



Gender Pay Report 2025

This is the ninth year that we have reported on our gender pay gap. Over the past year, we have continued to invest in measures that reinforce our commitment to pay transparency and continue to improve our people practices, embedding equality, diversity and inclusion (EDI) as we go. This includes changes to our bonus schemes and pay frameworks, improvements in our career pathways across both fee-earning and support roles, and the introduction of our learning framework giving fee earners the right learning at the right stage of their career.

We continue to see encouraging progress against our own measures in recruitment, career progression and flexible working, which are set out below alongside our next steps.

Deborah Brumwell

HR Director

A reminder about what the gender pay gap is

The legal reporting requirements

- Gender pay gap reporting includes six measures with the 'average pay gap' being the one most widely reported.
- The average pay gap is expressed using two calculations - the median and the mean.
- The mean (average of salaries) can be quite skewed as a few very high or very low paid members of staff can affect this number.
- The median (the middle of the distribution) tends to be reported on more widely as it is a truer expression of the experience of the typical man and woman.
- The quartile measure divides the employee population into four. It is expressed as a percentage of gender in each quartile and is used to illustrate gender distribution across different pay levels.
- The average bonus gap is calculated using mean and median.
- The final measure looks at the proportion of women to men receiving a bonus.

The results

The results for 2025 are detailed [HERE](#). The gender pay gap is based on the snapshot date of 5th April 2025.

Our 2025 results show a moderate reduction in the mean pay gap from 28.98% to 23.33%. The median pay gap remains stable at 32.30%. Please note the salary used in these calculations does not include the proportion of your salary that you sacrifice (e.g. childcare vouchers/ pension/electric vehicles etc.) which can skew this statutory measure.

The gender distribution across pay quartiles remains broadly consistent with previous years, with women continuing to represent a higher proportion of the workforce in each quartile. Typically, the salaries of support staff and junior fee earning roles are in the lower quartiles. The improvements we have made in the career structures and pay bands for these staff (e.g. introduction of senior paralegal role) are starting to have a positive impact on the gender pay gap at this level.

This is the first time that the annual bonus scheme (paid in May 2024) has been included in the numbers since its introduction. The mean bonus pay gap for 2025 is 33.26% and the median is 29.43%, an increase from 2024.

Previously the bonuses that formed part of this calculation were based on an admin bonus scheme that paid a flat percentage to support staff and ad-hoc discretionary awards for fee earners. The new bonus scheme has brought structure, transparency and an increased bonus opportunity for all staff (c£7 million has been paid in bonuses since its introduction).

Our bonus scheme is based on a percentage of basic pay and as such it is expected that the bonus pay gap will mirror the gender pay gap. This issue is compounded when considering part-time workers who have a pro-rated basic salary (93% of part time workers in the report are female and of these only 33% are in more senior roles).

Whilst the median bonus pay gap is 29%, we are pleased to report the proportion of men and women receiving a bonus remains balanced, with 87.73% of women and 88.78% of men receiving a bonus in 2025. The distribution of bonus between men and women is also evenly balanced by team/level. By means of illustration for teams on target that had a 10% bonus opportunity in 2024 the average bonus award for both females and males was c7%.

Progress against our own measures

The statutory measures show the pay gap at a point in time, but we go beyond this to look at the actions that drive long-term change, which is why we also track progress against our own measures in recruitment, progression, and flexible working.

Recruitment

- The focus on 'direct' (non-agency) recruitment has a positive effect on the gender representation of hires across both partner and non-partner roles. It is particularly noteworthy that the number of female partner hires has more than doubled since last year.
- We continue to prioritise direct recruitment and last year we introduced a dedicated recruitment service for legal support and non-qualified fee-earning roles (91% of these vacancies were filled directly last year).

Promotions/Progression

- We believe that the work of the Promotion Consideration Group (PCG) is having an impact on the gender balance of partner promotions. The approach taken by this group is more developmental as candidates are supported in the year of promotion, building their confidence, and giving them space to discuss development gaps and career challenges. It is widely understood that this type of approach is more encouraging for women to put themselves forward for promotion. In April 2025 twice as many women as men were promoted to Partner (Salaried and Equity).
- In 2024/25 we introduced a new appraisal process which gave individuals the opportunity to express an interest in having a dedicated career conversation.
- In addition, we launched a new learning framework to ensure colleagues receive the right training at the right time, building the skills they need both now and for the future. This framework includes a supervision programme, which focuses on equipping supervisors to effectively manage people as they develop out their careers.
- We are also providing additional support for junior lawyers pursuing the SQE professional qualifications via study leave and funding.
- In April 2025 we saw 15 promotions within support functions, and more fee earner promotions for colleagues with professional qualifications other than solicitor. This demonstrates the growing importance of career pathways outside traditional fee-earner routes for the firm.
- We continue to use mentoring as a valuable part of our career pathways. Our mentoring provision has expanded for our 0-3 PQE population with group and individual mentoring now available.
- Finally, we introduced maternity mentoring to support parents to return to work and manage their careers at a pace that suits them.

Part time/Flexible working

- Part-time and flexible working arrangements increased from 21% to 27% across all fee-earning levels, with the most significant rise among salaried partners. This demonstrates our commitment to providing people with flexibility to balance their home life with their career.
- We also enhanced our benefits offering by increasing the minimum holiday entitlement to 28 days and increasing paternity leave to three weeks at full pay, supporting working parents by increasing flexibility at all career stages.



Next Steps

Recruitment

- We are introducing an improved internal trainee assessment process with a new testing approach using HCR benchmarks.
- We will use social media campaigns to extend our online presence and attract direct candidates.
- The recruitment team will work closely with Heads of Teams and Offices to support local recruitment campaigns not only for newer offices but also developing our pipeline of junior lawyers.

Promotion/Progression

- We will ensure partners and colleagues at all levels have the tools and information needed to plan their careers. This will include information on routes to qualification, psychometric profiling/testing and a focus on personal development alongside technical learning.
- We will introduce a learning framework for support staff and group services; more structured learning plans tailored by role and level, to ensure colleagues receive the right learning at the right stage of their career. These plans will provide role-relevant learning that build core competence and equip individuals with the skills they need now and in the future.
- We will be investing in solicitor/graduate solicitor apprenticeships and are committed to sponsoring up to 4 every other year.

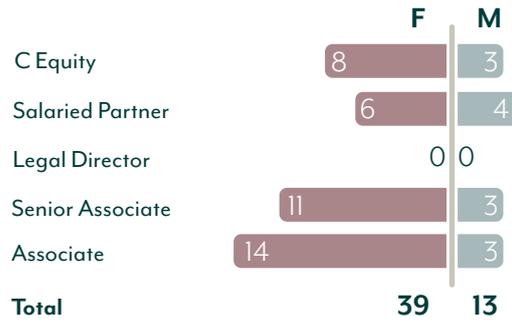
Flexible working

- We will continue to review our family-friendly policies to ensure they remain fit for purpose.
- We will further strengthen our return-to-work approach, including more structured re-onboarding for colleagues returning from extended periods of leave. We will make better use of technology to improve access to information, learning and career frameworks.

Recruitment

Number of Hires		
	Partners	Other
F	11	162
M	6	54

Career Progression



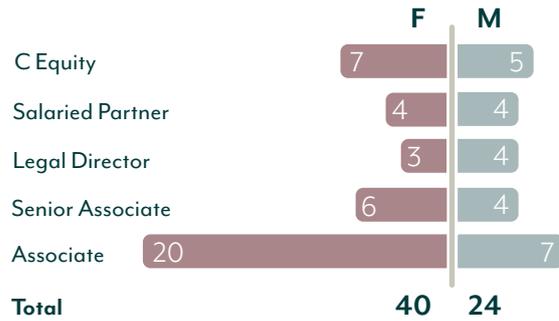
Part time working



Recruitment

Number of Hires		
	Partners	Other
F	5	113
M	7	35

Career Progression



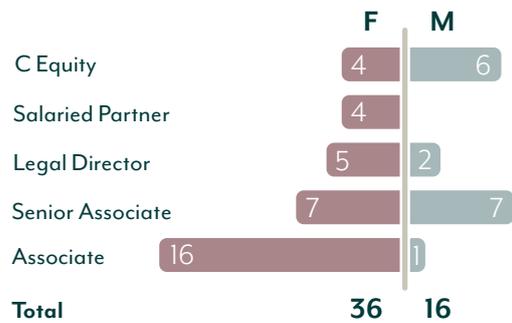
Part time working



Recruitment

Number of Hires		
	Partners	Other
F	2	115
M	3	50

Career Progression



Part time working

