



# Gender and Ethnicity Pay Gap report April 2023

For what comes next  
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# Foreword

**We are delighted to be able to publish our 7th consecutive gender pay gap. Once again, we are confirming a decrease in our pay gap and it is now our lowest ever recorded.**

A combination of a continued focus on fair pay and bonus distribution, added to the ongoing development of women into senior positions contributes to reducing the gap. Added to this a greater distribution of men and women in lower paid roles evidences our commitment to equity across the whole Firm.

Once again, we have voluntarily published our ethnicity pay gap and it is great to be able to share that our mean and median position has decreased due to our recruitment and retention of our ethnically diverse colleagues.

We will continue to focus on providing meaningful career and work experiences for all colleagues of all backgrounds. We hope you enjoy reading our position and understanding the steps we are taking to build and improve on our progressive agenda.

*We confirm that the data reported is accurate.*



We will continue to focus on providing meaningful career experiences for colleagues of all backgrounds.



**John Wood**  
Managing Partner



**Helen Hodgkinson**  
Chief People Officer

# Our gender pay gap

TLT has two employing entities: TLT LLP and TLT (NI) LLP hereafter referred to as 'TLT NI'.

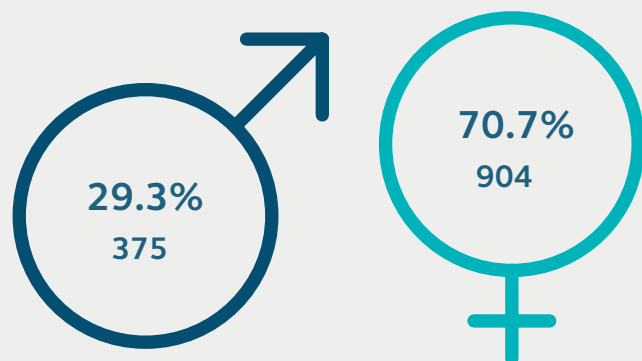
It is our statutory duty to only report on TLT LLP, which is provided below and relates only to pay data of all relevant employees of TLT LLP at 5 April 2023 and for bonuses awarded during the 12 months prior to that date.

However, we have also provided gender pay gap analysis inclusive of our TLT NI population as it is most representative of the firm. This data, which also includes the partner pay gap, can be found on page 3 of this report.

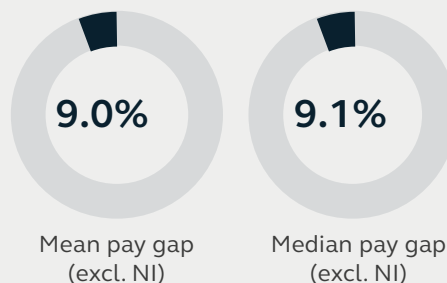
## Gender split

As at 5 April 2023

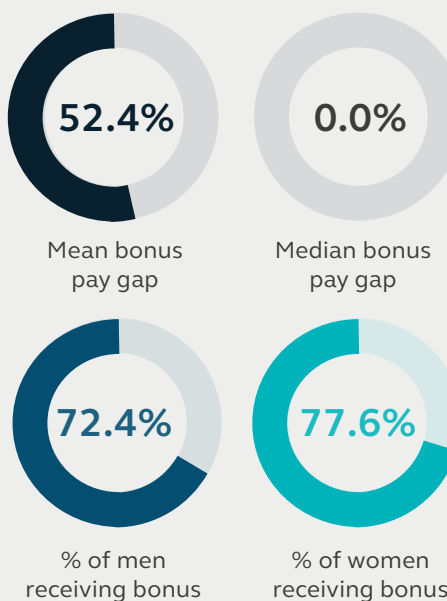
● Men ● Women



## All UK Employees (excl.NI) Gender pay gap - Salary

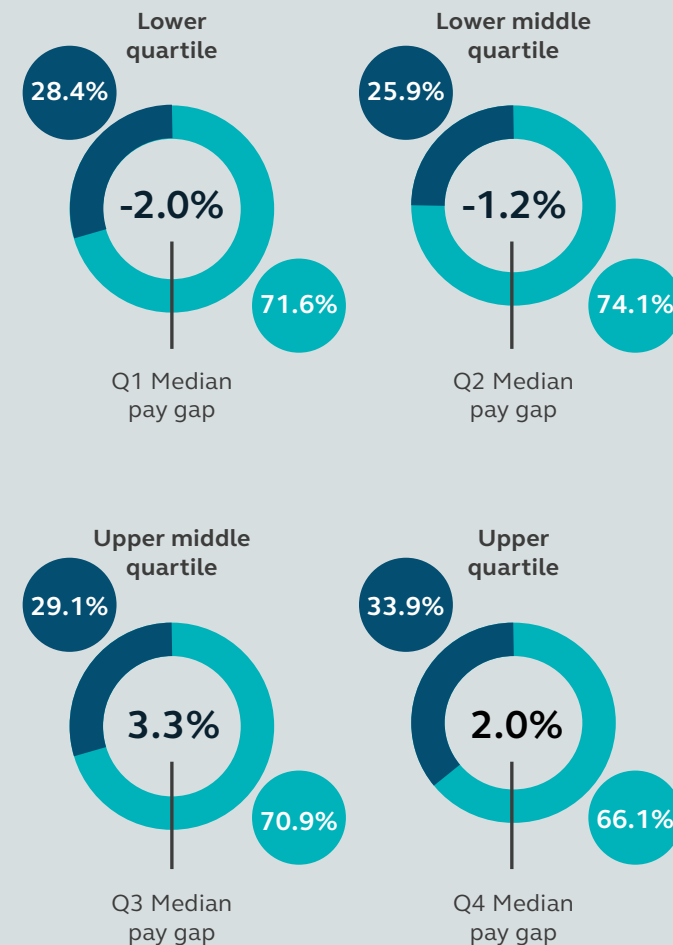


## Gender pay gap - Bonus



## Pay quartiles

This is the TLT LLP workforce split into four pay quartiles showing the proportion of men and women in each including the median gender pay gap of each quartile.



# Pay gaps explained

**A pay gap is not to be confused with equal pay, which is an employer's legal duty to ensure the pay of men and women doing the same or equivalent jobs is equal and is systemically supported at TLT through our reward processes such as annual pay reviews and fixed salary bandings.**

Pay gaps compare the average earnings of one demographic, such as women, with the pay of another demographic across an organisation, regardless of the individual jobs being performed. Pay gaps are used to measure progress towards more equal and inclusive access to work, progression, and reward.

As well as at an organisational level, pay gaps can also be calculated across a variety of industries, occupations, and the national labour market to provide the National Gender Pay Gap. In the UK, the Office of National Statistics tracks the median gender pay gap, which was 14.3% in April 2023.

We want to be a truly inclusive employer and take our responsibility towards our non-binary and gender-fluid colleagues very seriously. Gender Pay Gap regulations mean we must identify our colleagues as men and women: however, we actively support our colleagues of all gender identities through our inclusion strategy and our Affinity networks.

There are two measures of the pay gap, mean and median and both figures are important as they can highlight the different causes of your pay gap.



## 14.3%

In the UK, the Office of National Statistics tracks the median gender pay gap, which was 14.3% in 2023

**The mean (average) is calculated by adding all individual employees' hourly rate of pay and dividing by the total number of employees.**



**The median is calculated by listing all employees' hourly rate of pay and finding the midpoint.**

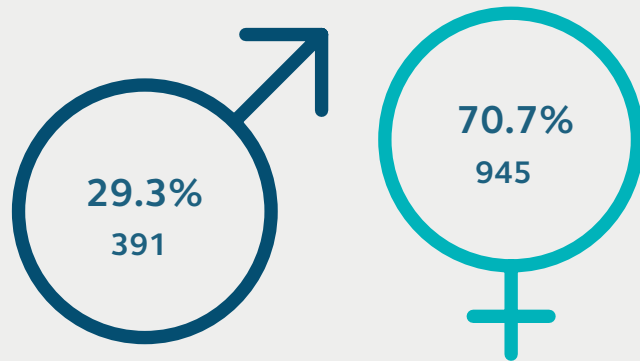


# Our gender pay gap including Partners and TLT NI

## Gender split

All UK Employees as at 5 April 2023

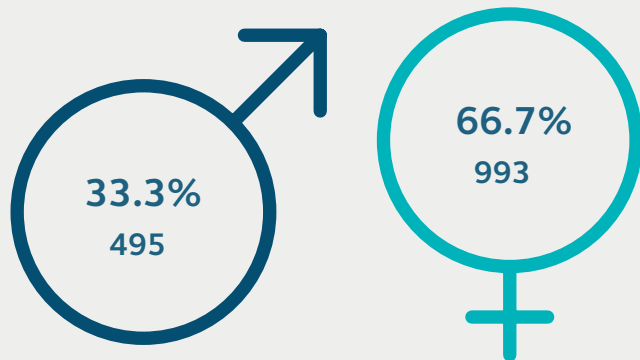
● Men ● Women



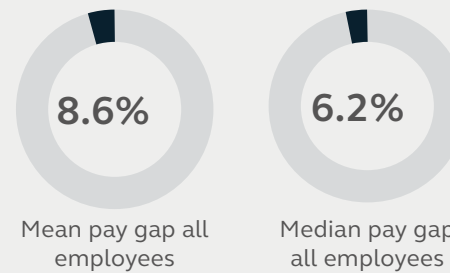
## Gender split

All UK Employees and Partners as at 5 April 2023

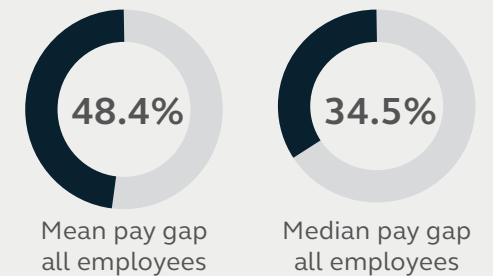
● Men ● Women



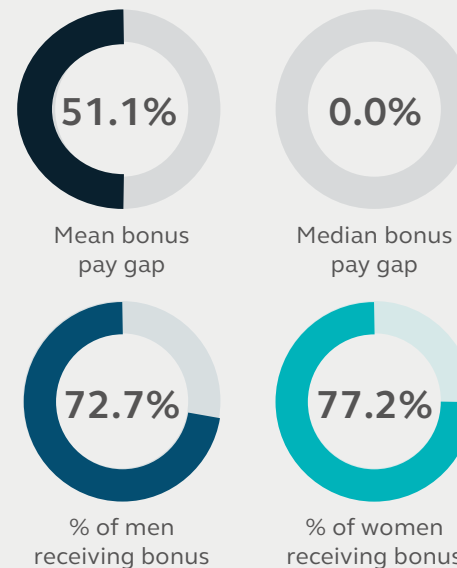
## All UK Employees Gender pay gap - Salary



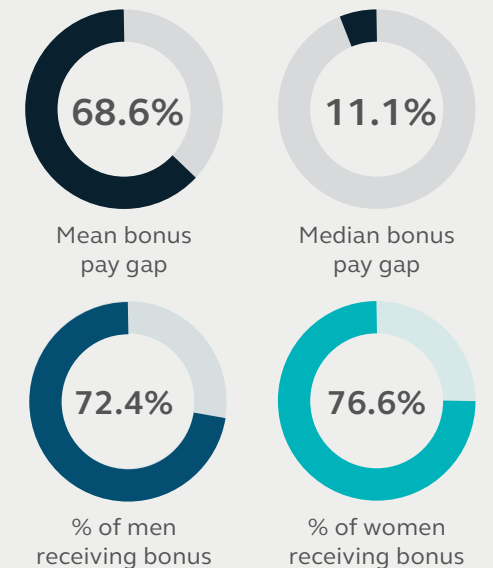
## All UK Employees and Partners Gender pay gap - Salary



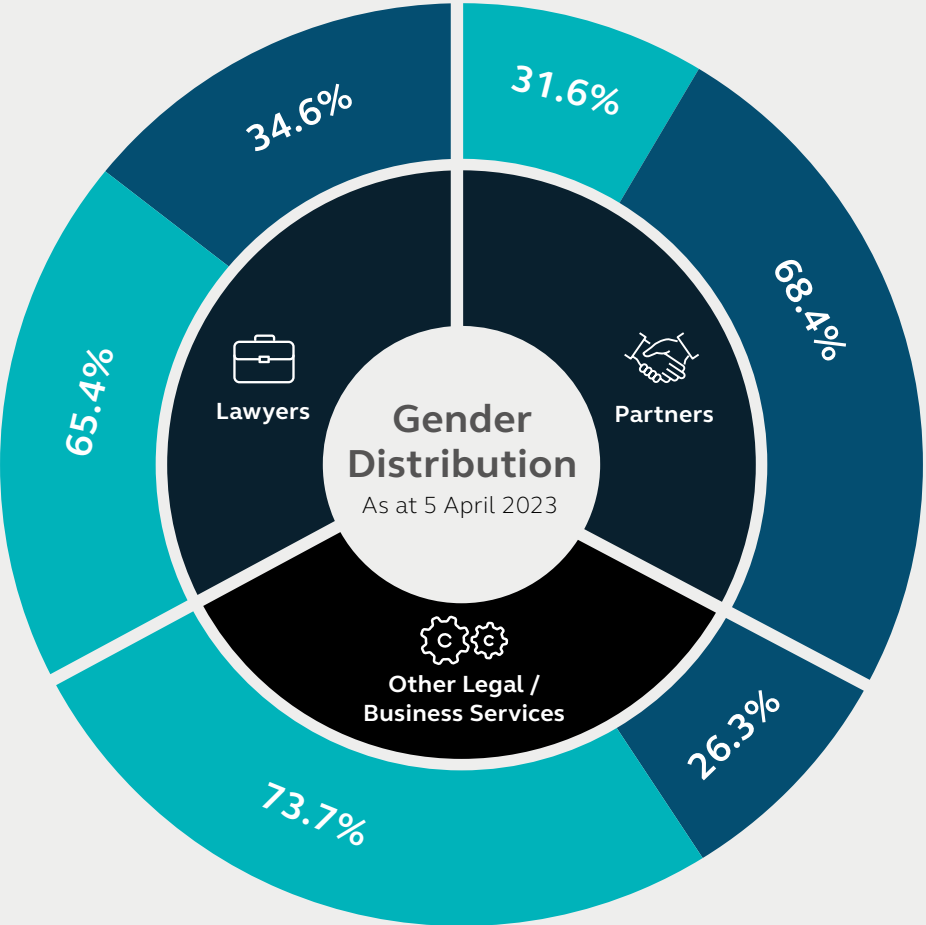
## Gender pay gap - Bonus



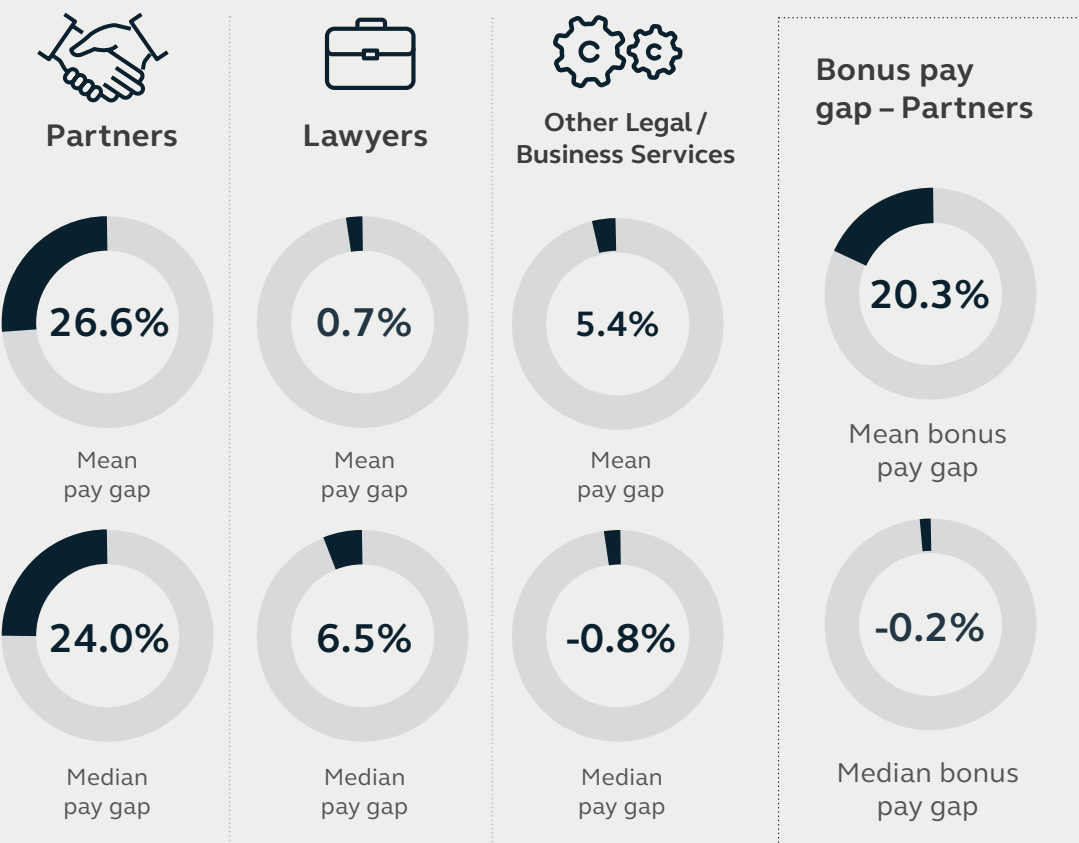
## Gender pay gap - Bonus



# Our gender pay gap by job role



● Men ● Women





# Understanding our gender pay gap

**This is our seventh year of reporting and our progress remains consistent with a mean pay gap of 8.6% and median pay gap of 6.2% for 2023 (including NI) - our lowest recorded pay gap since we began reporting, it also shows a 6.6% (mean) and 17.4% (median) reduction from the previous reporting period.**

This continued progress is an indicator that the actions we implement with our gender equality action plan are effective. We remain firmly committed to understanding the key drivers for our pay gap and ensuring we are addressing these where possible.

As reported in previous years, the most significant influencing factor impacting our gender pay gap is the number of men in higher paid roles relative to their representation within the organisation as a whole.

Although women are represented in greater numbers than men in every quartile across the pay scales, the proportion of men in the upper quartile (28.4%) relative to their population size is greater than the proportion of women (23.6%). The reverse is also true in the lower quartile where women are proportionately overrepresented (25.4%) relative to their population size and compared with their male counterparts who are underrepresented (24.0%).

Despite this, there has been continued progress in the even distribution of both sexes across the pay quartiles, most notably in the lower quartile where the proportion and percentage of men has increased, and the proportion and percentage of women has decreased. This indicates towards a trend where fewer women are occupying roles in the lower quartile with more men occupying these positions.

It is positive to see that there has been a decrease in the median pay gap in all four pay quartiles, including, for the first time, two negative median pay gaps in both the lower quartiles (excluding TLT NI).



**8.6%**  
**6.2%**

Our mean and median employee pay gap has reduced to TLT's lowest recorded figure of 8.6% (mean) and 6.2% (median) respectively



## Bonus pay gap

**The data provided below relates to pay data of all employees of TLT LLP and TLT (NI) LLP as at 5 April 2023.**

For a second year running, we have seen our median bonus pay gap remain at 0% and an increase in the percentage of both men and women receiving bonuses. A TLT Recognition payment awarded during this time resulted in this being the second year more women (77.2%) have received a bonus than men (72.7%) including TLT NI.

The mean bonus pay gap has seen a slight increase from 50.9% to 51.1%. As with all mean pay gaps, these are sensitive to individual outliers and not necessarily indicative of broader trends or issues. On further analysis of this data,



# 77.2%

A TLT Recognition payment awarded, resulted in this being the second year more women (77.2%) have received a bonus than men (72.7%) as a % of their population.

a small amount of outlier data is the largest contributing factor here and thus we do not perceive this to be an area requiring immediate action. In addition to this, it is important to note that the bonus pay gap calculation does not consider hours worked, which has skewed the bonus data in favour of male colleagues who are less likely to work part-time (22.0% female colleagues work part-time vs 3.0% male colleagues).

## Job role pay gap

**The data provided below relates to pay data of all employees of TLT LLP and TLT (NI) LLP as at 5 April 2023.**

In terms of job role, we have seen a positive shift within the pay gap for 'Other Legal and Business Services' whereby the mean has decreased from 12.4% to 5.4% and a negative median pay gap of -0.8% for the first time.



# 0.7%

When viewing the pay gap for lawyers, the mean has reduced <1%

When viewing the pay gap for lawyers, the median has stayed broadly the same with a 0.5% decrease whilst the mean has dropped 3.7% to 0.7%, again, for the first time.

Where pay gaps exist by job role, there are several factors at play. For example, being a multi-site firm, location plays a significant role. Regional pay differences and how these intersect with the gender split in these locations are highly influential on job role pay gaps and our overall pay gap.

It is also positive to see a 8.3% decrease in the mean pay gap and a 5.6% decrease in the median pay gap across our partner population. Progressing women through the partnership to the upper quartile continues to play a vital role to our work. Positive movement within the partner population also includes a shift in our partner bonus pay gap which has decreased for a second year running from 42.8% to 20.3% (mean) and 16.6% to -0.2% (median).



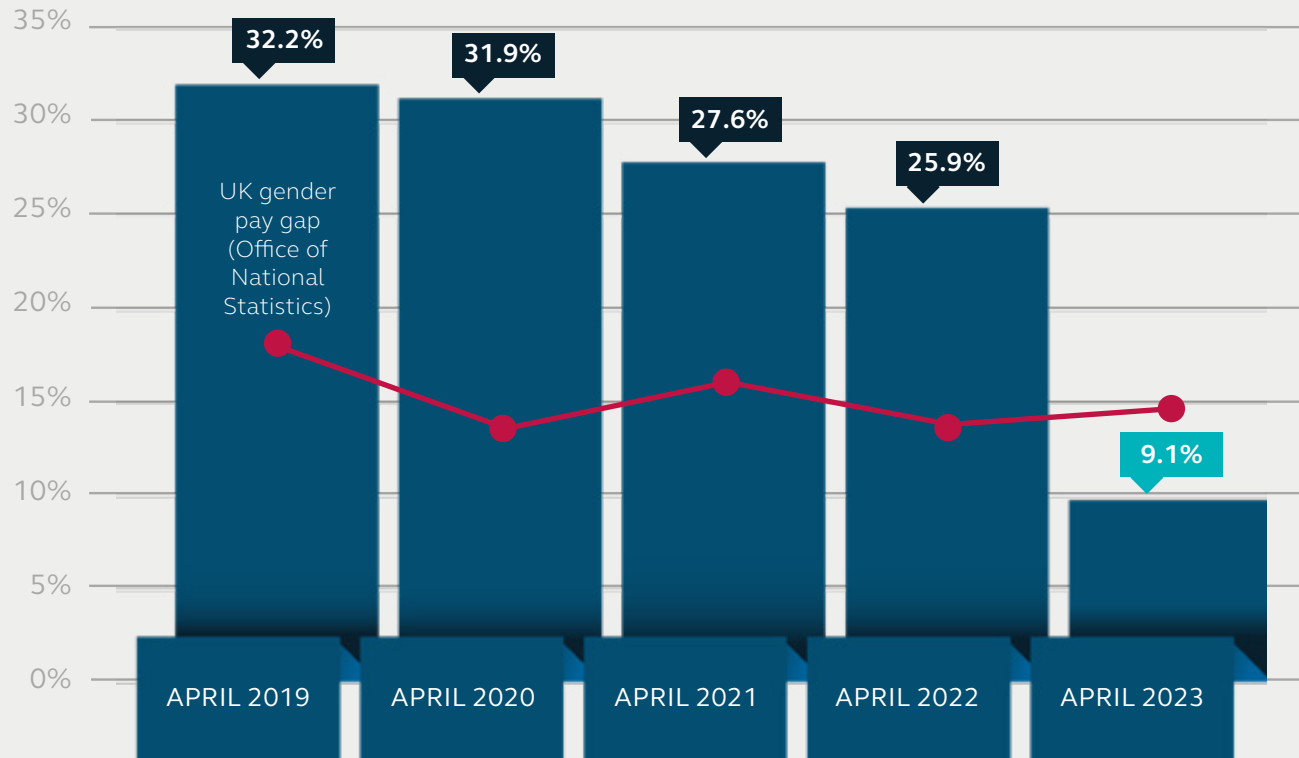
Progressing women through the partnership to the upper quartile continues to play a vital role to our work



# Our gender pay gap progress

2023 marks a significant year for our commitment to gender equality. Our gender pay gap has reduced significantly and TLT's median gender pay gap is now below the UK national average.

Employees (excl.NI) median gender pay gap - salary



# Closing our gender pay gap

**The continual downward trajectory of both our mean and median pay gap indicates that the actions that TLT is taking in line with our gender strategy are both relevant and effective.**

This section highlights the tangible actions that we have taken to address over the last 12 months, which we are confident will continue to deliver results in relation to the retention and progression of women, and equalisation of our workforce across the pay scales:

- The focus on our targeted talent programme to further develop women into both Fixed Shared Partner and Equity Partner roles through achieving our gender target 33% female partners two years ahead in March 2023
- Commitment to offering a career for life with the introduction of a free assessment and diagnostic service for women in the early stages of menopause to complement and build on our menopause app-based provision
- Targeted policy improvements including a new pregnancy loss policy covering paid leave, in addition to a number of enhancements in previous years so that we can retain talented females through critical life stages
- Continued to promote flexible working through TLT World to move away from the notion that hybrid working is a women's issue and to tackle barriers faced in the workplace by those with caring responsibilities, resulting in the attraction and retention of talented women at TLT

As we mature the extent of behavioural and systemic changes required to achieve a sustained zero pay gap is a longer term delivery plan. This requires embedding the changes implemented and building rather than new interventions.

That said; as part of our continued action, we will:

- Announce a new senior leader gender target that will help to close the disparity of gender representation that contributes to our pay gap and takes us a step closer to gender equality in senior roles
- Embed menopause support through additional training and support for line managers and support teams to drive confidence and understanding to ensure we're able to retain talent during this critical life stage
- Provide returner coaching for those returning from extended family leave to support the transition back into the workplace after a significant duration



# Our ethnicity pay gap

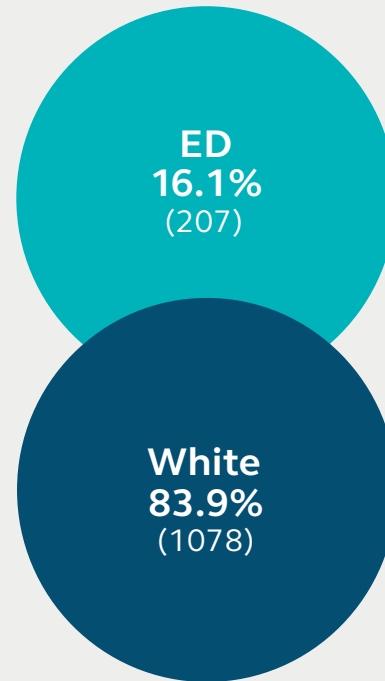
The data provided below relates to pay data of all employees of TLT LLP and TLT (NI) LLP as at 5 April 2023 and for bonuses awarded during the 12 months prior to that date.

The pay gap has been calculated by reference to two groups: Ethnically Diverse and White (non-Ethnically Diverse) for the purposes of a meaningful interpretation, as well as for ease of consistent benchmarking and reporting with existing ethnicity pay gap publications. Those who have not disclosed their ethnicity are excluded from the calculation.

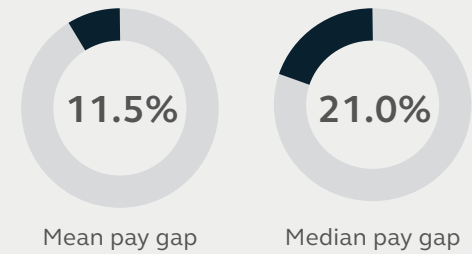
As at 5 April 2023

● Ethnically Diverse ● White

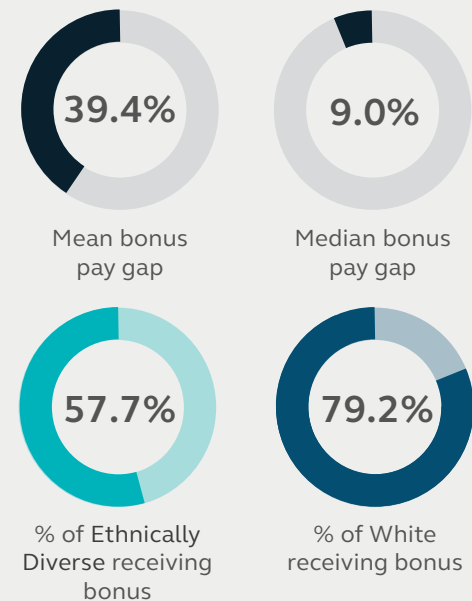
## Ethnicity breakdown



## Ethnicity pay gap - Salary



## Ethnicity pay gap - Bonus



# Understanding our ethnicity pay gap

**It is positive to note that we have seen a decrease in both the ethnicity mean and median pay by 8.3% and 2.4% respectively. This is attributed to a continuation of increases in ethnically diverse colleagues across the firm.**

As in previous years, the majority of ethnically diverse colleagues sit within the lower and lower middle pay quartile. However, representation within the upper quartile has increased (13.1% on 5 April 2023 vs 7.9% on 5 April 2022). 13.1% is also much closer to the overall breakdown of ethnically diverse colleagues (16.1%) than in previous years.

The highest contributor to the mean pay gap remains the upper quartile, suggesting fairer representation of ethnically diverse colleagues is still needed at senior levels within TLT. We continue to see an increase in representation of ethnically diverse colleagues year-on-year and, overtime, we hope that, with the addition of more ethnically diverse colleagues joining the firm, the ethnicity pay gap will continue to decrease as people progress into higher paid roles. Ensuring there are progression pathways that enable this transition into the upper quartiles is therefore critical.

**1 in 5 ethnically diverse colleagues are high earners whereas 1 in 3 ethnically diverse colleagues are low earners (last year, 1 in 6 were high earners vs 1 in 3 were low earners)**

We are also pleased to see a decrease in respect of the ethnicity bonus pay gap, dropping from 55.0% to 39.4%. During the reporting period, 57.7% of ethnically diverse employees received a bonus. The reason the remaining 42.3% ethnically diverse employees did not receive a bonus is due to the fact that they all started 1 May 2022 onwards and were therefore not eligible to receive the TLT Recognition payment paid in May 2022 (employees had to have worked between 1 April 2021 and 30 April 2022 to be eligible).

Similarly, the 20.8% of white employees who did not receive a bonus all started 1 May 2022 onwards as well and therefore did not receive a TLT Recognition payment.

The large gap between the two percentages is due to the fact that we hired proportionally more ethnically diverse employees in 2022/2023. 26.0% of new hires in 2022/2023 were ethnically diverse, whereas ethnically diverse employees only make up 16.1% of the firm as at 5 April 2023.





# Closing our ethnicity pay gap

**Overall, diversity across the firm continues to improve, and we can see there is a better distribution of ethnically diverse colleagues across the pay quartiles. The highest representation is still within the lower quartile.**

It is therefore important that we continue to focus on attracting ethnic diverse talent, with targeted action on progressing ethnically diverse colleagues through to the upper half of the pay scale to continue to close the pay gap.

The two newest routes to qualification in the form of a graduate apprenticeship and legal solicitor apprenticeship has provided an alternative route to qualification that has supported our ethnically diverse colleagues, with ethnically diverse colleagues representing 27.5% of our September 2023 apprenticeship cohort (an increase of 3.7% since September 2022).

Over the past year we have taken a number of actions which are aimed specifically at closing the ethnicity pay gap. We are pleased to highlight the following:

- We have announced a public target to achieve 35% ethnic minority representation across our early careers roles (trainees and apprentices) by October 2030 – driving an increase in ethnic minority representation in early career roles from 1 in 5 to 1 in 3

- We have implemented a set of new safeguards covering pay, progression and retention including mandatory reviews on any ethnically diverse colleague exits or resignations, promotion shortlists and pay reviews to enable the appropriate preventative interventions.

In the forthcoming year, as part of our continued action, we will:

- Increase manager capability as part of safeguarding measures through additional learning content and materials
- Build on the work of our Early Careers team in promoting TLT as an employer of choice to young people from more diverse communities across the UK. This includes partnering with schools and ethnically diverse programmes supporting young people to develop through mentoring and coaching whilst at the same time increasing our visibility as an employer to many who may not consider the legal sector as a career option

At TLT, we value individuality and focus on creating the right environment for colleagues to reach their potential and deliver great work for our clients. To find out more, take a look at our [TLT Impact Report 2023](#).



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