

**As a business we are committed to providing an inclusive and open culture for all our people. Indeed, creating a more diverse workforce so that we draw on different skills and perspectives to improve the advice we offer clients is a key part of our strategy to 2020.**

Gender diversity is an important part of our strategy and we welcome the government's gender pay gap initiative as a way to drive further analysis and action across the profession.

At TLT, we are proud of our strong female representation across the business and of our ongoing work to build a culture that embraces flexible working and values a healthy work life balance. But, we recognise that there is still much to do particularly in terms of our diversity at a senior level.

Many of our challenges are familiar across the industry and we are committed to work towards greater diversity across the business. Although change will

take time, there is much we can and are doing to drive improvements.

This report, while focused specifically on meeting the government's gender pay gap reporting requirements, is therefore part of a much wider effort to improve the diversity of our business. Some examples of our activities are included at the end of this report.

I confirm the data reported is accurate.

**David Pester** | Managing Partner, TLT

## Gender pay

To encourage employers to make efforts to narrow the gender pay gap, any organisation with more than 250 employees must now publish their gender pay gap. The gender pay gap is the difference between the average gross hourly earnings for all men and the average gross hourly earnings for all women employees within an organisation.

To comply with gender pay reporting there are three key areas of focus:

1. The percentage difference in male and female hourly rate on a mean and median basis.
2. The percentage difference in bonus paid to men and women on a mean and median basis, and what proportion of the male and female workforce are paid a bonus.
3. The proportion of men and women that sit in each pay quartile.

This report looks at a snapshot of pay data at TLT on 5 April 2017 and for bonuses awarded during the 12 months prior to that date. The regulatory requirements mean that partners are not included in this gender pay gap report. We do however recognise that improving our gender balance at partner level is one of our key challenges and we will continue to take action in this area.

### The difference between the gender pay gap and equal pay

It is worth clarifying that "gender pay" is not the same thing as "equal pay". Gender pay is about comparing the average pay of all female staff against the average pay of all male staff across an organisation as a whole, regardless of the individual jobs performed.

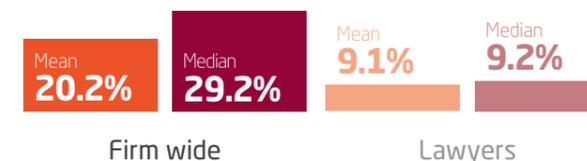
Equal pay is about the individual pay of men and women who are carrying out the same or equivalent jobs. We are confident from our regular internal monitoring that we fully comply with equal pay legislation.

## The gender pay gap at TLT

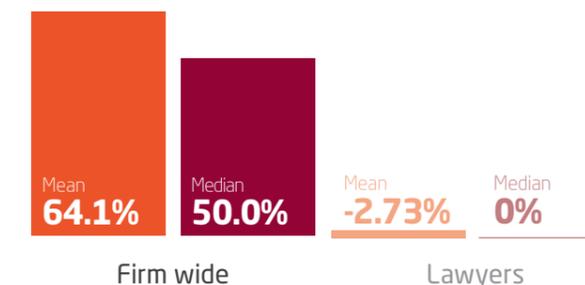
### TLT gender breakdown (exc. partners)



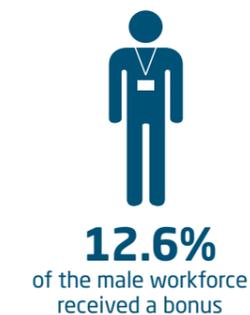
### Pay gap



### Bonus pay gap



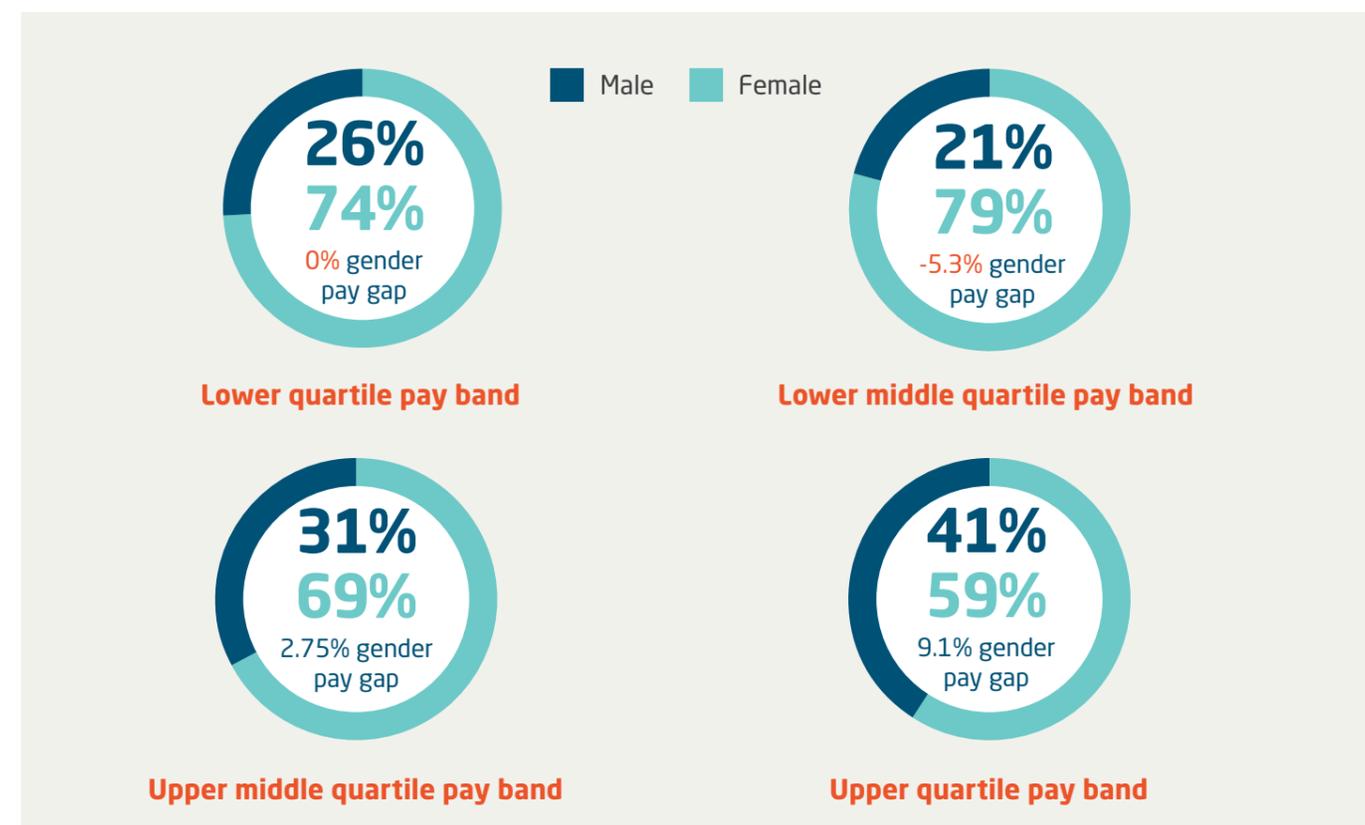
### Bonus payments



### Pay quartiles

The government requires employers to split their workforce into four pay quartiles and then report on the proportion of men and women that sit in each of those pay quartiles. This is effectively the total number of employees at TLT split into four

equal categories of pay – so the bottom 25% of earners, the next 25% of earners and so on. We have included a gender pay gap by pay quartile too, to give the firm wide gender pay gap figures some more context.



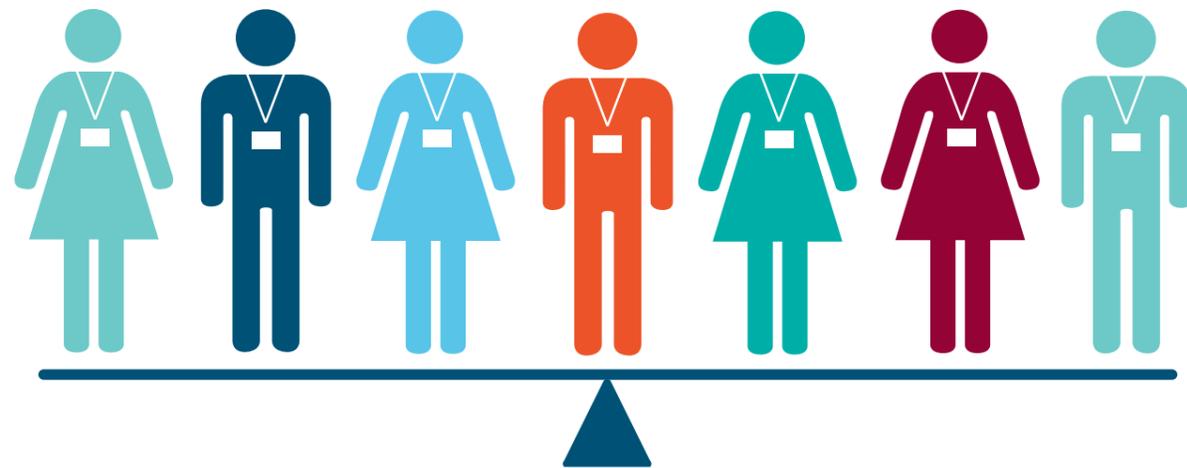
## Understanding our gender pay gap

Our analysis shows that there are four primary drivers of our firm gender and bonus pay gap:

- Overall we have a predominately female workforce at TLT. However, we have a higher proportion of men in higher paying roles whilst the majority of our administrative and junior roles are female dominated.
- In employee fee earner roles there is less of a gender pay gap, with the bonus pay gap marginally in favour of women. But, in business support, the most senior roles are held by male employees with a high level of contingent pay based on results, which contributes to the bonus pay gap.
- There are a greater proportion of women working part time at TLT compared to men. In the year to 5 April 2017, 27% of women were on part time hours compared to 6% of men, this impacts the bonus gap. With regards to bonus payments, under the reporting rules there is no allowance for the fact that bonuses

are reduced pro rata for part time staff. Indeed, 25% of females receiving a bonus worked part time and would therefore have received a pro rated bonus. All of the men receiving a bonus worked full time and would therefore receive the whole amount. Although part time working has an impact on the overall firm bonus gap, we believe the ability of so many of our staff to work flexibly is a positive, particularly in the context of addressing the gender balance over the longer term.

- There are some specific rules around reporting salary values. Although salary sacrifice offers potentially larger savings e.g. childcare vouchers, they do impact the gender pay gap. Analysis shows that women at TLT are more likely to choose flexible benefits with a higher average contribution rate than men. Over 200 women took advantage of our childcare vouchers in the 12 months to 5 April 2017 compared to 33 men.



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## What are we doing?

Reporting and analysing our pay and reward by gender is an important part of our commitment to attract and retain a more diverse workforce at TLT. This programme includes a wide range of activities to remove barriers to progression.

We already have a number of initiatives underway to improve our diversity as a business. Some recent examples

are outlined in the section below. Although the nature of these efforts means that progress will be gradual, we will continue to review our efforts, focus and progress towards achieving our goals.



### Recruitment

We regularly review our recruitment practices to remove or reduce unconscious bias. For example:

- Running recruitment workshops for hiring managers to ensure best practice.
- Instructing our recruitment agencies to focus on delivering gender balanced shortlists.
- Transparent recruitment processes.
- Action and events to support access to the legal profession from all backgrounds through affiliation with the Legal Social Mobility Partnership, PRIME and Aspiring Solicitors.



### Progression

- Tracking talent and focusing on gender balanced shortlists for promotions across the business. In the last three years 45% of fixed share partner promotions have been female.
- Striving for a gender balance in those attending career development activities and training programmes.
- Launching a mentoring programme that includes reciprocal mentoring across genders to improve learning and understanding of gender based barriers.
- Hosting events for Women’s Business Forum, Women in Business and Finance, Women in Law and Interlaw.



### Flexible working and leave

- Promoting a variety of flexible working options.
- Enhanced maternity leave support for eligible employees.
- Supporting parents with enhanced Shared Parental Leave pay.
- Piloting an online concierge service ‘My familycare’ for new parents to support the transition out of and back into work with a range of online coaching and webinar services.



### Training

- Providing training via e-learning in areas such as unconscious bias and dignity at work.
- Achieving Silver Investors in People status, which requires successful organisations to have a strategy in place to support the development and inclusion of all employees.



### Reward

- Auditing of annual pay reviews to ensure that men and women are paid equally for doing equivalent jobs across the business, unless there is a non-gender related explanation.
- Flexible benefits to suit lifestyle changes.