## Table of contents

Introduction	5
Gender pay gap reporting – the law	7
Spotlight on gender pay gap data	11
1. Results	11
2. Inadequacies	21
Gender pay gap narratives	23
1. Treatment of partners' pay	24
2. The view from the coalface	27
3. The union view – what employers should be doing	29
4. The view from the Law Society	30
Achieving 100% pay parity	33
1. Barriers to parity	33

2. Closing the gap	35
Good practice in law firms	39
1. The view from a regional firm	39
2. The view from a Magic Circle firm	42
3. The view from a top 20 firm	43
Tackling the gender pay gap – government recommendations	45
1. Understanding the causes	45
2. Policies and practices	47
3. Setting targets	49
4. "What Works" guidance	5C
Conclusion: Has the gender pay gap exercise been worthwhile?	53
1. Views on the ground	53
2. Time for effective action	55
Appendix I. Gender pay gap reporting: overview	57
Appendix II. Gender pay gap reporting: make your calculations	63
Notes	68
Acknowledgements	6 <u>9</u>
About the author	71