

# | Gender Pay Gap



# Gender Pay Gap

## Summary Statement

Keoghs remain highly committed to all aspects of equity, diversity and inclusion and we believe that sharing our 'Gender Pay Gap Report' is an integral step in having more meaningful conversations with our people about those areas. This year we have once again gone above the statutory requirements and have separately reported on our Partners and our full firm gender pay gap. In addition we have again taken the step to voluntarily report on ethnicity pay for our employee population. This report reminds us that we must continue to seek further opportunities to ensure we do all that we can to achieve equity. It is recognised by the government that the gender pay gap is not a quick fix and it is important we do not fall into the trap of focusing too heavily on the numbers as this could lead to regressive action, for example trying to fit people into roles which will influence the statistics. We will instead explore new opportunities to ensure that our people reach their full potential. As with any data its value is in the awareness it raises, the questions it prompts and the action we then take. These statistics provide a valuable insight to challenge ourselves by asking 'how can we create an even more equitable and inclusive business?'

## Understanding our Results

For the purpose of this report our gender pay gap is calculated using the approach required by the regulations. The gender pay gap is a measure of the difference in the average pay of men and women – regardless of their work, across the entire organisation and it can be driven by the different number of men and women across all roles. It should be noted that the gender pay gap is different from an equal pay comparison which would involve direct comparison of two people or groups of people carrying out the same, similar or equivalent work. Our analysis shows that we have an overall gender pay gap percentage of mean 17.1% and median 16.9%. **This is a reduction from last year's submission by 0.9 (mean) and 0.5 (median) percentage points and represents a reduced gender pay gap for the second successive year, which is a positive move in our journey.**

When comparing the mean and the median together they have roughly the same value which shows that our dataset is not

skewed and we can be reasonably certain that our employees, both male and female, are being paid within the same income range. It should also be noted that as a proportion of the workplace, Keoghs employs more women (65%) than men (35%).

**The figures suggest we are broadly consistent with the national average and well below sector averages according to the recent provisional data published by the Office of National Statistics which report the legal profession percentage figures as 21.7% mean and 27.3% median.**

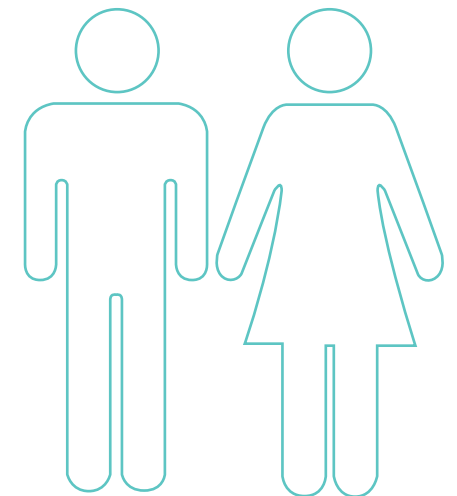
The most significant impact of our gender pay gap remains unchanged and reflects the makeup of our business; administrative and support roles continue to attract more female applicants and we have a higher proportion of women in these roles. As these roles are represented in the lower quartile of pay and women represent 69.4% of the lower quartile, this therefore contributes to the reported gender pay gap figure. The challenge, as with most similar businesses is that there are significantly fewer senior roles available and turnover at a senior level is much lower than is seen within junior roles. Despite this, when we look at our internal promotions for the period of time between gender pay gap reporting, we can see that for the second consecutive year, 73% of our internal promotions were women. Additionally when we analyse our data further we can identify that within our administrative and support population the gender pay gap is much lower at 2% mean and 0% median. This is in direct contrast to our central support population where the mean is 28% and median is 28.5% median; this being due to variations in market rates of pay between these functions, which contributes to the higher gender pay gap percentages.

Whilst not required to report on this, we have undertaken further analysis to establish the impact when combining our employee and partner populations. The data shows that our gender pay gap percentage for partners only is a mean of 15.4% and a median of 15%; which when combined with the employee figures gives a mean of 33.7% and median of 22.1% and is broadly consistent with last year's figures.

**It is also encouraging to see that our combined ethnicity pay gap has decreased from 25% to 22.8% mean and from 17% to 7.4% median.**

Our data also shows that the opportunity to earn a bonus at Keoghs is reasonably equally spread, with 32.8% of men and 37.4% of women earning a bonus. Our analysis shows that the rate at which these bonuses are paid are equivalent to the level of role and so this has impacted on our mean and median bonus pay figures. Compared to the previous year, the mean has increased by 8.9% points to 45.6% but the median has decreased by 8% points to 32%.

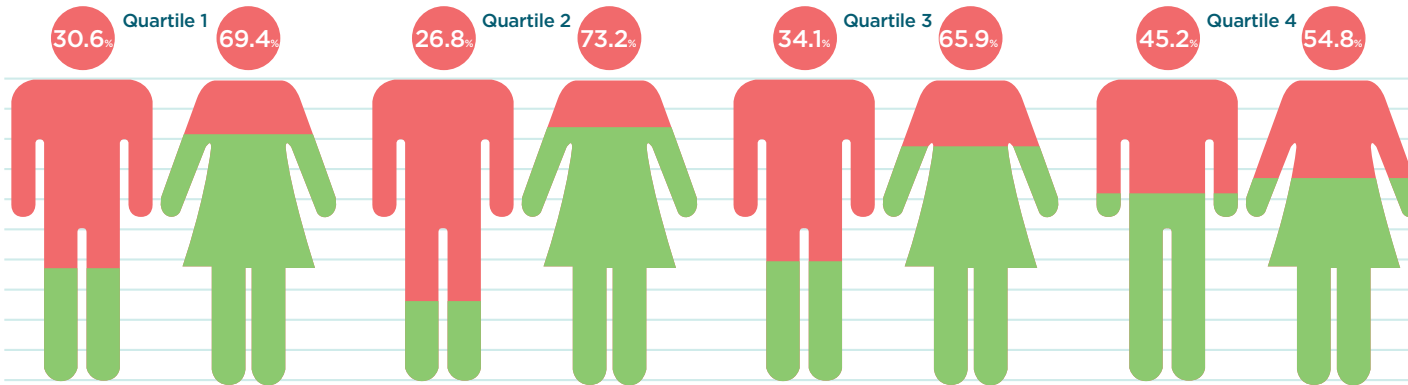
Whilst our results indicate that we are in a good place compared with others in our market and have made inroads as we continue on this journey, they also identify that there is continued work to do to reduce and ultimately remove our gender pay gap. We are confident that progressing our action plan and having a continued focus in this area will ensure that we understand and respond to any barriers that prevent anyone fulfilling their potential within our business.



# Gender Pay Gap

## Employee Gender Pay Gap in Hourly Pay

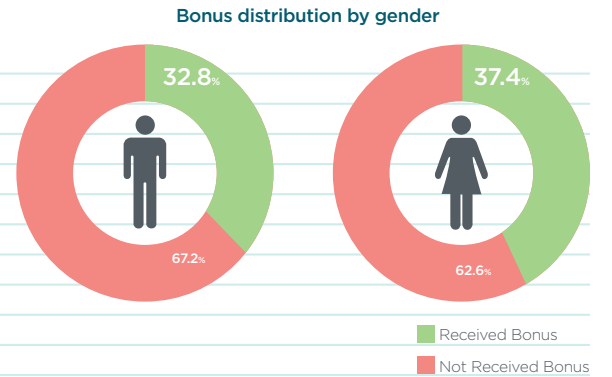
	Mean	Median
Difference between gross hourly earnings	17.1%	16.9%



## Employee Gender Pay Gap in Bonus Payments

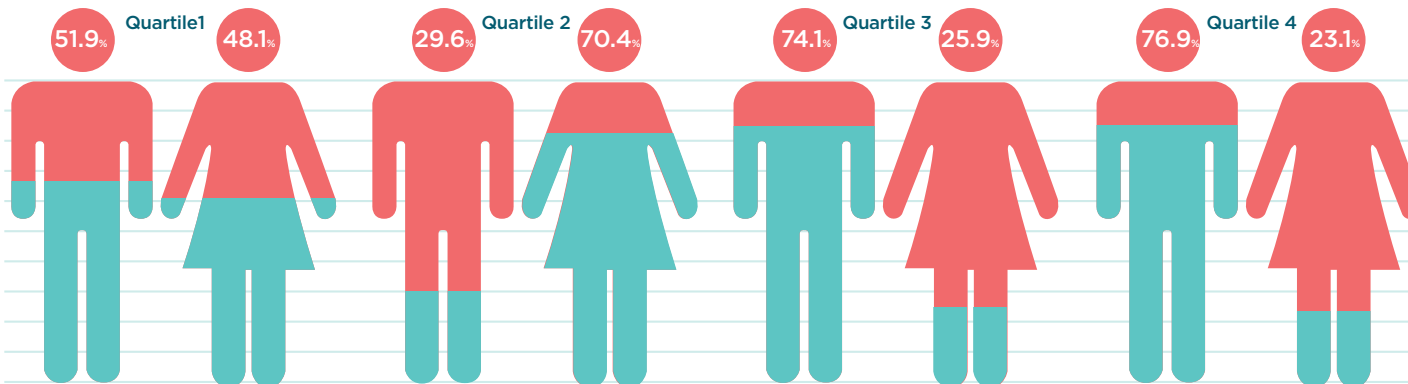
Difference between bonuses paid

	Mean	Median
Difference between bonuses paid	45.6%	32%



## Partner Gender Pay Gap in Hourly Pay

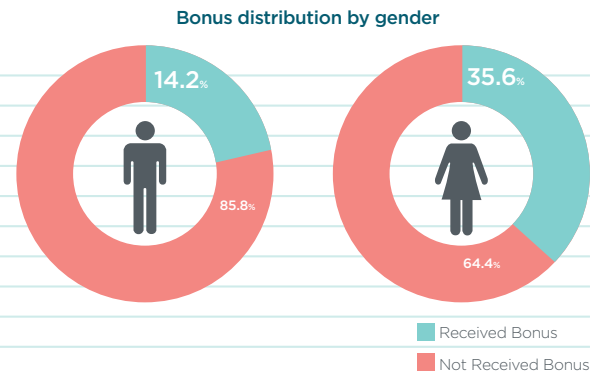
	Mean	Median
Difference between gross hourly earnings	15.4%	15%



## Partner Gender Pay Gap in Bonus Payments

Difference between bonuses paid

	Mean	Median
Difference between bonuses paid	46.1%	25%



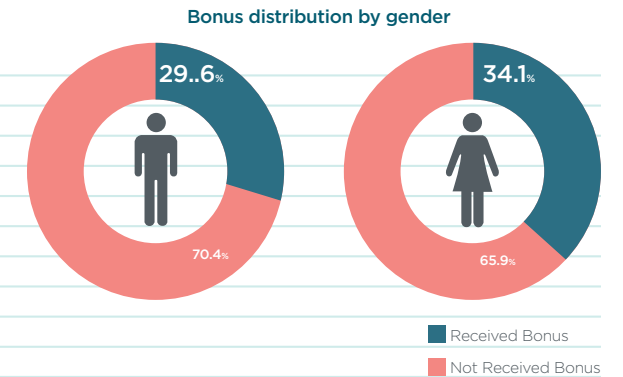
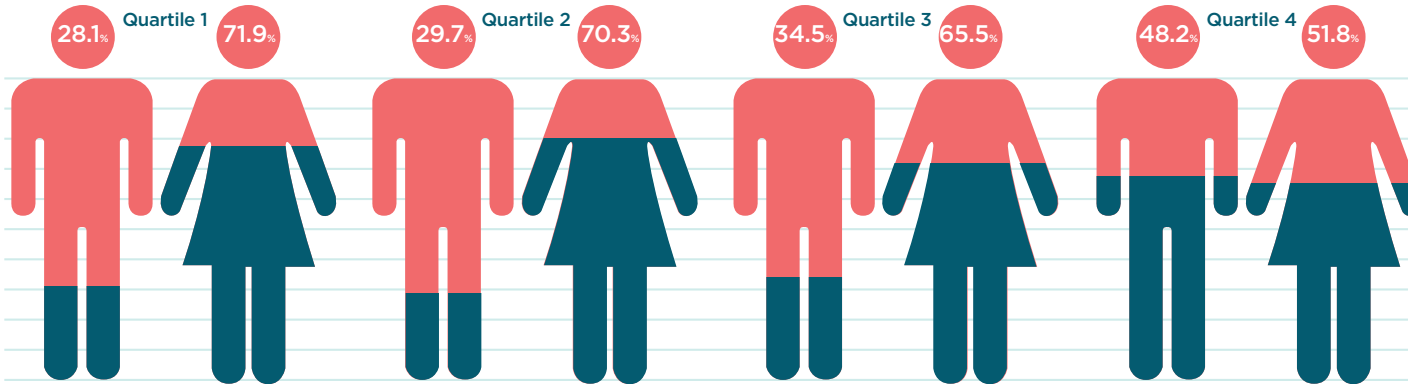
# Gender Pay Gap

## Combined (all firm) Gender Pay Gap in Hourly Pay

	Mean	Median
Difference between gross hourly earnings	33.7%	22.1%

## Combined (all firm) Gender Pay Gap in Bonus Payments Difference between bonuses paid

	Mean	Median
	60.4%	41.3%



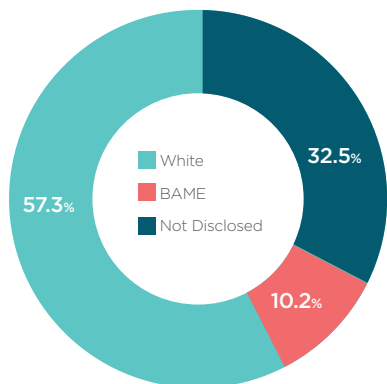
## Ethnicity Pay Gap in Hourly Pay

	Mean	Median
Difference between hourly pay for Employees	12.7%	16%

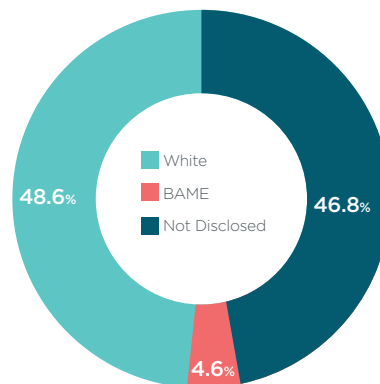
	Mean	Median
Difference between hourly pay for Partners	38.3%	13.7%

	Mean	Median
Difference between hourly pay for Combined	25%	17%

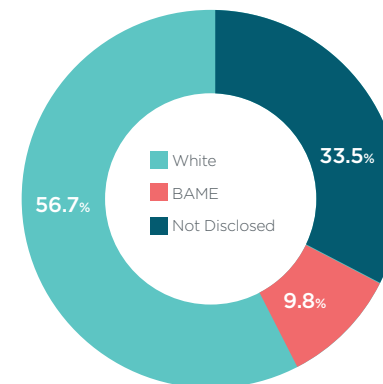
### Ethnicity distribution of relevant employees



### Ethnicity distribution of relevant partners



### Ethnicity distribution of relevant combined



# Gender Pay Gap

## What we have already begun

Work has continued on implementing our inclusion and diversity strategy which is sponsored by our dedicated steering group. As a result of this we set up four inclusion and diversity groups who are now actively working with members of our BAME, LGBTQ+, working family and mental, physical and invisible disability communities. To launch the groups we produced our inclusion and diversity video to engage our people to join us on our journey and to emphasise that equity, inclusion and diversity underpins our shared values and is at the heart of everything we do. Their initial focus has been on education and awareness around the challenges those groups face and ensuring appropriate employee networks are in place to provide support and guidance.

Our work in supporting equity, inclusion and diversity was recognised through winning the Employer Award at the 2019 Festival of Learning Awards, which celebrated the work we had undertaken in encouraging and employing long-term unemployed members of our local community to re-start their career at Keoghs.

As a business we have actively encouraged flexibility for our employees by enabling people, where possible, to work from home for up to 2 days per week.

We continue to operate a clear procedure for our annual pay review process, underpinned by a fair and transparent set of guiding principles. Internal and external salary benchmarking and calibration is undertaken for all roles to ensure that our people are paid equitably compared to the market. During the salary review process we continue to measure the impact that salary review has on our gender pay gap.

In all areas of our recruitment we use a combination of interview and skill based assessments with standardised scoring and calibration to ensure fairness and transparency in candidate selection. We also have an excellent record of promoting internally, with 73% of our internal promotions this year being women.

## We confirm that the data in this report is accurate



**Allison Carr**  
Chief Executive Officer



**Hayley Fallows**  
HR People Lead

## On-going action plan

Whilst we believe that much of the current variance is reflective of historic gender split within the market generally, reducing our gender pay gap continues to be a priority for us and we are taking proactive steps to challenge our systems, processes and people involved. Our commitments to enabling people to reach their full potential include;

- 1. Recruitment** - we will continue to monitor inclusion and diversity at all stages of the recruitment process and will seek to ensure that our recruitment and selection processes have a balanced representation of candidates for all roles in terms of gender and diversity, where candidates meet the appropriate skill sets and qualification requirements. As part of this we will further refine our role profiles to help ensure attraction of a balanced candidate pool.
- 2. Internal development** - Keoghs has always encouraged applications from internal applicants and have a good track record of developing and promoting people internally. We are committed to supporting a truly inclusive environment where everyone has equal access to career opportunities. We will be taking steps to enhance this through the development and implementation of career and competency progression frameworks across a number of our business areas.
- 3. Growing our internal networks** - we will continue to progress the work of our inclusion and diversity groups to provide greater support to our people and continue to challenge ways of thinking and how we operate. A positive step in growing our network will come as a result of us becoming part of the Davies Group where we are now looking to integrate and further develop our inclusion and diversity work with support from the global Equity, Diversity and Inclusion Committee Group.
- 4. Raising awareness and helping people learn** - unconscious bias training will remain a mandatory requirement for our people. Additionally, through the work of our inclusion and diversity champions we will build a hub of resources and information that can be accessed internally and look to equip our managers with the tools they need to support their team members.
- 5. Our data** - we actively encourage our employees to disclose and maintain their diversity information to allow us to further analyse our results to ensure parity. We will undertake further analysis of our data to understand what barriers or challenges may be evident and then look at ways these may be addressed.
- 6. Encourage alternative ways of working** - during the Covid-19 pandemic the vast majority of our employees worked from home full time. We will be reviewing our practices internally to allow this flexibility to work from home on a more regular basis to continue should employees wish to do so. We will also be exploring new ways of encouraging applications from applicants with individual work-life balance needs aligned with offering the appropriate support which will improve our gender representation at every level.
- 7. Working together with the Davies Group** - we will consider our future gender pay gap reporting as part of the Davies Group and will drive forward in our collective pursuit of gender pay equality.