



# | Gender Pay Gap Report 2020

**WRIGHT** | HASSALL

Every client an advocate. That's the Wright Hassall way.

# Introduction

At Wright Hassall LLP we believe that to continue to succeed as one of the leading firms in the Midlands, our employees need to be from a diverse range of backgrounds and work as part of an inclusive culture to most effectively support our clients and represent our business.

We believe talent should be the only measure of success. Our ambition is to make Wright Hassall LLP an exceptional place to work for everyone, and to achieve this we have developed core values aimed at ensuring that, irrespective of gender or background, all employees have the chance to shine.

We acknowledge that we have a gender pay gap, we understand why it exists and continue to work hard to address the issues. We know that in order to make our changes sustainable there is no 'quick fix' and it may take a number of years to achieve parity

At Wright Hassall LLP we welcome the gender pay gap reporting requirements to help us ensure our business is equally attractive to men and women and to continue to drive balanced representation at all levels



**Sarah Perry**  
CEO

**Lindsay Barnett**  
HRD



# The Gender Pay Gap is different to Equal Pay

The Gender Pay Gap shows the difference between the average hourly earnings of men and women across the workforce, and allows us to focus on addressing the representation of women in the workforce.

Equal pay is about whether a woman and a man performing the same work, at the same level, in the same organisation receive the same pay. At Wright Hassall LLP we have always been committed to ensuring we meet the legal requirements of equal pay legislation in the UK.

We are confident at Wright Hassall LLP that men and women receive equal pay for the same jobs, similar jobs or work of equal value.

At Wright Hassall LLP, we believe the Gender Pay Gap reporting requirements allow us to look in a different way at some of the challenges we may have and allow us to tackle them with a greater pace.

# Positive Changes and progress since our 2019 report

**Reward:** We have carried out a comprehensive market review of reward offering in all roles to ensure there is no gender bias, and introduced fair and consistent salary bands.

We were one of the first UK law firms to introduce a hybrid working policy in 2020, and continue to support all employees to find a way to 'think and thrive' at work and have balance in their lives.

We are reviewing our recruitment policies to ensure they attract the widest pool of talent possible. We are committed to retaining talent within the business at all levels and are working hard to mentor and coach all employees including females to more senior roles.

**Inclusion:** We continue to offer a comprehensive training and development programme which incorporates diversity training, and educates teams on the importance of creating an inclusive culture

Whilst we are not a FTSE 350 company, we also strived for the 30% club target of reaching at least 30% women on executive committees and eliminating all male boards. 31% of our Equity Partners are female at the snapshot date, and we have a female CEO

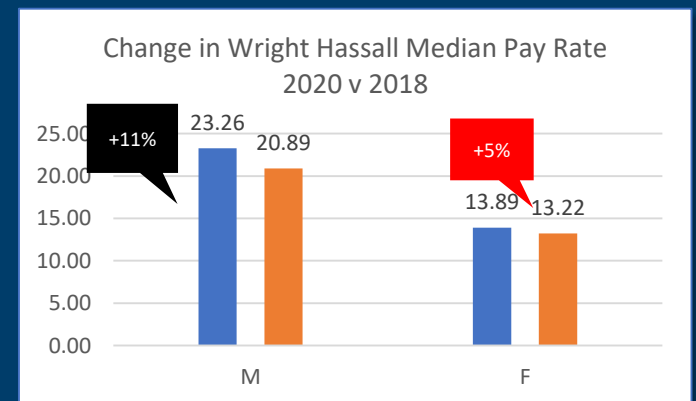
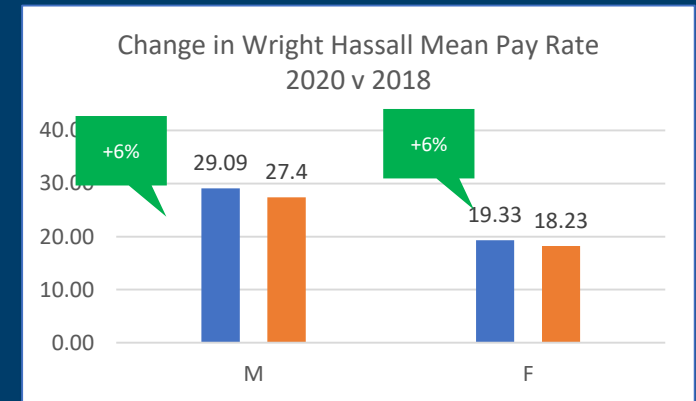
In addition, 56% of our partners are female, and over 28% of our male and female employees work on a part time basis.

In 2020, 82% of our new hires were female, and we increased our male paralegal representation by 25%

# Understanding the Gender Pay Gap at Wright Hassall

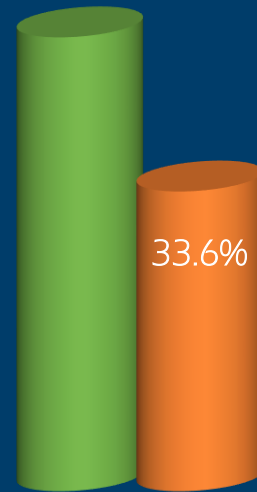
## What is driving our Gender Pay Gap:

- The mean pay gap has stayed broadly the same v 2018. This is because the increase in mean salaries has been identical for men and women
  - It is driven by fewer men in the firm in junior roles, which drives up the male average salary
- Unfortunately, our Median pay gap has increased slightly versus our last report on 2018 data.
  - We know that we have had more female than male leavers over the two year period; in particular in quartile 2, which has affected the median pay for females and driven a wider gap
  - A bigger gap in the median suggests an issue with higher representation of males in some of our industry's higher earning roles
- Whilst our representation of females is strong in the two upper quartiles, the fact that females dominate the lower two quartiles, significantly affects the pay gap.
- In addition, we have analysed pay rates within each quartile, and we have identified that at the top of the upper quartile, as at the snapshot date, we currently have more males than females, which influences the mean pay. As previously mentioned, this is as a result of a higher proportion of males currently occupying those higher earning roles (i.e. construction and corporate teams), within our industry.



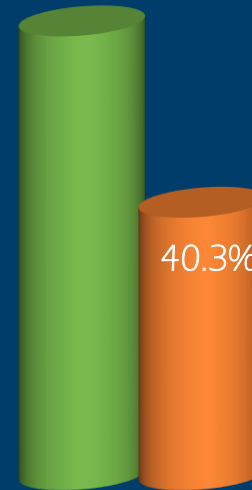
# Understanding the Gender Pay Gap at Wright Hassall

2020 Mean Hourly Pay Gap:



2018 Mean GPG: 34%

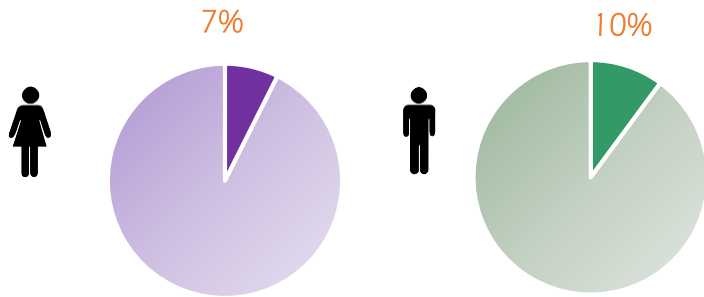
2020 Median Hourly Pay Gap:



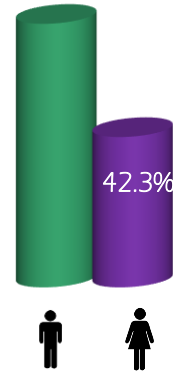
2018 Median GPG: 37%

# Bonus and Gender Representation at Wright Hassall

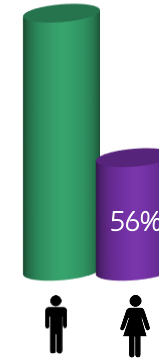
Proportion of Males and Females receiving a bonus



Mean Bonus Gap:



Median Bonus Gap:



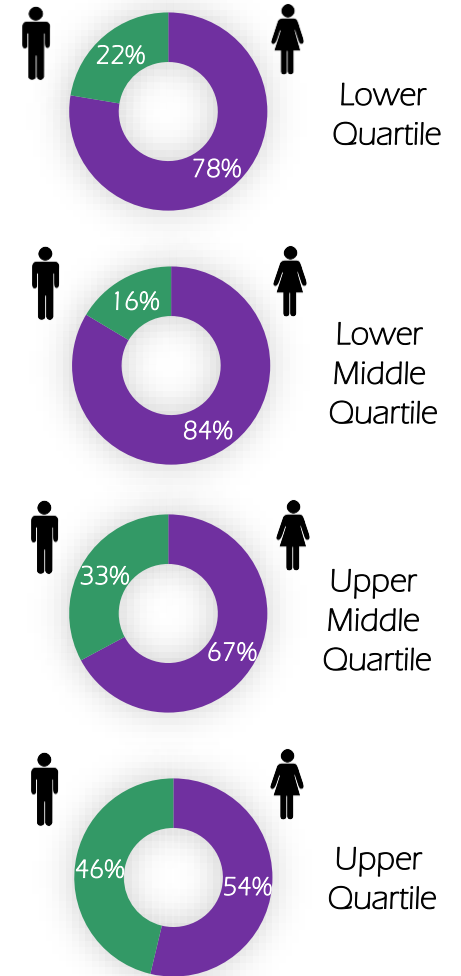
The figures reported show the **bonuses earned by males and females** for the 12 months to the snapshot date.

Bonus eligibility only applies to a small population of our employees – predominantly in debt recovery or in exceptional circumstances.

Even with these small numbers, we recognise that both the mean and median payments to men are far higher than to women, and we will address this as part of our action planning for the future

Our **gender representation across each quartile** of the business shows:

- Overall, we have higher female representation at every quartile across the firm
- In the upper quartile, the split has remained consistent with 2018 data
- Turnover has resulted in female representation dropping slightly in the upper middle quartile – we have carried out exit interviews to understand this trend in more detail and the findings are incorporated into our action plans
- We have significant female representation in the lower two quartiles: in particular in Paralegal, secretarial and administrative roles



# Our Plans to close the gap

At Wright Hassall LLP, we are committed to being a diverse and inclusive employer and addressing our gender pay gap.

Some of the steps we are taking to address it are detailed below.

- **Leavers:** full analysis of reasons for leaving and what we can put in place to retain key talent. In particular we want to address why there have been more female leavers than male
- **Reward Strategy:** ensure starting salaries of males and females are not perpetuating the gender pay gap that we know exists elsewhere in law firms. Take part in the International Bar Association's Gender project. Drive transparency by continuing to carry out internal quarterly gender pay audits.
- A review of our **bonus scheme** to drive firm-wide behaviours in line with our values and anonymous calibration of all payments to remove any bias from the system
- Implement a firm-wide **Career Architecture**, which values jobs not incumbents & evaluates roles based on gender neutral factors.. Ensure roles are designed to be achievable and sustainable. Ensure performance criteria and the link to reward is fair
- **Recruitment:** reviewing our recruitment practices to ensure new hires are paid for the role versus making an offer based on their current salary
- **EDI Committee:** Continue the work started through our EDI committee which focuses on our efforts across recruitment & attraction, communications & training, events & partnerships and facilities and environment.
- **Recognising the impact of Covid:** we know that women have suffered more than men through the pandemic: through their physical, mental and financial health, lack of flexibility and caregiving burdens and unable to bring their whole self to work. We will be proactive in providing support by immediately improving our hybrid and flexible working options
- **Celebrating diversity:** supporting men into non traditional junior roles, as well as other marginal groups into roles and careers that are non-traditional as well as continuing to support requests for reduced and part-time working options for males.
- **Ongoing training:** continue with all employees carrying out annual training in Equality, Diversity & Inclusion and launching Unconscious Bias training
- **Link to CSR and community:** – encouraging non traditional career choices for children and students by working more closely with our community, this includes continuing to support the City of Culture “21 in 21” female mentoring programme where our Managing Partner is a mentor.



I confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Lindsay Barnett  
HR Director