

# Gender Pay Report 2022

## A message from our Managing Partner and Chair

As a responsible business, gender pay gap reporting is an important part of our transparency.

Not only are they important for society as a whole, gender parity and greater diversity within the workplace are good for business and critical to our own success.

Our involvement in Business In The Community (BITC) - the largest and longest established business-led membership organisation dedicated to responsible business has informed many areas for continuous improvement in our people practices. Our focus around Healthy Business and Healthy Communities continues to inform new strategies to improve inclusion and diversity and our ongoing work on gender equity. We are continuing to make progress on a number of initiatives to improve our gender diversity and will continue to do so as part of this work.

During 2022, we made a number of strides forward in these areas and it has been rewarding to have been recognised for this work, including winning the Investing in People award at the Accountancy Excellence awards in 2022, and being ranked 14th in the UK for our Apprenticeship Programme.

We are committed to equal opportunity for all, and this work to analyse the gender gap that exists in our business will help us ensure that actions are taken to tackle any inequality.



The Prince's  
Responsible  
Business Network

Nevertheless, we remain committed to improving equality of opportunity and we can confirm the accuracy of this information.



**Andrew Sandiford**  
Managing Partner



**Pippa Clarke**  
Chair

# What is a Gender Pay Gap?

Like all other private sector organisations with more than 250 employees, Bishop Fleming has reported its gender pay gap data in line with the government's gender pay gap reporting regulations.

## What is the difference between Equal Pay and Gender Pay?

Whilst equal pay and the gender pay gap are terms often used together, they are two different issues and shouldn't be confused.

The Equality Act 2010 gives women and men a right to equal pay for equal work. This is specifically to eliminate direct and indirect discrimination on grounds of sex with regard to all aspects and conditions of remuneration, for the same work or for work to which equal value is attributed. This does not mean that everyone on the same grade should be paid the same salary. Grade, role, competence, extent of experience and ability will have an impact on reward.

Gender pay on the other hand, shows the percentage difference between the average salaries of men and women, regardless of the nature of their work, across our firm. This can be affected if the firm has more men in senior positions and more women in junior positions.

The current UK-wide median gender pay gap is 14.9% <sup>1</sup>.

## What do we mean by a mean and median average pay gap?

We are obliged to report our gender pay gap and gender bonus gaps as both mean and median averages.

Our gender pay gap, when shown as a mean average is defined as the sum of all male and female salaries, divided by the number of male and female employees.

Our gender pay gap, when shown as a median average is defined as the middle point of the numerical list of all male and female salaries in the firm.

---

1. Office of National Statistics (2022)

## Our gender pay gap: at a glance



### Gender Pay Gap in hourly pay

**16.4%** **8.7%**  
Mean Median

### Bonus Gender Pay Gap



**11.1%** **21.1%**  
Mean Median

### Proportion of males and females receiving a bonus payment

 **71.1%**  **74.9%**

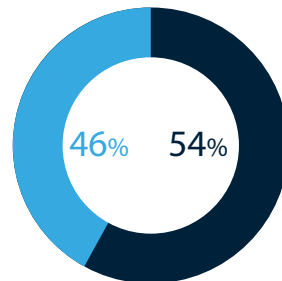
### Employee breakdown

Total employees

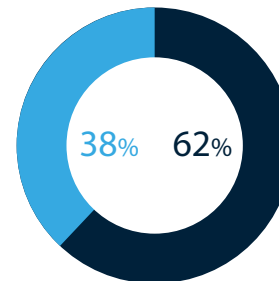
   
**45%** **55%**

### Percentage of employees by quartile

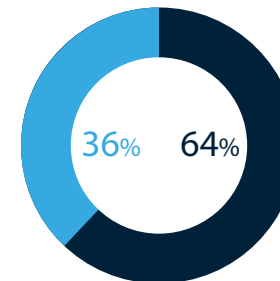
Lower



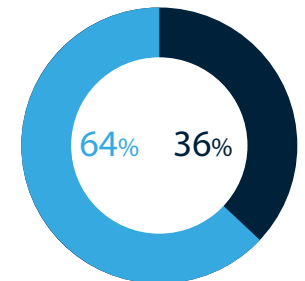
Lower Middle



Upper Middle



Upper



## Detailed analysis

- As of 5 April 2022, we had 335 relevant employees for gender pay gap reporting purposes, comprised of 183 female employees and 152 male employees.
- Whilst our mean gender pay gap has increased slightly by 2.3% percentage points, we are very pleased that our median gender pay gap has reduced by 8.6% points to give us our lowest ever median pay gap. The median is considered to be a more accurate measure of the gender pay gap, as it is not skewed by very low hourly pay or very high hourly pay. Whilst we acknowledge the progress in this area, we are not complacent, and we remain committed to long term strategies to reduce all our pay gaps further.
- We recognise that our gender pay gap is driven by having lower female representation in our most senior roles, however we are confident that all our people are paid fairly for their contribution to Bishop Fleming.
- We continue to use job evaluation to systematically assess all our roles objectively, so we are confident that we satisfy equal pay legislation, and we have equal pay for work of equal value.
- Over the years, the majority of our new women have begun their journey at Bishop Fleming as part of our school leaver or graduate programmes. Their progression is reflected in the gender split of our lower middle and upper middle pay quartiles as more women are developing into more senior roles that attract higher rates of pay. In time, we expect to see improved representation of women in the upper quartile, as the firm continues to support and develop this key talent.
- A key part of our inclusion and diversity (I&D) strategy is to make further progress in gender equality. The strategy is sponsored by two Partners (both are women), and they lead an employee working group who collaborate on focussed plans to support the progression and development of women. A report on our I&D work is submitted to the board each quarter, ensuring that factors which contribute to our gender pay gap are regularly discussed and debated at the most senior level.
- In the first quarter of 2023, we introduced parental coaching programmes in collaboration with the organisation 'How Do You Do It' to support our working parents. This includes group coaching sessions for parents with a focus on balancing the dual roles of career and family, as well individual coaching for women before, during and after maternity leave. We are confident that this support will aid our working parents in achieving success in work and at home, as well as supporting their retention and progression at Bishop Fleming.
- Our Hybrid and Flexible Working Policy continues to encourage our people to work where they work best, taking into account client, firm and team need. It helps our working mothers in particular to achieve the right balance.
- In recognition of what we achieved during the Covid-19 lockdowns and the sacrifices that were endured due to its impact, we paid eligible members of our workforce a discretionary set percentage bonus in May 2021. We have mean and median bonus pay gaps due to a couple of reasons. Firstly, there is a far greater number of part time women in our employee population than part time men, meaning that more women had their discretionary bonus pro-rated. Secondly, the presence of more men in our most senior roles (which attract higher rates of pay) meant that men overall received higher bonus awards.
- We do not pay performance related bonuses; the only bonuses that we would normally pay are to new joiners that are direct hires, referral bonuses to employees who refer candidates that are subsequently appointed, long service awards in recognition of achievement of certain milestones and introductory commission payments in certain circumstances when clients are introduced.



# Improving equal opportunity

## Our achievements

We have taken a number of steps to improve gender diversity and are continually reviewing our working practices to ensure that we are creating a work environment that is inclusive.

- We have an almost balanced number of men (45%) and women (55%).
- We have an inclusive approach to hybrid and flexible working for all of our workforce, which helps to support women and care givers in particular to balance home and work life.
- We have two Partners who sponsor and champion our I&D strategy, supported by a working group of employee volunteers.
- We continue to use job evaluation and benchmarked external data to inform our approach to pay.
- We have gender balanced interview panels for senior promotions and external hires.
- We review our job adverts to ensure that they are gender inclusive.
- We are committed to investing in long term careers within our firm. Over 13% of our firm have at least 10 years' service and over 28% have over five years' service.
- We have a Women's Mentoring Network which connect junior female talent with senior female talent.
- Inclusion and diversity is built into our key accountabilities for our people managers.
- We have introduced a targeted maternity coaching programme to support women to continue to progress in their careers after they become parents. We hope this will contribute to improving the number of women progressing to more senior roles, and therefore narrowing our gender pay gap.

## Our ongoing commitment

- We are committed to reducing our gender pay gap even further.
- We empower our employees to bring their best selves to work.
- We lead by example by demonstrating strong leadership and accountability for equal opportunities.
- We will continue to assess our internal working practices and, where appropriate, make changes to ensure that these are inclusive and allow all of our employees to reach their potential.
- We will promote inclusion and diversity issues in our internal communications.
- We will ensure the recruitment, retention and progression of our people are free from discrimination or unconscious bias in seven key areas: race and ethnicity, gender, sexual orientation, social mobility, religious beliefs, disability and age.
- We aim to reward fairly and equally on the basis of performance and potential.
- We monitor and act on any perceived or actual inequalities.



© Bishop Fleming All rights reserved.

Bishop Fleming is a trading name of Bishop Fleming LLP, a limited liability partnership registered in England and Wales No. OC391282, and Bishop Fleming Bath Limited, a limited company registered in England and Wales No. 07869428. Registered offices: Stratus House, Emperor Way, Exeter Business Park, Exeter, Devon, EX1 3QS. A list of members' names for the LLP is available at the above address.

This report covers data from Bishop Fleming LLP as of 5 April 2022 and is given pursuant to The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and excludes all Partners.

**[bishopfleming.co.uk](http://bishopfleming.co.uk)**

Bath | Bristol | Cheltenham | Exeter | Plymouth | Torquay | Truro | Worcester