

ashfords

# Gender Pay Gap

April 2024

Ashfords LLP  
[ashfords.co.uk](https://www.ashfords.co.uk)





# 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.

Gender pay gap reporting is always retrospective and we most recently reported our pay gap data as at 5 April 2022. This new report focuses on our pay gap data as at 5 April 2023.

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 the firm reports the full picture and so, we continue to take 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.

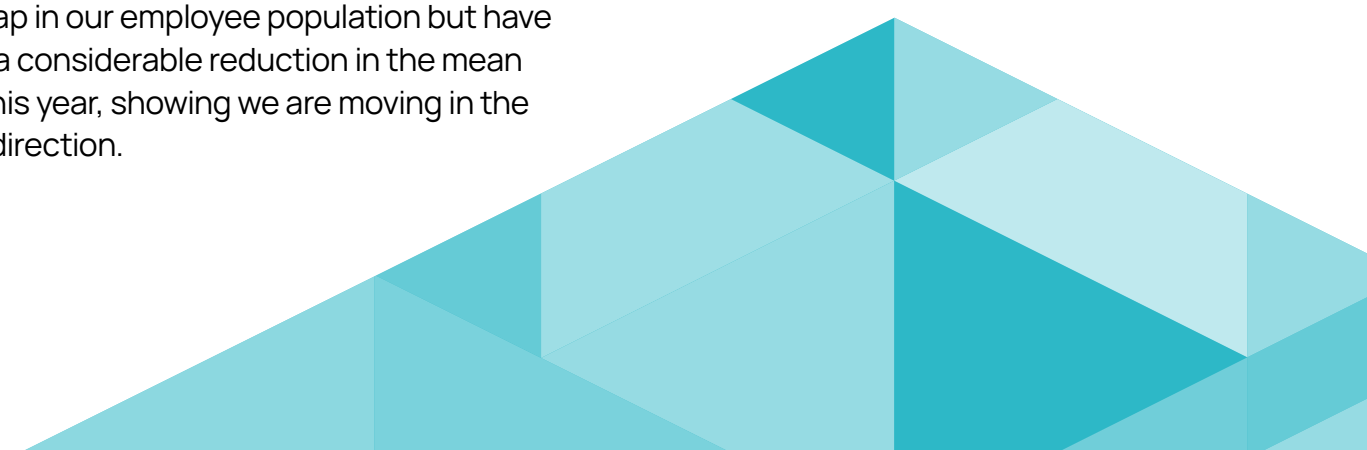
## Pay gap data

It is positive to see that our mean pay gap decreased in 2023 for both partners and employees. Slight increases to the median figures is disappointing but reflects the high ratio of women in the business fulfilling job roles that fall into the lower quartiles.

We do continue to see a significant bonus pay gap in our employee population but have seen a considerable reduction in the mean gap this year, showing we are moving in the right direction.

Despite our progress with the pay gap figures in recent years, a significant gap does remain with women less represented in more senior roles and therefore over represented in the lower pay quartiles. As we have noted before, reducing the pay gap requires ongoing action and it will take time for these figures to improve even further.

We are conscious and mindful of fair pay. Our regression analysis of pay gap data supports that in terms of comparing pay levels across each group of partners and employees, there is no indication of 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 (thus excluding partners) covering pay as of 5 April 2023 and bonuses paid in the year to 5 April 2023 is as follows:



Gender Pay Gap  
 Mean **21.57%**  
 (down from 22.76% in 2022)  
 Median **38.19%**  
 (up from 32.76% in 2022)

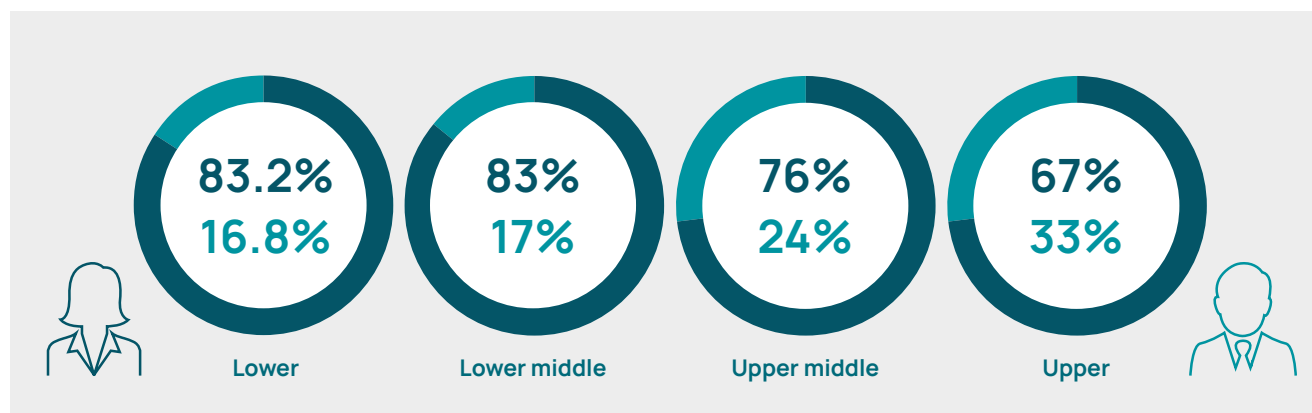


Gender Bonus Pay Gap  
 Mean **56.72%**  
 (down from 75.68% in 2022)  
 Median **24.77%**  
 (up from 18.07% in 2022)

## Proportion of females & males receiving a bonus payment



## Proportion of males and females in each pay quartile



## Analysis

It is important to note that we continue to have a predominantly female workforce overall which presents a challenge in eradicating our pay gap. We have previously reported that our population breaks down into 69% women and 31% men and this shifted in 2023 to reflect a population of 71% women and 29% men.

Our data also suggests that a person's career level within the firm significantly contributes to the pay gap. This indicates that another key contribution to the pay gap is that despite there being fewer men in the business, they still hold more senior roles in the firm.

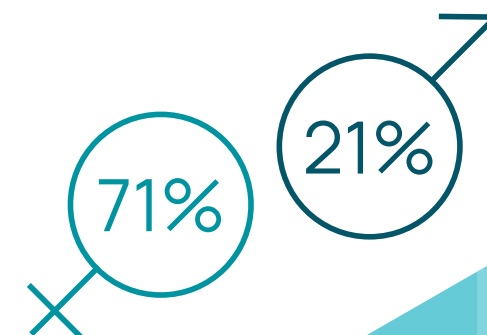
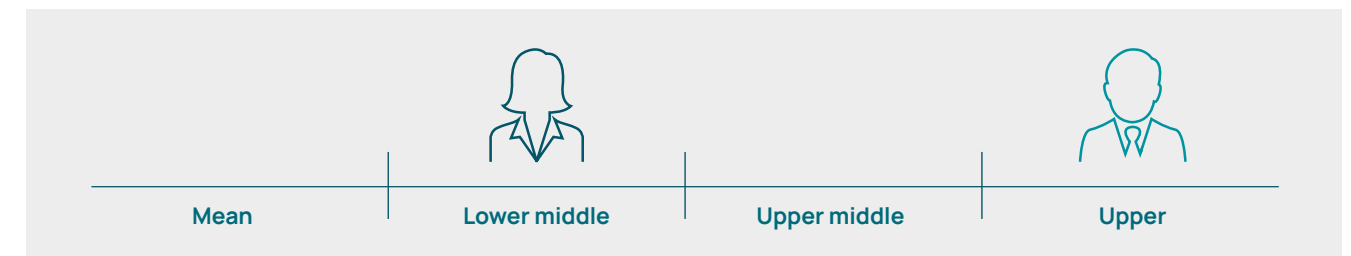
Despite these data points, it is positive to see that the percentage of females in the upper pay quartile has increased for the third year running.

Again this year, the firm saw a high percentage of female promotions (64.9%) over male promotions (35.1%), demonstrating our strong commitment to supporting female progression across the business.

It is encouraging that our mean bonus pay gap has decreased significantly in 2023. We did, however, see a small increase in the median bonus gap. As we have more men sitting in the upper pay quartile and with the bonus received being directly linked to base pay, the bonus gap continues to be prevalent for us.

However, it's worth noting that the significant difference between the mean and median pay gap suggests that a few outliers may significantly contribute to this overall bonus pay gap.

## Median point for men and women in relation to quartiles



## Partner only data



Gender Pay Gap

Mean  
**17.11%**  
(down from 17.57% in 2022)

Median  
**11.47%**  
(up from 8.93% in 2022)



Gender Bonus Pay Gap

Mean  
**0.94%**  
(up from -2.62% in 2022)

Median  
**-2.38%**  
(down from -1.25% in 2022)

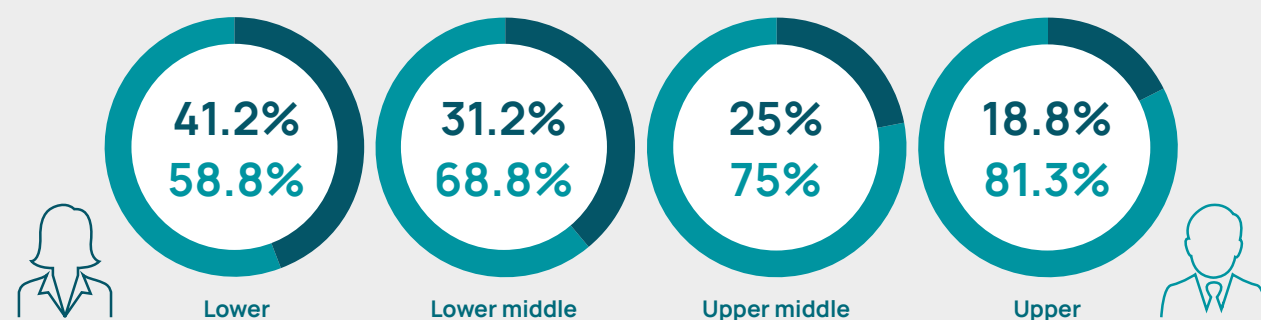
## Proportion of females & males receiving a bonus payment

**73.91%** (2023)



**63.27%** (2023)

## Proportion of males and females in each pay quartile



### Analysis

The mean partner pay gap decreased for the fourth consecutive year which continues to show positive signs of female progression through the partnership. In terms of progression into the partnership, 2023 saw an equal number of men and women promoted

internally. While there is still work to be done, this is an important step toward more equal representation of male and female partners across the quartiles and to see more women moving through from the lower quartile into the lower middle and upper middle quartiles.

## Combined partner & employee data



Gender Pay Gap

Mean  
**60.54%**  
(up from 58.43% in 2022)

Median  
**48.73%**  
(down from 53.24% in 2022)



Gender Bonus Pay Gap

Mean  
**74.11%**  
(down from 79.01% in 2022)

Median  
**50.18%**  
(up from 46.70% in 2022)

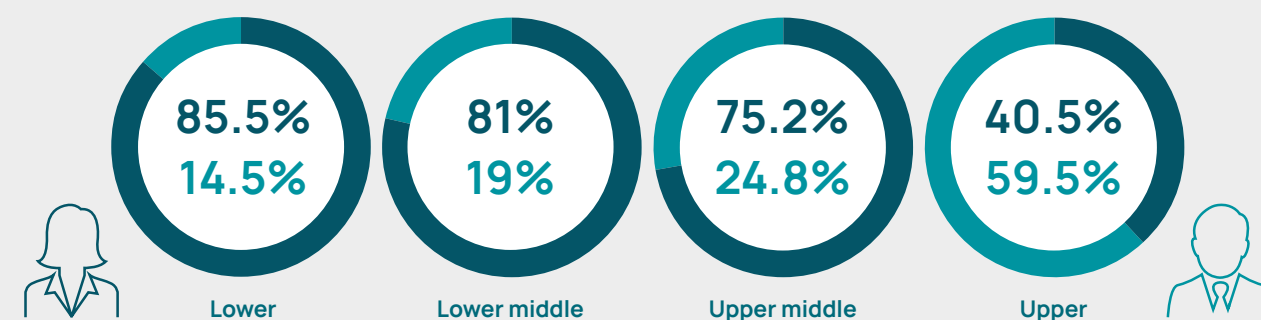
## Proportion of females & males receiving a bonus payment

**94.24%** (2023)



**86.62%** (2023)

## Proportion of males and females in each pay quartile



### Analysis

In combining partner and employee data, there continues to be more men than women occupying the upper pay quartile, although it is positive to see the representation of women slightly increased again in 2023. We also continue to have

significantly more women than men occupying the lower pay quartile, and a slight dip in the number of males recruited into entry level and junior roles in 2023 has unfortunately seen male representation decrease at this level.

## Our commitment

Our aim is to ensure 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. While recognising that initiatives to address the gender pay gap are not about quick wins but longer term strategic and cultural change, we continue to take a number of actions to positively contribute to desired change.

These have included:

- Continuing to operate a flexible, hybrid working model through our Ways of Working framework. Our most recent annual employee survey in December 2023 highlighted that the majority of our people remain happy with our approach to ways of working.
- Developing our wellbeing strategy to impact on the broadest range of people across the business. We have created an annual calendar of events with key focuses across mental, physical and financial wellbeing. We have a number of resources available to our people including a wellbeing app and financial education sessions.
- We are committed to improving our support to parents and those with caring responsibilities. Our membership with Employers for Carers is helping us to create an inclusive, carer-friendly workplace. We recently reviewed our family leave policies, increasing maternity, paternity, adoption and shared parental pay for eligible employees. We have also introduced a buddy scheme to better support parents returning from long-term family leave.
- The Ashfords Diversity Group continues to work hard to keep diversity, equality and inclusion front of mind. The group has had two main focuses over the last year, working carers and social mobility.
- Focusing on employee engagement and responding to those needs through the introduction of an annual employee survey, the regular use of shorter pulse surveys on specific topics and focus groups. Special interest groups have also successfully launched this year with a menopause group and women's network encouraging internal networking between like-minded individuals.
- Continuing to provide a variety of learning and development opportunities to support and enable individuals and teams to excel in their career with us. We are designing several modules for all colleagues to access. We are also reviewing our career level inductions and developing a management development programme to equip all people managers to better support their teams and enhance their employee experience.
- 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.
- Continuing to operate a fair and objective recruitment process with regards to lateral hiring.
- Building a network of contacts at local schools and colleges to improve social mobility at the junior recruitment level. Actively promoting and encouraging the broad range of entry level roles and career opportunities we can offer to both men and women.
- Continuing as a signatory to the Law Society's Charter for Diversity & Inclusion.



Louise Workman, CEO





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