



Gender Pay Gap Report
2021

moore
barlow

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At Moore Barlow, we are committed to embedding a culture of diversity and inclusion within our business. We take a people-first approach, building an environment where our people can thrive and where, through us, they can look to develop a sustainable career in the legal sector. We truly believe that investing in our people makes us stronger as a business – and that this investment is equally an investment in our clients.

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 launched on 1 May 2020, following the successful merger between two law firms, Moore

Blatch and Barlow Robbins. This report is based on gender pay gap data from the legacy Moore Blatch business, as the only qualifying firm at the snapshot date of 5 April 2020.

Our Gender Pay Gap data

The gender pay gap is defined as the difference between the average earnings of male and female employees, expressed relative to male earnings. Whilst we are confident that men and women are paid equally for equivalent roles across the firm, the primary reasons that we continue to see a gender pay gap are:

- The high female to male ratio in the firm (just over 3:1).

- The unequal distribution of men and women across seniority levels, with proportionally more women in the lower pay bands than the higher bands. (See Figure 2)

Nonetheless, our mean pay gap has reduced to 23.8% this year and while we remain committed to reducing this further, we are pleased to report a considerable reduction on previous years (see Figure 1 for comparison).

Hourly Pay Gap					
Mean**			Median***		
2018	2019*	2020	2018	2019*	2020
31.90%	37.90%	23.80%	39.70%	39.80%	28.82%

Bonus Pay Gap					
Mean**			Median***		
2018	2019*	2020	2018	2019*	2020
71.20%	75.71%	34.62%	92%	80.00%	10.68%

Figure 1

Below are the gender ratios within each pay quartile, which are calculated by putting all employees in order of hourly pay and dividing equally into 4 quartiles, meaning that each quartile represents 25% of the pay population. While there remains a

greater representation of women in the lower pay quartiles, this is gradually levelling. By comparison, our last report showed that women made up 91.8% of the lower quartile and 55.6% of the upper.

Proportion of men and women in each pay quartile

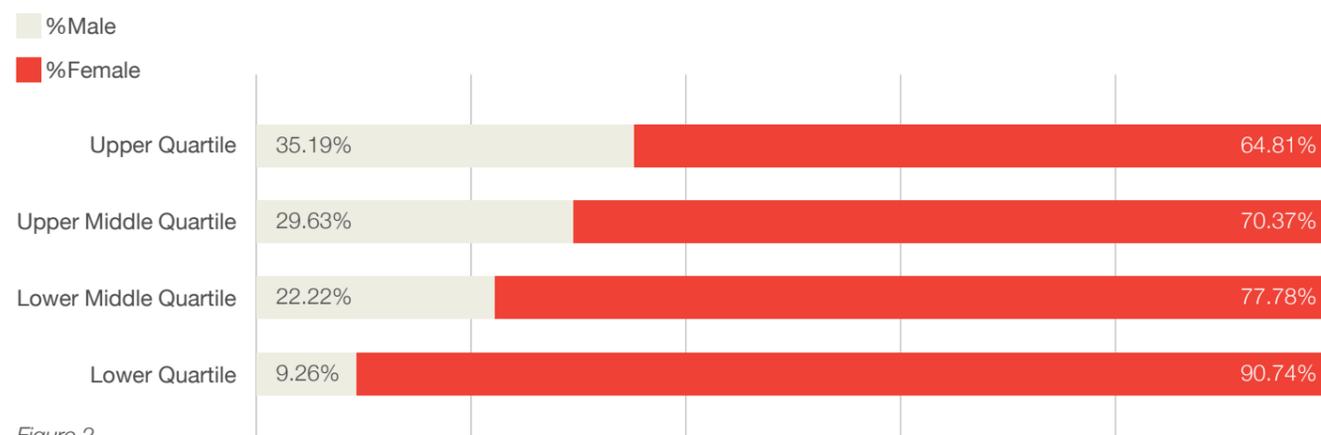


Figure 2

In addition to these incremental advances for gender pay, by far the most notable improvement can be seen in the reduction of our bonus pay gap this year, which has more than halved since our last report; from 71.2% to 34.62%. In addition to this, 76% of all bonuses in this reporting year were paid to women; which is very much in proportion to the ratio of men and women at the firm.

The percentage of women receiving a bonus was also marginally higher than the percentage of men receiving a bonus (Figure 3).

In 2018 we introduced a structured bonus scheme, with the first payments made in September 2019, so we are delighted to see the positive impact that this is already having on ensuring a fair and consistent approach, regardless of gender.

While there is a marked improvement on previous years, we would like to be wholly transparent in the fact that we believe the reduction in the pay gap may have been magnified by the requirement to exclude those on reduced pay under the government's furlough scheme. We therefore continue to drive forwards with our action plan for diversity and inclusion with continued vigour.

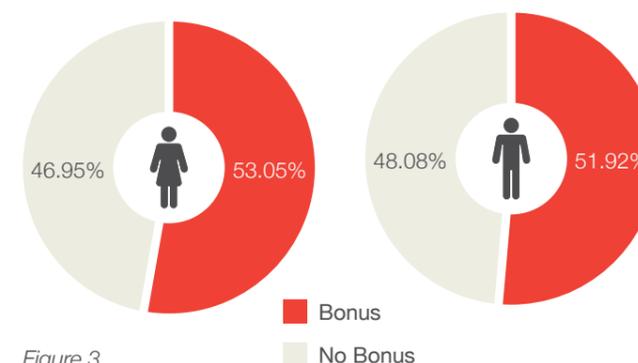


Figure 3

What are we doing to reduce our Gender Pay Gap?

While this year's data is very much a positive news story, as a newly merged firm we acknowledge that this report only provides a piece of the picture and we do not take for granted the improvements made so far. We therefore look to build on this positive momentum with a robust action plan and have already taken significant steps towards our agenda for equality and inclusion since merging on 1 May 2020.

Benchmark review & job title mapping

Since merging, we have undertaken a detailed benchmarking and job evaluation exercise with Croner Reward in order to establish a fair, consistent and objective approach to pay and career progression. Undertaken in December 2019, this exercise enabled us to consolidate our career framework and review pay – not only against the market but also for any internal disparities to ensure that everyone is paid equally for equal work.

Values and behaviours

In partnership with Dragonfish Consulting, a global culture and performance consultancy, we have recently launched an exciting and integral new phase in our integration journey as a new firm; 'the Moore Barlow way project.' This project will see the creation of our new shared purpose and the supporting values & behaviours that will help shape the future of our people-first firm and help create a culture where we can thrive together.

Committees – Diversity and Inclusion, Listening and Innovation

Gender forms a central part of the firms' Diversity and Inclusion (D&I) strategy, which is championed and driven forward by the firms' D&I committee and supported by the Executive Team and Operations Board. We have also established a Listening and Innovation committee to empower the employee voice and ensure that we are truly a people-first firm; making business decisions with people at the forefront.

Business support focus

Through a more granular analysis of our gender pay gap data, we have identified that the most significant pay gap exists within our business support function, which is made up of a much higher proportion of women than other areas of the firm (see Figure 4 below). We have made several female senior appointments this year that we hope will further reduce the gender pay gap within the business support teams, including senior operations leads as well as executive team members. Moving into the next year, we will continue to build on the benchmarking and job alignment work to strengthen career frameworks and progression opportunities within business support.

Hourly Pay Gap	
Business support	34.06%
Paralegal	-10.78%
Associate/Solicitor	5.41%
Senior Associate/Solicitor	7.06%
Salaried Partner	6.97%

Figure 4

Rewards, benefits and career development

With the goal of having a market leading and progressive people proposition, our people agenda for the coming year includes a commitment to reviewing existing benefits. Within this, significant emphasis is being placed on family-friendly policies and the establishment of clear career pathways and competency frameworks. We will also undertake a further review of our salary, bonus and promotion processes to ensure that we have totally transparent and robust systems in place to ensure fairness and consistency.

Flexible working

While we have all been forced to take a more flexible approach to work during the short-term due to the COVID-19 pandemic, our long-term future state vision at Moore Barlow is to create an agile culture that both trusts and enables our people to determine how, when and where they deliver the very best work to their clients (whether they be internal or external), balanced with personal needs to fit around lifestyle, as well as our business needs.

Recruitment

We will begin to build a centre of excellence for Talent Acquisition. This team will create a Talent Acquisition strategy, which will set out our employer brand vision and ensure we have a fair and unbiased approach to recruiting the best talent.

Our commitment:

At Moore Barlow, we firmly believe in gender equality and are committed to building a diverse and inclusive firm. We continue to make positive progress and in addition to the actions outlined above, we commit to undertaking a more granular analysis of gender pay in our next report, over and above the statutory requirements, in order to examine the gender pay gap at all levels throughout our firm; including within our equity partnership.

Moore Barlow is not simply another corporate law firm, we believe that teams perform better when they are cognitively diverse and bring insights from different regions of the 'problem space' - that is what we strive to tap into and what drives our people-first agenda.



A handwritten signature in black ink, appearing to read 'Ed Whittington'.

Ed Whittington

Managing partner



A handwritten signature in black ink, appearing to read 'Katherine Allison'.

Katherine Allison

Chief people officer