

# Our Pay Gap Report

## *Foot Anstey Group*

**2025**



# Our 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 where all our people feel supported and encouraged. Our 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.

This year, we have focused on enhancing our career pathways and processes to 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 culture, and take targeted action to improve our gender and ethnicity pay gaps.

We have continued to build on the progress made in the previous reporting period to ensure our benefits framework supports both flexibility and equity. During this time, we have enhanced our parental leave and pay policies, introducing six months of universal leave and pay for all new parents, regardless of gender or route to parenthood. This change is designed to help address some of the structural barriers that influence representation across our pay quartiles, in addition to supporting greater balance in career progression opportunities.

Alongside this, we are continuing to increase minority ethnic representation across all areas of the business through targeted hiring initiatives and strengthened inclusion strategies.

These initiatives are designed for long-term, sustainable impact. As we have deliberately focused on recruiting more people into early-career roles to strengthen our long-term talent pipeline, we may see a short-term shift in some metrics. This is because early career roles sit predominantly at the lower end of the pay structure. When a higher proportion of new starters from minority ethnic backgrounds join us at this level, it can temporarily widen our pay gap – even though overall progress is being made. This is a natural part of building a stronger, more diverse future workforce.

This year's report shows where we have made positive progress and where further action is required.



**Martin Hirst**  
Managing Partner





# About this report

This report includes people data from across the Foot Anstey Group, which comprises 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 2025. 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. It is not a measure of the difference in pay between men and women in the same employment and with similar skills and experience. It also does not take skills, experience or differences in other characteristics into account. The gender pay gap is different from equal pay, which focuses on pay for men and women doing the same work.

The reasons for the gender pay gap are complex. Across all industries, there are 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 will help us anticipate and remove obstacles within our business and further reduce our gender pay gap over time.

## What is the ethnicity pay gap?

The ethnicity pay gap measures the difference between the average (mean) and middle-ranking (median) hourly pay and bonuses of employees from different ethnic groups. It does not compare the pay of people doing the same job with the same skills and experience. In the legal sector, the ethnicity pay gap is influenced by several factors. Research shows that Black, Asian and minority ethnic solicitors are less represented in senior, higher-paid roles and more represented in lower-paid positions. People from minority ethnic backgrounds also face barriers earlier in their legal careers, including bias and fewer opportunities for work experience, all of which can affect progression and long-term earnings.

Understanding these issues helps us identify and remove barriers so we can reduce our ethnicity pay gap over time.

## Data

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.



# Understanding our data

## What do we mean by quartiles?

We use 'quartiles' to demonstrate how the representation of men and women or white and minority ethnic colleagues across each salary range affects our pay gaps. First, we order all salaries from highest to lowest, then split them into four equal quarters (quartiles). By doing this, we can illustrate the proportion of men and women or white and minority ethnic colleagues in each quartile - showing us gender and ethnic diversity representation at different levels within our organisation, how this impacts our pay gaps, and where we need to focus our efforts to reduce them.

## 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 midpoint 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 or different ethnicities at different levels of seniority in the organisation.





# Our people data

## *Gender representation across pay quartiles*



**Abi Wilkinson**  
Senior HR Business Partner

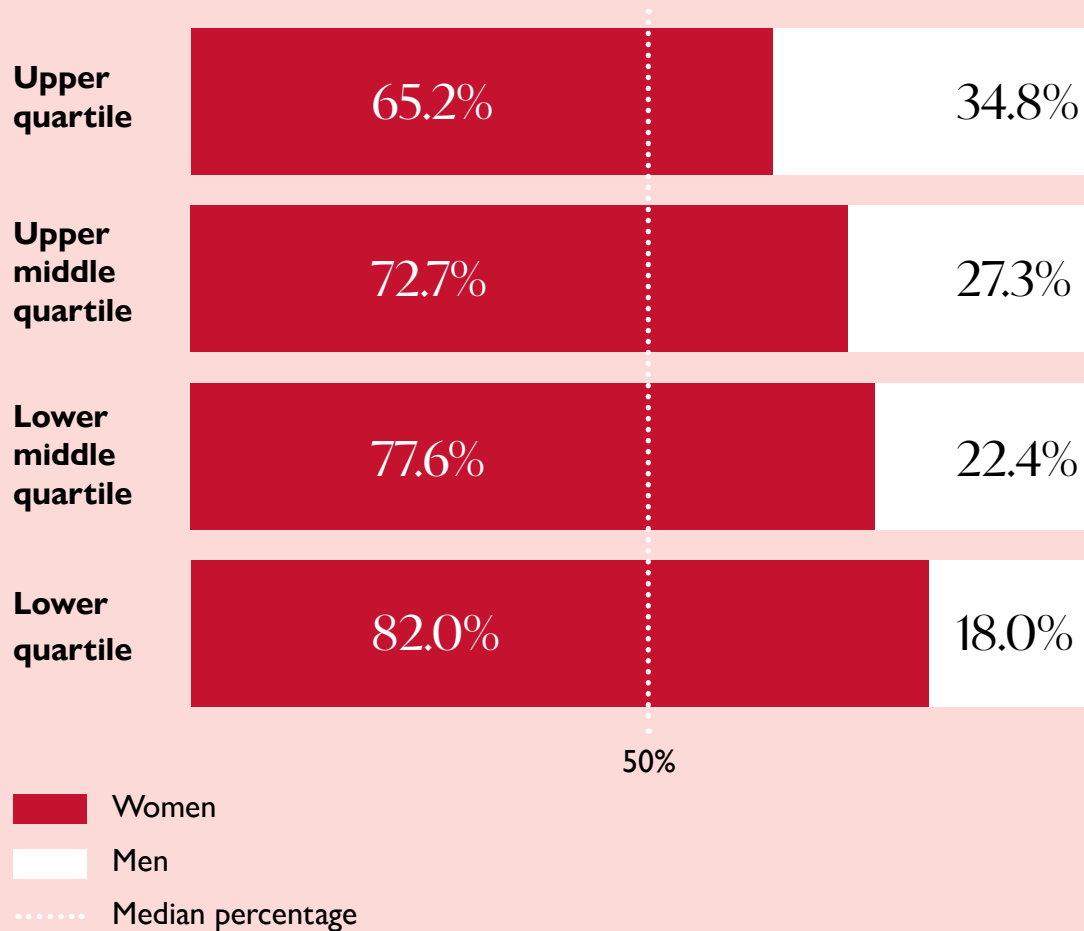
- ▶ Women hold the majority of roles in all four pay quartiles, with the highest representation in the lower quartiles.
- ▶ In the lower quartile, we have seen a 1.5% decrease in the number of women and 7.2% increase in the number of men.
- ▶ Women in the upper quartile have increased by 0.5%, however men continue to be proportionally overrepresented in this quartile (34.8%) relative to their population size (25.6%) across the whole firm.

### **What does this mean?**

During this reporting period, the percentage of women in the upper quartile increased, and the percentage in the lowest quartile decreased - which is positive. However, women continue to be overrepresented in roles with salaries at the lower end of the pay range. This is one of the key drivers of our pay gap.



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



Across the firm,  
our gender split  
at the time of  
reporting was

74.4% women

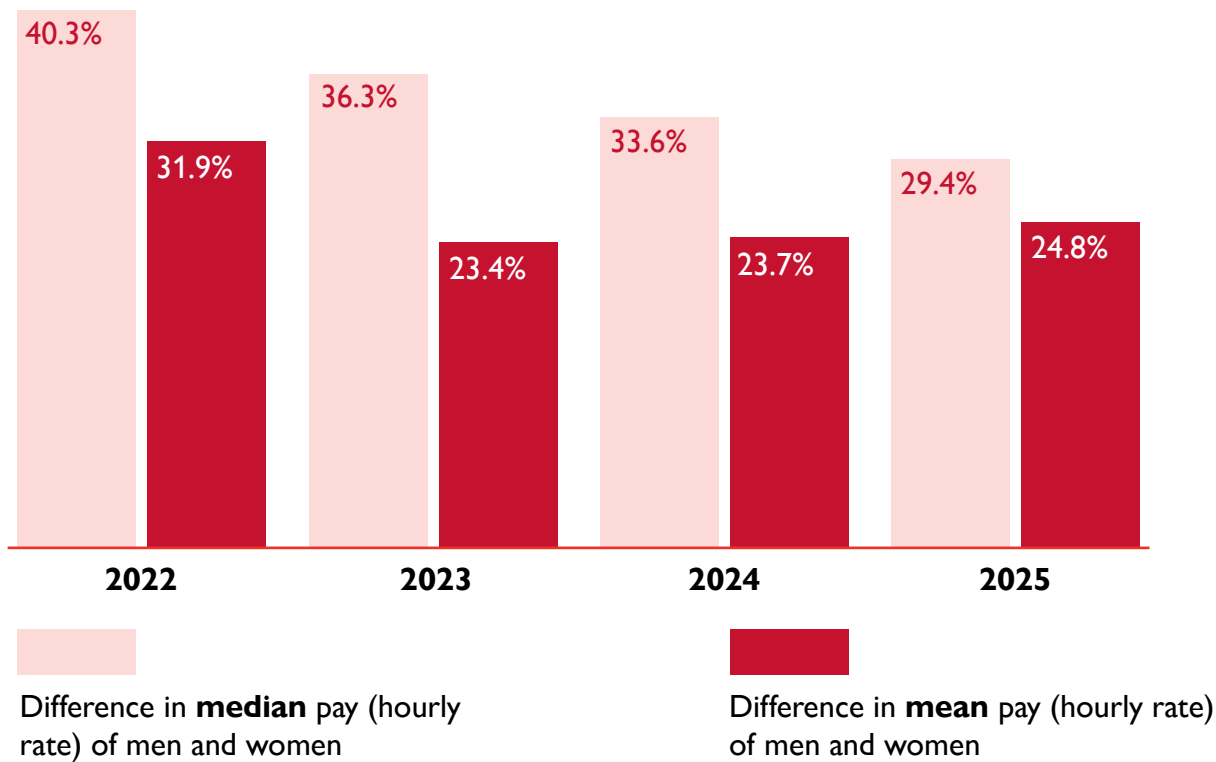
25.6% men



# Our people data

## *Gender 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 from 23.7% to 24.8%. However, the median pay gap shows a continued reduction from 33.6% to 29.4%.



### What does this mean?

The difference in the mean (average) pay gap is influenced by values and 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 continued proportional overrepresentation of men in the uppermost pay quartiles, and proportional underrepresentation of men in the lowest pay quartiles.
- ▶ The proportional overrepresentation of women in the lowest pay quartile. This is in part due to occupational segregation, where women are traditionally overrepresented in administrative roles that attract lower pay.

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

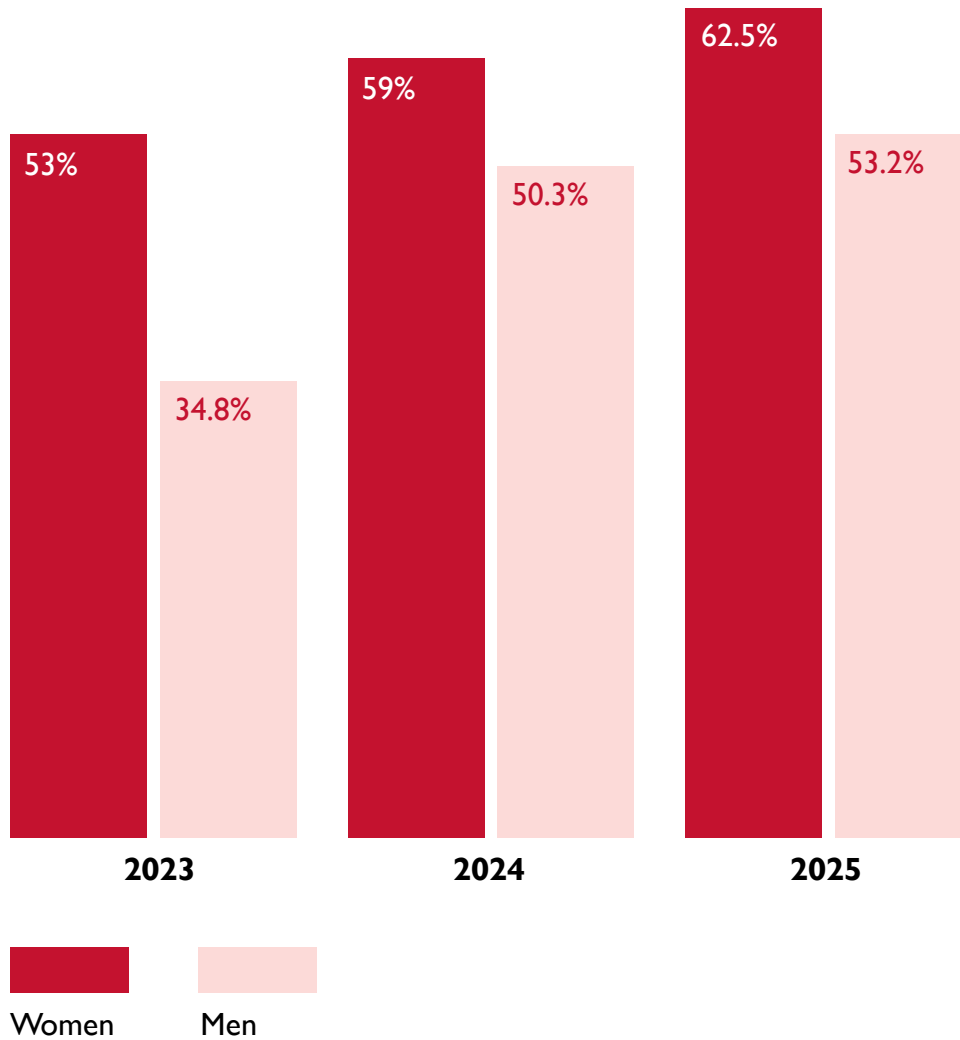
Women made up 77% of the population in our annual promotions process during this reporting period, up from 70% the previous year.

### Promotions

These promotions were made into roles that sit in both the upper and upper middle pay quartiles. However, despite the median pay gap improving in the reporting year, the median wage of women remains in the lower middle quartile, whilst the median wage for men sits in the upper middle quartile. We know that in order 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?

During this reporting period, 62.5% of women received a bonus compared with 53.2% of men. This reflects a 5.8% increase in the proportion of men who received a bonus and a 6% increase in the proportion of women when compared with the previous reporting period.

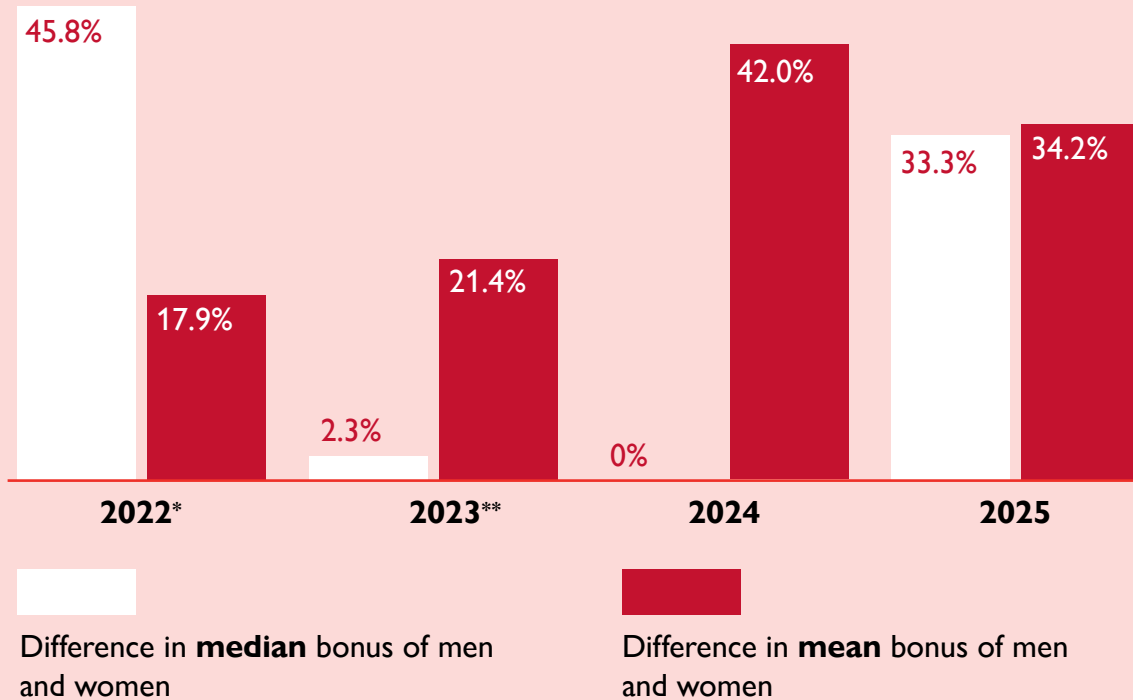
Our bonus scheme rewards performance in two parts:

- ▶ For qualified fee-earning and management roles, the scheme focuses on rewarding performance against financial targets, individual and team objectives.
- ▶ For legal and professional support roles, which ordinarily fall within the lower and lower middle pay quartiles, a profit bonus is awarded at a flat rate.

Our bonus approach, particularly our commitment to a profit-related bonus for support roles, has led to more people in the firm receiving a bonus. The increase in the number of women awarded a bonus is largely due to the high proportion of women in the lower pay quartiles, where the fixed profit bonus is applied. The increase in men awarded a bonus is conversely due to the overrepresentation of men in our performance bonus scheme, which tends to be offered to roles that fall within our higher pay quartiles.



## Our mean and median gender bonus gap



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

\*\* Our bonus scheme was introduced in 2022 with the first payments made during summer 2023.

Our mean bonus gap has decreased to **34.2%**

The median bonus gap has increased to **33.3%**

### What does this mean?

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

During this reporting period, the average bonus for women increased by 9.9%, while men's bonuses decreased by 3%. This has led to a decrease in the mean bonus gap from 42% to 34.2%.

Our median bonus gap has increased from 0% to 33.3%, meaning the middle-ranking man received a higher bonus payment than the middle-ranking woman.

This is attributed to the median falling within our profit bonus payment for women and our performance bonus scheme for men in the current reporting period.

In the previous reporting period, the median fell within our profit bonus payment range for both men and women, resulting in a 0% gap.



# Our people data

## *Ethnicity pay and bonus gap*

### **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 choose to voluntarily disclose our ethnicity pay gap.

The analysis of this pay gap data is challenging due to limited representation across all pay quartiles. This leads to large fluctuations in figures year-on-year. However, it is a practical and useful tool to track structural imbalances within a business. Over time, as our representation grows, we would expect this data to become more stable and meaningful.

Given the size of the populations involved, our report has been split into white colleagues (all white backgrounds) and minority ethnic colleagues (those who identify as being from an ethnic or other racial minority).

### **Representation**

Minority ethnic individuals are represented across all our pay quartiles, with 5.6% in the bottom quartile vs 6.8% in the top quartile.

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 7.6% of the firm's population. The disclosure rate for ethnicity during this period was 78%. While this represents meaningful engagement, we acknowledge that further progress is needed and remain committed to improving disclosure levels.

Over the past year, the firm has also 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 roll-out of our Achieve programme. This programme acknowledges the underrepresentation 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, 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 who are studying at UWE Bristol and are interested in pursuing careers as business professionals.



### Mean and median pay gaps

The near-equal spread of representation leads to a smaller mean pay gap than we see in our mean gender pay gap. Our mean ethnicity pay gap has decreased from 6.8% to 5.2%. A smaller mean gap suggests progress toward fairer, more equitable pay. It indicates that the firm is reducing structural or historical disparities. The median pay gap increased to 11.8% during this reporting period.

### Bonus gaps

During this reporting period, 62.2% of white colleagues (all white backgrounds) received a bonus compared with 60.8% of minority ethnic colleagues. This reflects a 17.4% increase in the proportion of white colleagues who received a bonus compared with the previous reporting period, and a 36% increase among minority ethnic colleagues.

Our mean bonus gap reduced from 27.7% to 2.4% during this reporting period, meaning the average bonus of minority ethnic and white employees is now closer together.

The median bonus gap however, has increased to 19.7%. A worsening median ethnicity bonus gap can reflect the impact of recent hiring patterns. Over this period, the firm has intentionally focused on recruiting in our early careers function to strengthen the long-term talent pipeline, and this strategy has been successful in increasing representation. However, because early-career roles sit at the lower end of the pay structure, a higher proportion of new starters from ethnic minority backgrounds can temporarily widen the median bonus gap, even while overall progress is being made.

This pattern does not indicate reduced bonus fairness. Rather, it highlights how changes in workforce composition, especially increased hiring into early career roles, can temporarily affect median figures. As these employees advance over time, and move into our performance based bonus scheme, the median gap is expected to narrow.

	2024	2025	
% difference in hourly rate	Mean ethnicity pay gap	6.8%	5.2%
	Median ethnicity pay gap	6.7%	11.8%
% receiving bonus pay	White	53%	62.2%
	Minority ethnic	44.7%	60.8%
% difference in bonus pay	Mean bonus gap	27.7%	2.4%
	Median bonus gap	0%	19.7%



# A year of actions

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

- ▶ We continue to invest in technology that will help us to generate insights from our people data and the factors that contribute to our gender and ethnicity pay gaps, so we can take targeted action.
- ▶ We enhanced and aligned our parental leave and pay policies, providing six months of universal leave and pay to all new parents regardless of gender or route to parenthood.
- ▶ We continued to drive progress on increasing minority ethnic representation across the business through our hiring and inclusion strategies. For example, our award-winning Achieve programme will see five participants join us as trainees in 2026 and 2027.
- ▶ We updated our career pathways to support people to get the most from their careers. Each pathway outlines what good looks like at that level and sets out clear success measures to help guide progression.
- ▶ We welcomed our first participants on the UWE Futures Programme. This collaborative initiative between Bristol legal firms provides work experience and mentoring for final-year undergraduate Black and Minority Ethnic students from low-income backgrounds.
- ▶ We signed up to RARE Recruitment's Race Fairness Commitment and joined the Interlaw Diversity Forum's UK Model Diversity Survey.

- ▶ We refined our promotion processes to align with the new career pathways and success measures. These updates provide greater clarity, consistency and transparency around how colleagues can progress their careers within the firm.
- ▶ We introduced a workshop specifically designed to support Black and Minority Ethnic candidates through the SQE programme. This reflects our awareness of the SRA's reported differential outcomes for these students and our commitment to addressing barriers and improving equity in progression.

We partnered with iPsychTec to better understand and shape our culture using their Culturescope methodology. It is helping us assess how effectively we work now – and review the results through the lens of gender and ethnicity.

▶ While our pay and bonus gap report shows areas of progress, it also highlights where we must go further. We remain fully committed to creating a workplace where talent is recognised fairly and everyone has equal opportunity to thrive.



▶ **Felix Hebblethwaite**  
Partner,  
Chief People Officer



# Our opportunities

As we continue to focus on closing our pay and bonus gaps, we are strengthening our long-term commitment to building a more inclusive and representative firm. Over the coming year, we will deepen our efforts across recruitment, development and retention to further evolve an environment where all our people can thrive.

Our inclusion action plan, agreed by the Board, will see the firm continue to build on the great work it has already done by:

- ▶ Embedding inclusive recruitment practices throughout our hiring process. This includes improving our data collection and analysis, and increasing support for our hiring managers during the recruitment process.
- ▶ Strengthening our emerging talent initiatives by building on the success of the Achieve programme, introducing new routes for business professionals and continuing to grow diversity in our talent pipeline.
- ▶ Building on our Culturescope work to put our inclusive culture at the forefront of our growth. We will invest in inclusion skills across all levels of the organisation, from our supervisors and leaders to all of our legal and professional teams.
- ▶ Reviewing the support provided during the early stages of a lawyer's career to improve retention rates across our Black and Minority Ethnic emerging talent.

▶ As a firm, we remain deeply committed to strengthening our inclusive culture year after year. Our forthcoming Inclusion Action Plan will build on the strong foundations already in place, helping us to bring our refreshingly human values to life and supporting us in achieving our wider ambitions. By taking clear, measurable action, we will continue to create an environment where everyone can thrive.



▶ **Bola Gibson**  
Executive Director,  
Responsible Business

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