EACH QUARTILE BAND



ANALYSIS

The profile of our upper quartile has the greatest impact on our mean gender pay gap. We have a predominantly female workforce with our population split into 75.78% women and 24.22% men. Whilst there are more women than men in our upper quartile, they are disproportionately represented at 61.3%, in comparison to our firm wide 76% : 24% split.

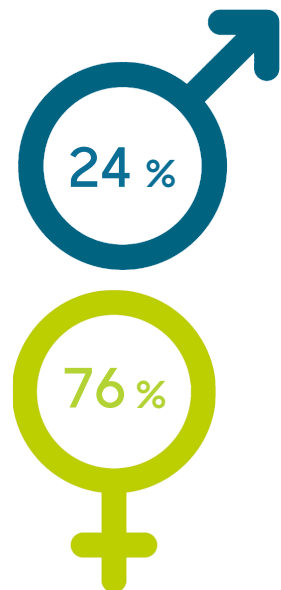
The mean gender pay gap is further caused by the lack of female representation in senior roles in our Bristol and London offices where market pay levels are higher, lowering the overall average pay for women in the upper quartile.

We have seen a positive trend of women progressing into the upper quartiles (75% of our senior lawyer promotions in September 2017 were female) and we believe we have the infrastructure in place to ensure this trend continues over time and that women who have moved into the upper quartile continue to progress.

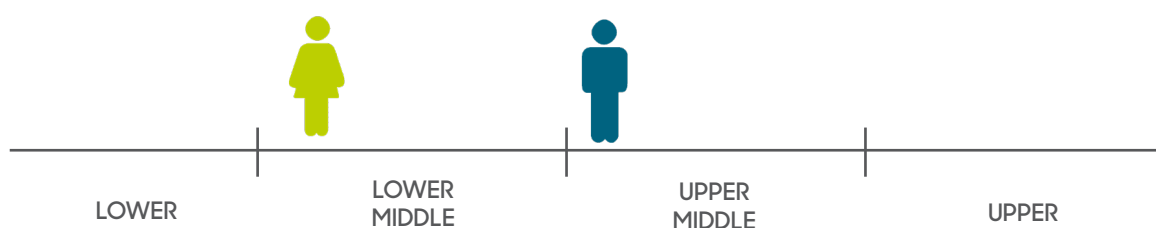
Given the breakdown of our workforce, it is important to note that for women, the median is at a lower job level and hourly rate. Therefore, whilst the number of women progressing into senior roles has increased, it has had little impact on the median as we have also seen increasing numbers of women moving into roles within the lower quartile.

Conversely, any change within our smaller male population has a far greater impact on the median. For example, we saw proportionately more men (29%) than women (17%) being promoted within our upper middle quartile. This caused a notable increase to men's pay in that quartile and had a significant impact on the overall median pay gap.

Our mean gender bonus pay gap has improved but our median bonus pay gap is affected by our profile of part time workers. We are really proud of our approach to flexible working and it is positive to see that 20% of our workforce operate in a part time capacity. At the moment however, our part time working population is disproportionately skewed towards women.



MEDIAN POINT FOR MEN AND WOMEN IN RELATION TO QUARTILES



PARTNER ONLY DATA



GENDER
PAY GAP

Median

1.83%

(2017: ↓ from 5.21%)

Mean

12.80%

(2017: ↑ from -0.14%)



GENDER
BONUS
PAY GAP

Median

0.00%

(2017: no change)

Mean

8.78%

(2017: ↑ from -4.38%)

PROPORTION OF
FEMALES & MALES
RECEIVING A
BONUS PAYMENT

70.00%

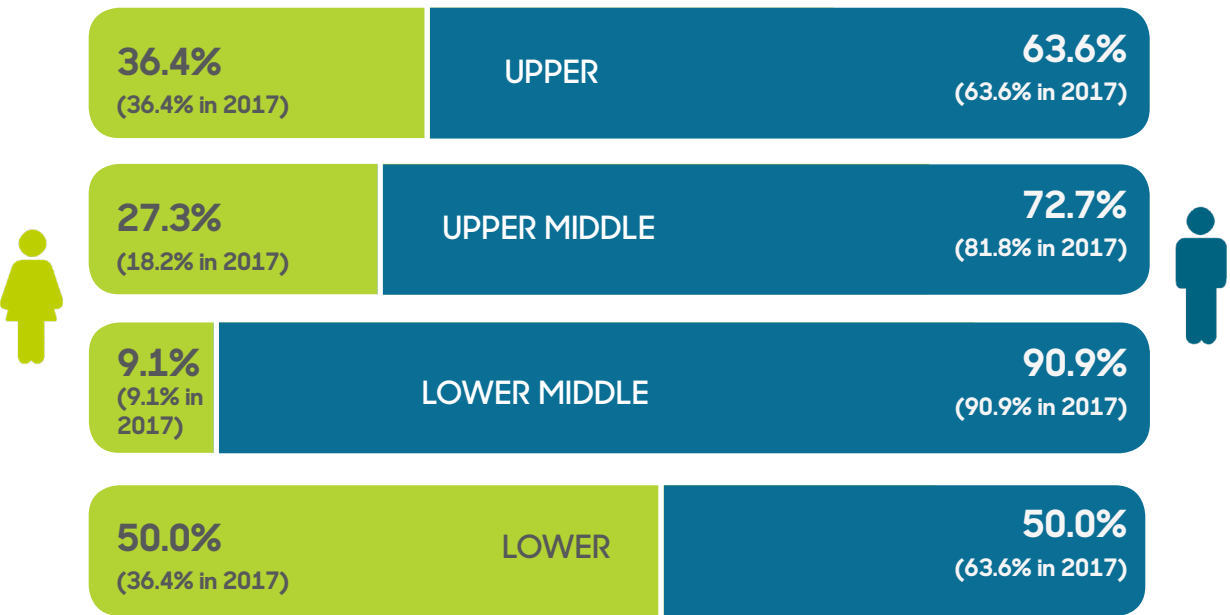
68.75% (2017)



59.62%

60% (2017)

PROPORTION OF FEMALES & MALES IN EACH QUARTILE BAND



ANALYSIS

It is positive to see that our median gender pay gap has decreased to just under 2% due to evidence of female progression to, and within, the partnership. Women are representing 27.78% of the partnership in 2018 (as compared to 22.54% in 2017). Women are also progressing through the quartiles with increases in the number of women joining and progressing through the fixed profit share and progressing through the equity.

COMBINED PARTNER & EMPLOYEE DATA



GENDER PAY GAP

Median

50.00%

(2017: no change)

Mean

58.12%

(2017: ↓ from 58.58%)



GENDER BONUS PAY GAP

Median

52.38%

(2017: ↑ from 49.07%)

Mean

65.73%

(2017: ↓ from 76.59%)

PROPORTION OF FEMALES & MALES RECEIVING A BONUS PAYMENT

78.65%

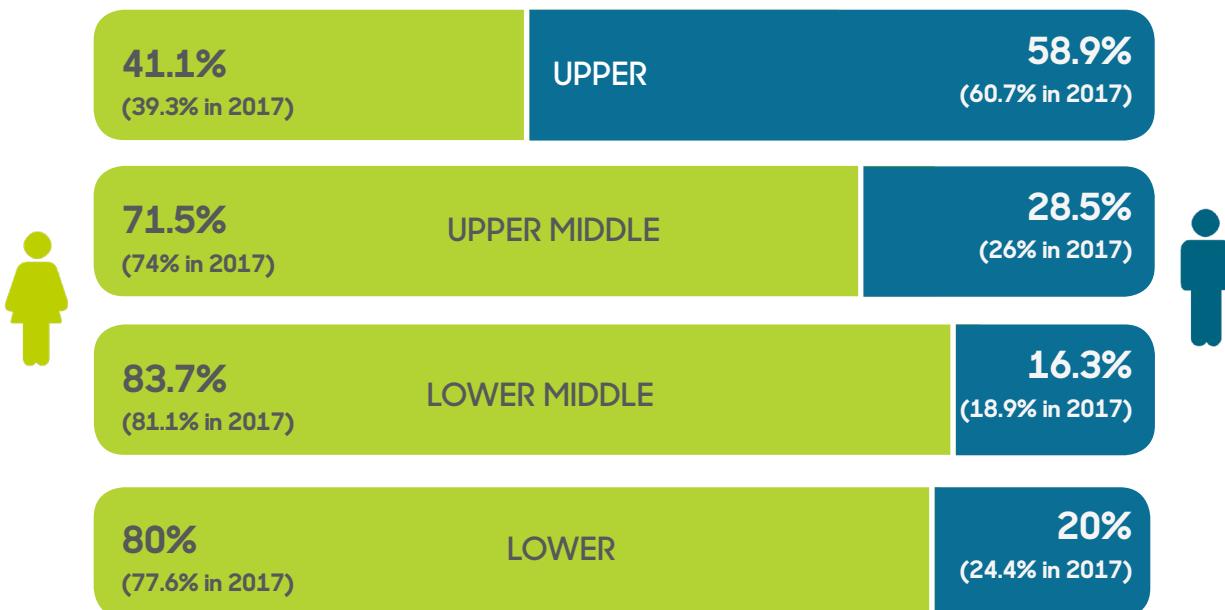
70.25% (2017)



75.16%

71.60% (2017)

PROPORTION OF FEMALES & MALES IN EACH QUARTILE BAND



ANALYSIS

Our combined data (partner and employees) is similar from 2017 to 2018. Given the wider gap in our employee data for 2018, it is positive that there is little change in our overall data due to progress within the partnership level. We acknowledge that progress has been slow and there is still more work to be done.

OUR COMMITMENT

Whilst recognising that initiatives to address the gender pay gap are not about quick wins but longer term strategic and cultural change, we are taking a number of actions to positively contribute to desired change, particularly in enabling women to progress into more senior roles.

ASHFORDS FOR EVERYONE

The aim of our Diversity & Inclusion Steering Group is to make sure that everyone at Ashfords understands that they have an equal opportunity to succeed at work and progress within the firm, recognising that everyone is different and taking account of individual circumstances. We have also appointed The Glass Lift to do a full analysis across the firm of our approach to diversity and how we can improve. The Glass Lift are due to report within the next 2 months and we will then look to review and implement changes accordingly.



- Continuing to ensure that we identify and remove any issues from our processes which could deter women and other under-represented groups from applying for senior roles, taking care to note varying trends in our different office locations and across departments.
- Ensuring that we use every possible development opportunity to train our people to understand unconscious bias, particularly in relation to our recruitment and promotion processes.
- Promoting our policies and approaches to flexible and agile working and family leave.
- Ensuring that our wellbeing strategy has the potential to impact on the broadest range of people across the business, taking their physical, mental, emotional and financial needs into account.
- Improving our support to parents and those with caring responsibilities by introducing a series of parenting workshops and providing better and more consistent support to people returning from maternity, shared parental or other leave.
- Continuing to open up alternative routes into law through apprenticeships and study support towards professional qualifications.
- Continuing to use the Rare Contextual Recruitment System in our trainee recruitment process to support us in making informed decisions about applications from people with different backgrounds.
- Building a network of contacts at local schools and colleges to improve social mobility at the junior recruitment level and to actively promote and encourage the broad range of entry level roles and career opportunities we can offer to both men and women.
- Developing mentoring networks within the business, giving people access to partners and other senior people, particularly promoting recognised role models for women wanting to progress into senior roles.
- Continuing our involvement with relevant professional female networking groups and establishing a broader range of networks for other under-represented groups.
- Continuing as a signatory to the Law Society's Charter for Diversity & Inclusion.

ONGOING INITIATIVES



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