



Gender pay gap report 2022

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At Moore Barlow LLP, we are committed to embedding a culture of diversity and inclusion; our shared people vision is to create a human-first, high performing culture where people can play to their strengths and do their best work.

As of April 2017, all UK organisations with 250 or more employees are required to publish and report their gender pay gap information. Moore Barlow LLP launched on 1 May 2020 following a successful merger between two law firms, Moore Blatch LLP and Barlow Robbins LLP. This report is our first year reporting the gender pay gap for all Moore Barlow employees, as at the snapshot date of 5 April 2021.

We made a commitment last year to undertake a more granular analysis of gender pay by going over and above our statutory requirements, to include our equity (self-employed) partners within this year's report. Transparency and examining the gender pay gap at all levels of our firm is important to us. By including equity partners, it will help us to better understand all the issues affecting our gender pay gap and where we need to further improve. We have committed to publishing and analysing this additional data every year going forward.



Our gender pay gap data

The gender pay gap is defined as the difference between the average earnings of men and women employees, expressed relative to the men's earnings.

Whilst we are confident that men and women are paid equally for equivalent roles across the firm, the widening of our gender pay gap is not unexpected (see Figure 1 on next page). There are key reasons as to why we have continued to see a gap, when comparing this year's employee gender pay gap figure to the 2020 figure:

- **Different organisation:** As mentioned previously, the Moore Barlow merger happened on 1 May 2020. Therefore, it's important to note the 2019 and 2020 gender pay gap numbers in Figure 1 represent Moore Blatch as at 5 April 2020, which is pre-merger, compared with this report as at 5 April 2021, which represents Moore Barlow's gender pay gap for the first time. At the snapshot date of this report, Moore Barlow had increased its employee headcount by 67.6% as a result of the merger, when compared with the previous snapshot date for Moore Blatch. Equally, the two organisations had different structures and historical pay schemes. So, whilst it's still important to look at trends, it's equally important to note that we are not comparing like for like organisations. Next year's report will provide a much more insightful two-year comparison of Moore Barlow.
- **Furlough:** Based on Government guidance, the employee gender pay gap data included in this report excludes those employees who were on furlough on the snapshot date. For transparency, we did undertake analysis of what the gap would have been if furlough had not happened and this showed the gap would have been slightly more. We believe this is due to there being more women employees in the lower quartiles, which was the population most affected by the furlough arrangements. Therefore, we expect the gap to potentially increase next year, as a consequence of this population being included in the report.
- **Timing of snapshot date:** There is a significant time-lag in any changes to Moore Barlow's gender pay gap, due to our financial year and salary review cycle taking effect on 1 May each year and the snapshot date being the preceding 5 April. Therefore, we will be reporting on any adjustments made last year (i.e. May 2021) as part of our 2023 report.
- **Higher number of women in the firm:** The high women to men ratio in the firm (2.77 women: 1 man), although this is a minor reduction from last year. However, at partner level, we are proud to have 1.125 women: 1 man equity partner ratio, which is reflected in the partner gender pay gap figure.
- **Ratio of men and women in senior roles:** The unequal distribution of men and women across seniority levels with proportionally more women in the lower pay bands than the higher bands for both our employee and partners (see Figures 2 and 3 respectively on next page).
- **Ratio of part-time workers:** The fact that 27.6% of our employee and partners work part-time, of which 94.3% are women.
- **Tracking in line with industry average:** Whilst the employee mean gender pay gap for this year has increased by 3.2% compared to last year, we believe this is partly due to our employee headcount increasing since merging and becoming Moore Barlow. When comparing our gender pay gap to the Law Society employee figures for 2020, our mean is +3.5% and median is -3.58%. This demonstrates we are broadly tracking in-line with industry average.

Figure 1: Hourly gender pay gap figures

	Mean*			Median**		
	Pre merger		Post merger	Pre merger		Post merger
	2019***	2020	2021	2019***	2020	2021
Employees	37.90%	23.80%	26.99%	39.70%	28.82%	34.47%
Partners	N/A	N/A	13.18%	N/A	N/A	13.45%

*The mean pay gap is the difference between the average hourly earnings of men and women, taking a sum of all hourly rates and dividing by the total number of people in the sample.
 **The median pay gap is the difference between the midpoints of hourly earnings of men and women.
 *** These were not formally reported as the requirement to report was suspended in 2019-20 due to COVID-19 but are taken from the snapshot date of 5 April 2019.

Figure 2: Proportion of men and women in each pay quartile for employees

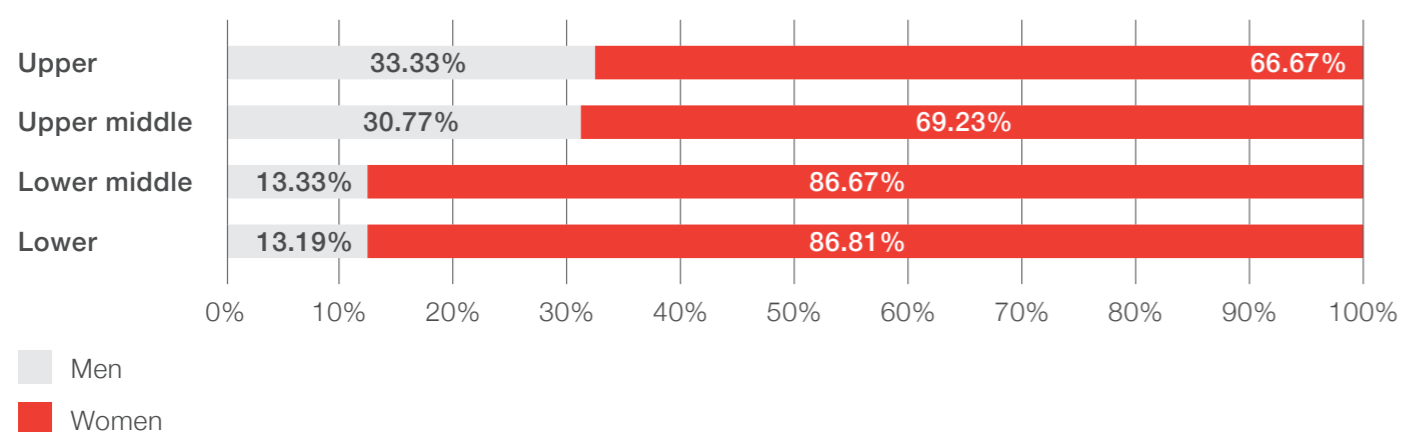
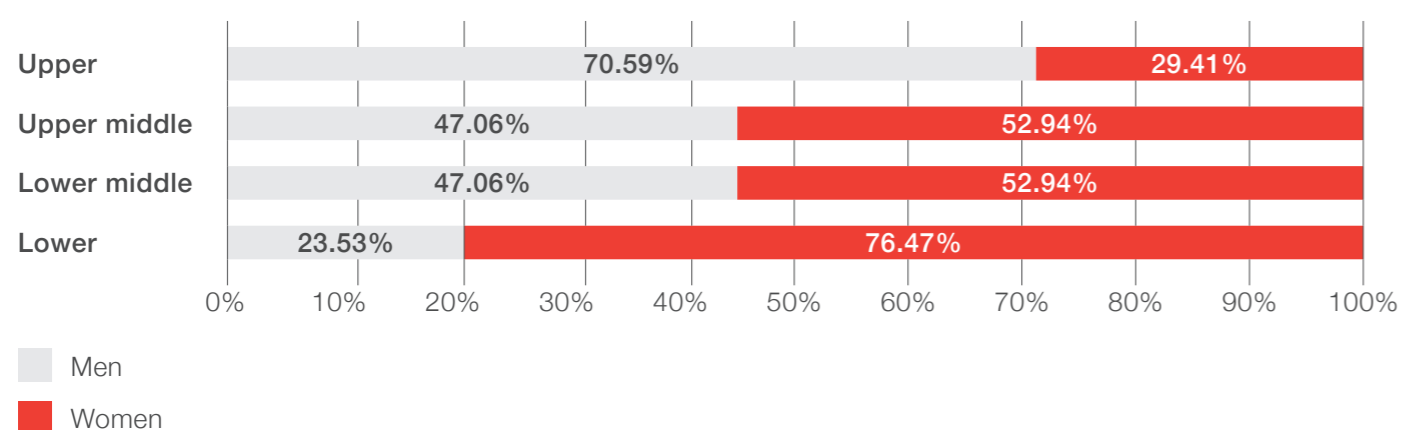


Figure 3: Proportion of men and women in each pay quartile for partners



Due to the impact of COVID-19, no discretionary performance bonuses were awarded to employees for the qualifying period.

Proportion of men and women in each pay quartile

Figure 2 and 3 show the gender ratios for our employee and partner populations within each pay quartile, which are calculated by placing people in order of hourly pay and dividing equally into four quartiles, meaning that each quartile represents 25% of the pay population.

Within our employee population, women make up the majority of every quartile of the firm, including at the upper quartile. However, we have a higher proportion of men in our upper quartile than we do men in our other quartiles, and a higher proportion of women in the lower pay quartile, which contributes to the employee gender pay gap, but this is gradually levelling. By comparison, our last report showed that women made up 90.74% of the lower quartile (a reduction of 3.93% or 4.99% across two years) and 64.81% of the upper (an increase of 1.86% or 11.07% across two years). This is a shift in the right direction.

In terms of our partnership, we expect to see this re-balancing to be reflected in future reports for 2023 and 2024, as we know already that across all equity tiers over the past two years since merger, partner progression to higher equity tiers and lateral hiring into the partnership has comprised 63% women and 37% men.

Digging a little deeper into our gender pay gap

We have identified the most significant pay gap remains within our business operations function (previously known as business support), which consists of a high number of women. However, as predicted, this year the mean gender pay gap figure for this group has significantly reduced (by 19.22% when compared with the 2020 mean figure of 34.06%) through several senior appointments of women into these roles (see Figure 4). We will continue to build on this work by developing career development frameworks for our business operations teams to support future progression opportunities.

Our ‘associate’ and ‘solicitor / chartered legal executive’ roles have the lowest mean and median percentages. It is great to see some progress across these two roles compared with last year when there was a combined mean figure of 5.41%. We are pleased to publish that this year, there is a zero median gender pay gap for our associate population (see Figure 4). We expect to see further progress across these groupings in our 2023 and 2024 reports based on our recent commitment to pay newly qualified lawyers the same salary, regardless of qualification route.

For the first time, we are publishing our trainee solicitor and trainee legal executive gender pay gap. We believe the existing gender pay gap in this role to be as a result of the historical disparity between the salary offered to trainee solicitors and trainee legal executives. We are working on aligning these salary structures. Moore Barlow is committed to broadening our routes to qualification and an example of this is we are sponsoring some of our employees through the new Solicitors Qualifying Examination (SQE), which is being phased in as a new and more diverse way to qualify as a solicitor in England and Wales.

Figure 4: Employee hourly pay gap

Role	Mean	Median
Business operations	14.84%	5.06%
Of counsel, salaried partner and consultant	5.75%	11.32%
Senior associate	3.36%	6.02%
Associate	-3.33%	0.00%
Solicitor and Chartered legal executive	-3.69%	-0.55%
Trainee solicitor and Trainee legal executive	7.08%	6.67%
Paralegal	-15.96%	-6.17%
Legal support	-27.15%	-28.91%

It is important to note that Moore Barlow is committed to reducing both a positive and negative Gender Pay Gap figure. A negative gap would indicate either a disproportionate number of women in that role or women are paid more.

What are we doing to reduce our gender pay gap?

We know we need to continue to build on the efforts we have made since our merger in order to keep pushing harder for progress.



Moore Barlow Way

In July 2021, we launched our ambition for the next 10 years, which includes a new shared purpose and supporting values and behaviours that underpin our culture. Our vision is for these values to be the glue that holds us together; helping our people feel like they truly belong in a culture where they can thrive. Our 'Stronger together' value is about encouraging diverse views, respecting differences, and playing to strengths. And our 'Human first' value is all about bringing our whole self to work, including supporting people at all life stages.

Already our values are becoming integral to our recruitment, performance review and business planning processes. We are now embarking on a further 18 month culture roadmap programme to fully integrate the Moore Barlow Way into all of our people, business and client processes; so they truly become how we do business every day.

Recruitment

Over the last year, we have been building a talent acquisition team to improve our approach to hiring in diverse talent. For example, introducing recruitment software will enable us to be transparent to all and ensure our selection process aligns against our agenda of a fair and unbiased approach (this includes all protected characteristics and not just gender bias). We have also introduced interview guidelines that supports best practice recruitment. Branding will be a key focus for the next year as we refresh our proposition and careers page, thereby encouraging a diverse pool of applicants.

Reward, benefits and career development

Since our last report, we have further enhanced our job evaluation and benchmarking processes to ensure fairness with salary progression across different roles. Our annual salary review process is based on the latest benchmarking data available in the market and our guiding principles determine where someone sits within a band.

We have carried out our commitment to review and align all our existing benefits, ensuring we have the best in market offering.

This year, we have established a leader contribution framework for partners and a career development framework for our lawyers. These are the foundations for creating a human-first, high performing culture that recognises an individual's entire contribution. Some of these contributions are not traditionally rewarded within the legal industry but are important because they focus on people, communication and culture.

The competency frameworks and career pathways have enabled our lawyers to be able to have constructive career conversations with their leaders, to support their career pathway and aspirations, along with building clear development goals to support a transparent and fair promotions process. We are committed to developing career pathways and competency frameworks for our legal support team this year too.

Over the last year, we have piloted an Aspiring Lawyers group in one of our divisions. The purpose of this group is to provide an open forum, to build internal and external relationships, improve wellbeing, develop skills & knowledge and exchange ideas, whilst supporting one another with career progression. The pilot has been extremely successful, and this will now be rolled out to the other legal divisions, ensuring there are no barriers to progression at Moore Barlow.

Support for our people going through different life stages

From data that our people have voluntarily provided to us, we know a significant amount of our people are primary care givers for children under the age of 18 or have care responsibility for a disabled person, or an elderly person (often their relatives). As a business therefore a key focus for us is to enable our people to do their best work, regardless of which life stage they are at.

One initiative we have undertaken is to review all of our family friendly policies meaning that everyone at Moore Barlow is now entitled to six months enhanced pay for maternity, along with full pay for paternity leave. As a human-first business, we care about financially supporting our people and their families during these key lifetime events. For the coming year, our diversity and inclusion committee are undertaking a project to understand what the experience is like of returning from maternity leave and how we can improve upon this. We will also be holding focus groups to find out what potential barriers may exist that prevent those who identify as men from working more flexibly.

Another life event initiative was the launch of the menopause support programme. Knowing that perimenopause and menopause symptoms could be affecting over a quarter of our people, last year we introduced our menopause support programme. We offered information and resources including how to ask for help, access to a panel of menopause experts via an on-demand webinar and a live Q&A. We also offered an on-demand webinar for other colleagues who might be supporting mothers, partners, sisters or colleagues. We will continue to raise menopause awareness over the coming year.

COVID-19 has again significantly affected our people's lives during 2021. Regardless of which life event our people are at, be it managing home schooling, living with grown up children, shielding, caring for elderly relatives, coping with loneliness or any other challenge, our people have been remarkable and are most definitely stronger together. With the easing of COVID-19 restrictions, at Moore Barlow we are creating a culture based on autonomy that trusts and enables our people, in collaboration with their team and managers, to determine how, when and where they deliver their very best work to their clients and colleagues, in balance with their personal and our business needs.



Our commitment

We firmly believe in gender equality and are committed to building a diverse and inclusive firm where our people thrive. As a newly merged firm, we are ambitious, with lots more we want to achieve in future years. This year we have voluntarily published the gender pay gap of our equity partnership. Next year we aspire to work towards publishing our diversity pay gap data too. By undertaking this fulsome analysis of our data, we will continue to be able to pinpoint where we need to take action to achieve our desired outcomes.

At Moore Barlow we're leading the way in creating a different kind of law firm where we strive to make a difference – to our people, our clients and the communities we serve. We are proud of our inclusive culture where we are always learning and seeking ways to improve.



Edward Whittington

Managing partner

Rural services

London

T 023 8071 8026

E edward.whittington@moorebarlow.com



Katherine Allison

Chief people officer

People

Guildford

T 014 8354 3210

E katherine.allison@moorebarlow.com

Contact us today

E info@moorebarlow.com

T 023 8071 8000

moorebarlow.com

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