



# Our Pay Gap Report

## Foot Anstey Group

### 2023/2024

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# Ambition to eliminate the gap

**As a firm we believe in empowering each other to achieve our shared ambitions. We are constantly striving to develop a progressive and inclusive working environment, in which all our people feel supported and encouraged. Our gender pay gap reporting serves as a key metric for us when assessing the actions we need to take to ensure equitable representation and opportunity for our people. We have also published our ethnicity pay gap for the first time.**

This year, we have focused on reviewing our career frameworks to help ensure fairness, transparency and equal opportunities for progression. We've also invested in technology that will support us to better understand our people data and take targeted action to improve our pay gaps.

We have continued our work from the previous reporting period to embed inclusive workplace training to deliver more equal outcomes, prioritise fairness and transparency in our compensation practices and refine how we recruit and develop our talent.

This year's report shows where we have made positive progress and areas where further action is required. We continue to see opportunity to ensure our people have clear progression pathways and that our benefits support flexibility to help shift some of the structural challenges we have with representation across our pay quartiles.

This report highlights data for the Foot Anstey Group and includes Enable Law\* which currently doesn't meet the threshold for statutory reporting.

*\*Clinical Negligence Services Ltd t/a as Enable Law.*



Martin Hirst  
**Managing Partner**

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# About this report

This report includes people data from across the Foot Anstey Group which is formed of two entities – Foot Anstey LLP and Enable Law. The pay data for Foot Anstey LLP is also available via the UK Government's Gender Pay website as required by law. Unless otherwise stated, the figures in this report reflect a snapshot of our pay data taken on 4 April 2024. Data has been rounded to one decimal place.

## What is the gender pay gap?

The gender pay gap measures the difference between the average (mean) and middle ranking (median) hourly earnings and bonuses of men and women in the firm. This is different to equal pay, which focuses on pay for women and men doing the same work.

The Office for National Statistics states that the gender pay gap among full-time employees was 7% in April 2024, down from 7.5% in April 2023.

The reasons for the gender pay gap are complex. Across all industries, there remains more men in senior roles that attract higher pay, and proportionately more women in roles that attract comparatively low salaries. For example, women are more likely to work part time in roles that offer greater flexibility to balance other demands, however these roles often attract lower salaries. Developing our understanding of these issues helps us to anticipate and remove obstacles within our business and will help us reduce our gender pay gap further over time.

## What do we mean by pay quartiles?

We split our people into four equal salary quartiles to demonstrate how representation of women and men in different quartiles affects our pay gap. To do this we order the entire range of salaries from top to bottom and split an equal number of those salaries into four quarters. We then look at the gender representation in each of those quarters (quartiles). By doing this, we can illustrate the proportion of men and women in each quartile which helps us to understand gender representation at different levels within the organisation, how this impacts our gender pay gap, and where we should focus our efforts to reduce the gap.

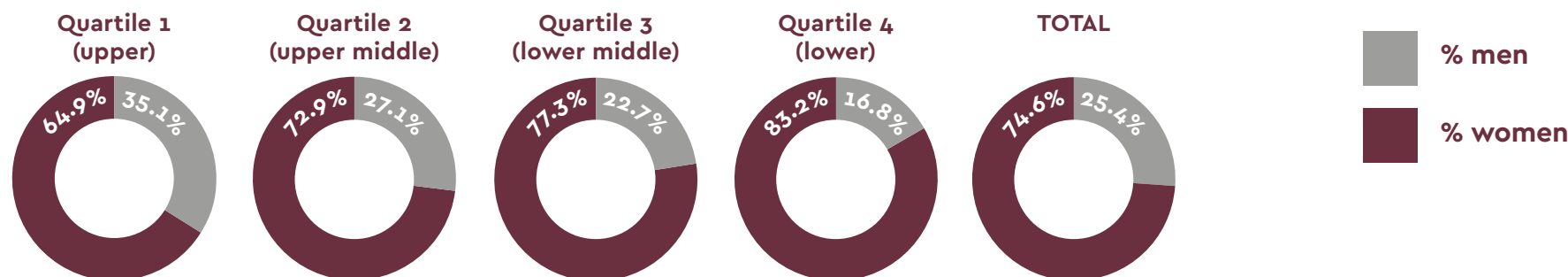
## The use of mean and median averages

Data is reported in both mean and median averages, whereby the mean is the average of all the data when added together and the median is the mid-point of the data when the results are in value order. Each measure is affected by different characteristics in a workforce. While the calculation of mean earnings is affected by extreme values at either end of the pay scale, the median calculation is helpful in identifying an uneven distribution, or clustering, of men and women at different levels of seniority in the organisation.

# Our people data

## Representation across pay quartiles

### Proportion of women and men in each pay quartile



Across the firm, our gender split at the time of reporting was **74.6% women, 25.4% men.**

- Women hold the majority of roles in all four pay quartiles with the highest representation in the lower quartiles.
- In the lower quartile we have seen a 6.2% increase in the number of women and 6.2% decrease in the number of men.
- Women in the upper quartile have increased by 2.7%, however men continue to be proportionally over-represented in this quartile (35.1%) relative to their population size (25.4%).

### What does this mean?

Women continue to be overrepresented in roles that attract salaries in the lower end of the pay range. While the percentage of women in the upper and upper middle quartile increased, the percentage in the lowest quartile also increased and by a greater percentage (6.2%).

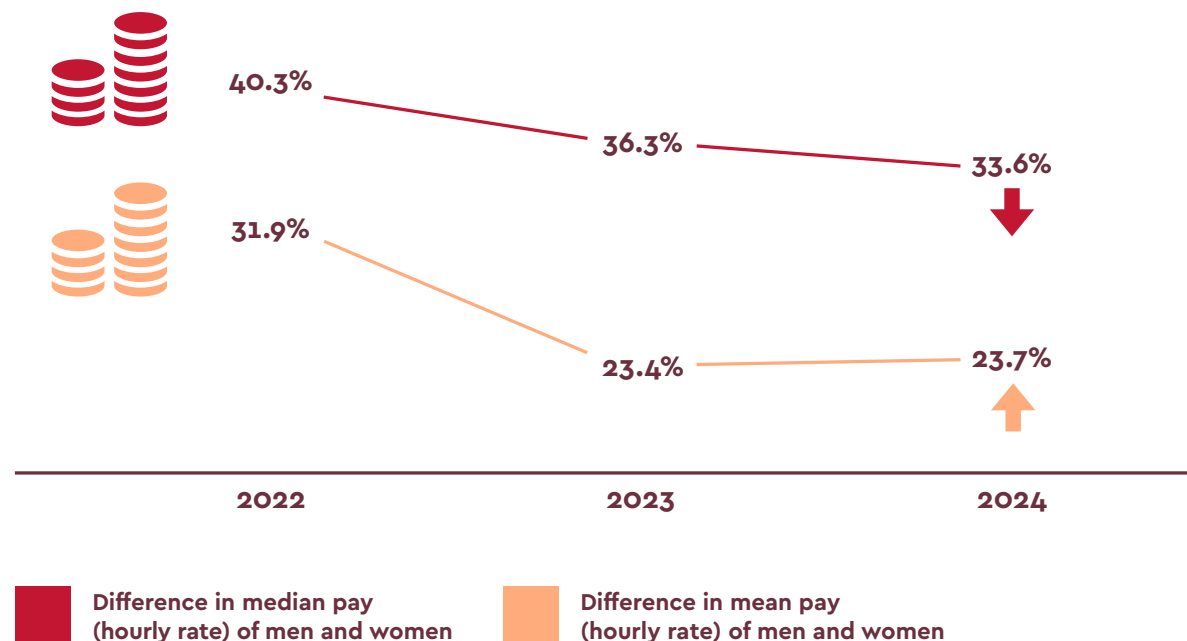
Despite the median pay gap improving in the reporting year, the median wage of women remained in the lower middle quartile, whilst the median wage for men sits in the upper middle quartile.

The continued growth of women in the lowest quartile and fall of men in that same quartile is one of the key drivers of our pay gap.

# Our people data

## Our 2024 pay and bonus gap

### Our mean and median pay gap



The gap in average hourly pay (the mean pay gap) as a percentage of men's pay has increased very slightly (from 23.4% to 23.7%). However, the median pay gap shows a reduction from 36.3% to 33.6%.

### What does this mean?

The difference in the mean (average) pay gap is influenced by extreme values and by clustering at both ends of the pay scale. Although there is an overall pay gap, both men's and women's average pay fall within the upper middle pay quartile, with the female average closer to the lower end and the male average nearer the higher end of the quartile range.

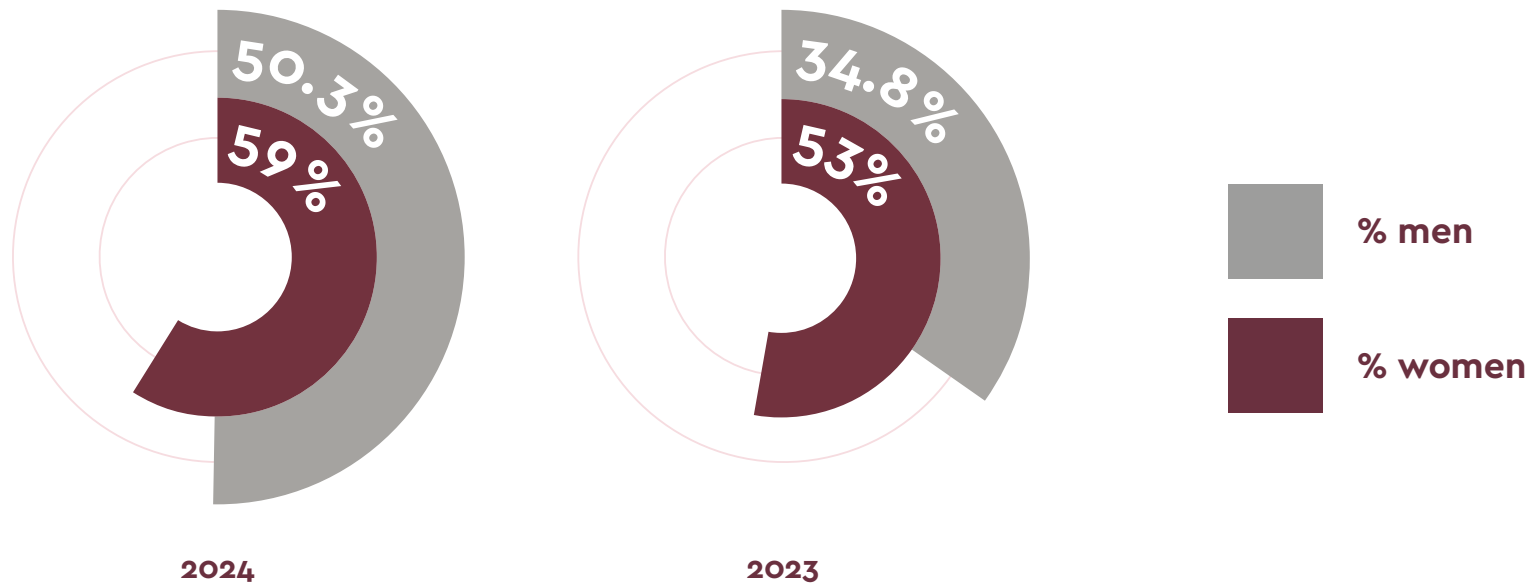
The factors contributing to our mean pay gap include:

- The proportional overrepresentation of men in the uppermost pay quartiles, and proportional underrepresentation of men in the lowest pay quartiles.
- The increase in the number of women in our lowest pay quartile. This is likely due to occupational segregation where women are traditionally overrepresented in administrative roles that often attract lower pay.

The reduction in the median pay gap indicates that the mid-point for women's pay compared to men's pay is improving.

- Women made up the majority (70%) of the population for the annual promotions process – these promotions were made into roles which sit in both the upper and upper middle pay quartiles. However, we know that for us to continue to see a reduction in the median gap we must ensure that representation within this process continues to grow proportionately to reflect our gender split.

## Proportion of men and women receiving a bonus



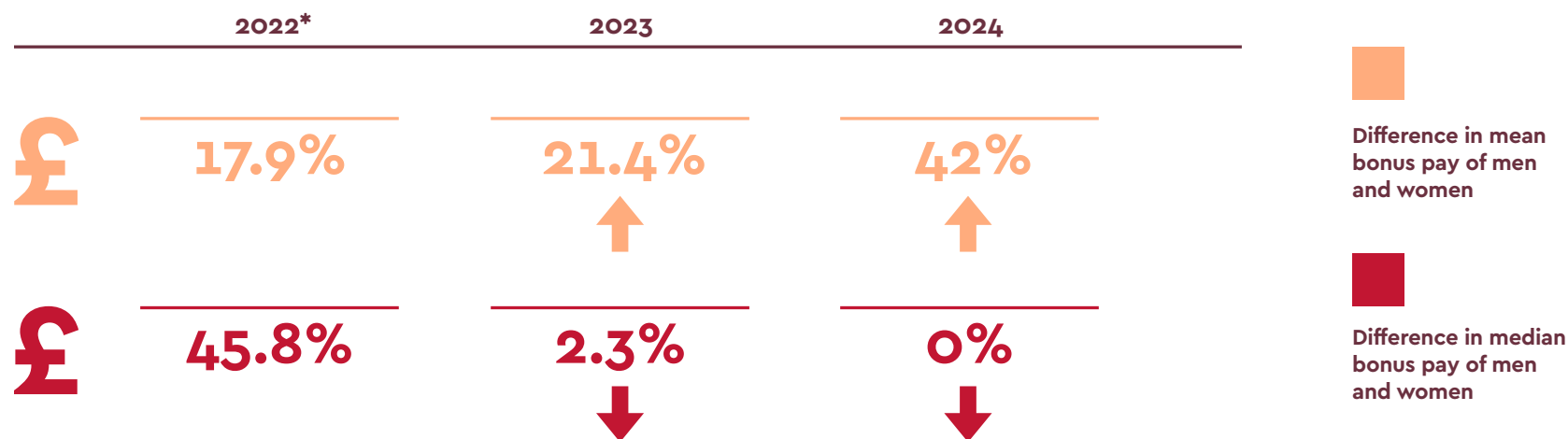
### What does this show?

**In 2022 a new firm bonus scheme was introduced – the first payments under this scheme were made during the summer of 2023.**

- For qualified fee earning and management roles, the new scheme focuses on rewarding performance against financial targets or individual objectives.
- For other roles that ordinarily fall within the lower and lower middle pay quartiles, a profit bonus was awarded at a flat rate.

In the reporting period 59% of women received a bonus, in comparison with 50.3% of men.

## Our mean and median bonus pay gap



\*2022 figures include post pandemic one-off repayments.

Our median bonus gap has reduced and is now neutral (0%). The mean bonus gap has increased to 41.9%.

### What does this mean?



Our **median bonus gap** has reduced from 2.3% to 0% meaning the middle ranking men and middle ranking woman received the same bonus amount. This is attributed to the median falling within our profit bonus payments for both men and women.

The **mean bonus gap** reflects the difference in average bonus amounts between men and women.

The new bonus approach has led to more people in the firm receiving a bonus. The increase in the number of women

being awarded a bonus is largely due to the high proportion of women in the lower pay quartiles where the fixed profit bonus is applied. As a result, the average bonus for women has decreased. The performance bonus tends to be offered to roles that fall within our higher pay quartiles, which has an overrepresentation of men.

## Ethnicity pay gap

Mean pay gap	Median pay gap	Mean bonus gap	Median bonus gap
6.8%	6.7%	27.7%	0%
			
% Difference in hourly rate		% Difference in bonus pay	

## Ethnicity pay and bonus gaps

Our firm is only required to report on the gender pay gap of our people, however as we value transparency, we are choosing to voluntarily disclose our ethnicity pay gap for the first time.

The analysis of this pay gap data is challenging due to limited representation across all pay quartiles, but it is a practical and useful tool to track structural imbalances within a business. Over time we would expect this data to become more stable and meaningful.

For ease, our report has been split into white colleagues and minority ethnic colleagues (those who identify as being from an ethnic or racial minority).

## Representation

Improving the representation of minority ethnic individuals across the firm is a key area of focus for us. During the reporting year, minority ethnic individuals represented 7.3% of the firm's population.

Over the past year, the firm has made a concerted effort to increase minority ethnic representation across all areas of the business through our hiring and inclusion strategies. Initiatives have included the development of our Achieve programme which acknowledges the under representation of identified groups in the UK

workforce and provides a week-long opportunity to experience life at Foot Anstey along with the chance to secure a legal training contract. In addition, and as part of the UWE Futures Programme, we have offered work experience and mentoring to final year undergraduate Black and Minority Ethnic students from low-income backgrounds, studying at UWE Bristol.

## Our pay and bonus gaps

Minority ethnic individuals are represented across all our pay quartiles, with 8% in the bottom quartile vs 6% in the top quartile.

## What does this mean?

This near equal spread of representation brings smaller mean and median pay gaps than we see with our gender pay gap. The bonus gap is also smaller, indicating greater balance between the bonus payments of both reporting groups. The gaps are driven by similar factors that we see in our gender pay gaps.

As we work to improve our minority ethnic representation, we expect to see fluctuations in this pay gap, which we will continue to monitor.



# Our actions

**We are committed to better understanding our pay gaps and we are working to reduce these. We have made progress by putting in place the following initiatives:**



We invested in technology that will help us better understand our people data and the factors that contribute to our gender pay gap. This will inform our decision-making and help us take targeted actions.



During the reporting year we appointed Bola Gibson as our Executive Director of Responsible Business. Bola brings strong EDI experience and will be responsible for refining our approach to reducing the pay gap over the coming years.



Hemisphere Business, which raises awareness of the disparities in outcomes and experiences for minority groups in corporate environments and how to overcome bias was introduced.



A new entry point was introduced in the organisation for those wanting to enter the legal profession through the launch of the Achieve Vacation scheme, specifically designed for individuals from under-represented groups within the UK workforce. The Training Contract offers from the scheme make up a significant part of our trainee cohort over the coming period.



To further enhance our early careers processes we began using RARE's contextual recruitment system as part of our early careers campaigns. This is improving our ability to identify exceptional candidates who we may otherwise have missed using traditional methods of talent attraction and identification.

# Our opportunities



We are reviewing our career frameworks for all areas of the business to ensure transparency, clarity, and consistency of career paths. In 2024 we launched the new framework for our lawyer population and our frameworks for other business areas will launch in 2025. This will enable our people to better understand role and level expectations and pursue the opportunities available to them.



Our promotion process is being refined in line with our career frameworks to ensure clear progression benchmarks within the firm.



We will continue to keep our bonus mechanisms under review to better understand the areas for improvement when it comes to reducing the bonus pay gap.



We have partnered with iPsychTec to better understand and shape our culture using the Culturescope methodology. This is an important initiative to understand how we are living our values, including the ways we work together and with our clients, as well as helping us to better understand where there are opportunities to embed our culture more firmly.



**"We are proud that women make up 40% of our partnership, demonstrating strong progress in gender diversity at the highest levels of our firm. However, we recognise that our gender pay gap remains higher than we would like. Eliminating this gap remains a priority."**

Felix Hebblethwaite  
**Group HR Director**

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