

Spotlight on the Pay Gap 2025





This year, I'm incredibly proud to share that the median gender pay gap has narrowed again, which is testament to a lot of hard work and how we are embracing change.



It's my privilege to present this year's Pay Gap Report to you. What an exciting time for Freeths! 2025 saw the launch of our new firm strategy: One firm. One future 2030. Our core purpose weaves a human touch through every strategic element: "Unlocking possibilities through the power of law, with people at heart."

This is what it means to us to be a Responsible Business: Using our skills and resources to have a net positive impact on colleagues, clients, climate and communities.

Seeing that come to life across the firm – where people from every background truly feel they belong and can thrive – is something we care deeply about. Pay gap reporting is one of many ways to understand who we are as a firm and how we can make meaningful, positive

changes to support a truly diverse and inclusive workforce.

This year, I'm incredibly proud to share that the median gender pay gap has narrowed again, which is testament to a lot of hard work and how we are embracing change. Looking back, we've closed the gap by almost 11 percentage points since 2023. The bonus gap for

discretionary bonuses is 0% for both gender and ethnicity, and we've narrowed the median gender pay gap and bonus gap for our members too.

We recognise that we've got more to do to grow and retain ethnic diversity at all levels of the firm. We've started to map out a Race Equity Action Project to get underneath any issues which may be

impacting our workforce composition and take actions to influence the picture.

We understand there is still a way to go and there are no quick fixes. Genuine, values-led change requires patience and steady commitment, and we're here for it!

**Philippa Dempster,
Senior Partner**



Courage and healthy disruption

“ I joined Freeths in July 2025 as our first Chief People Officer and, from the outset, I wanted to get underneath the pay gap information and make sure we were focusing our attention in the right places to make a difference.

Without data, decisions can easily rely on instinct – and that’s not always the best guide. But we need to be clear on what the pay gap data does and doesn’t tell us.

To answer the real question of why we have a pay gap, we need to look beyond hourly pay to understand our workforce composition at all levels of the firm, as well as listening to colleagues’ lived experiences to identify bold actions with big impact. We are also looking at practices elsewhere to gather broader insight as to what is working well to attract, develop and retain diverse talent.

Sustainable progress is about combining a data-informed approach with a human touch. We have an increasingly diverse mix of people across the firm, and we need to keep creating an environment where everyone feels able to be themselves and able to perform at their best.

Change is already happening at Freeths, and to shift up a gear takes courage and healthy disruption. When I joined the firm, everyone I spoke to had a clear vision for the future and the appetite to do what it takes. That is what resonated with me, and I am thrilled to be working alongside them and playing my part as Chief People Officer.”

Chris Oglethorpe
Chief People Officer



Sustainable progress is about combining a data-informed approach with a human touch”



Introduction

Each financial year, we are required to report our gender pay gap data to the government.

For Freeths, this isn't just about complying with a legal requirement. Pay gap reporting is a valuable opportunity to share insights into our workforce composition, celebrating where diversity thrives and identifying areas needing deeper analysis.

To give the fullest picture of our workforce and pipeline, we also publish our ethnicity pay gap data for employees and our gender pay gap for members. Although these datasets are smaller and it's hard to draw definitive conclusions, transparency matters to us.

Our sample group may be too small to publish reliable information about the ethnicity pay gap at member level, but

we do review findings internally to help share our work in this area and are keen to see this population grow.

We want to stay accountable to our colleagues and clients, so alongside our observations and insights on the data, we also share progress on existing commitments to close the gaps, as well as areas for future focus.

Hopefully, this report will answer any questions you have about the pay gap at Freeths, but if not, just get in touch with us.



Things to bear in mind as you read this report

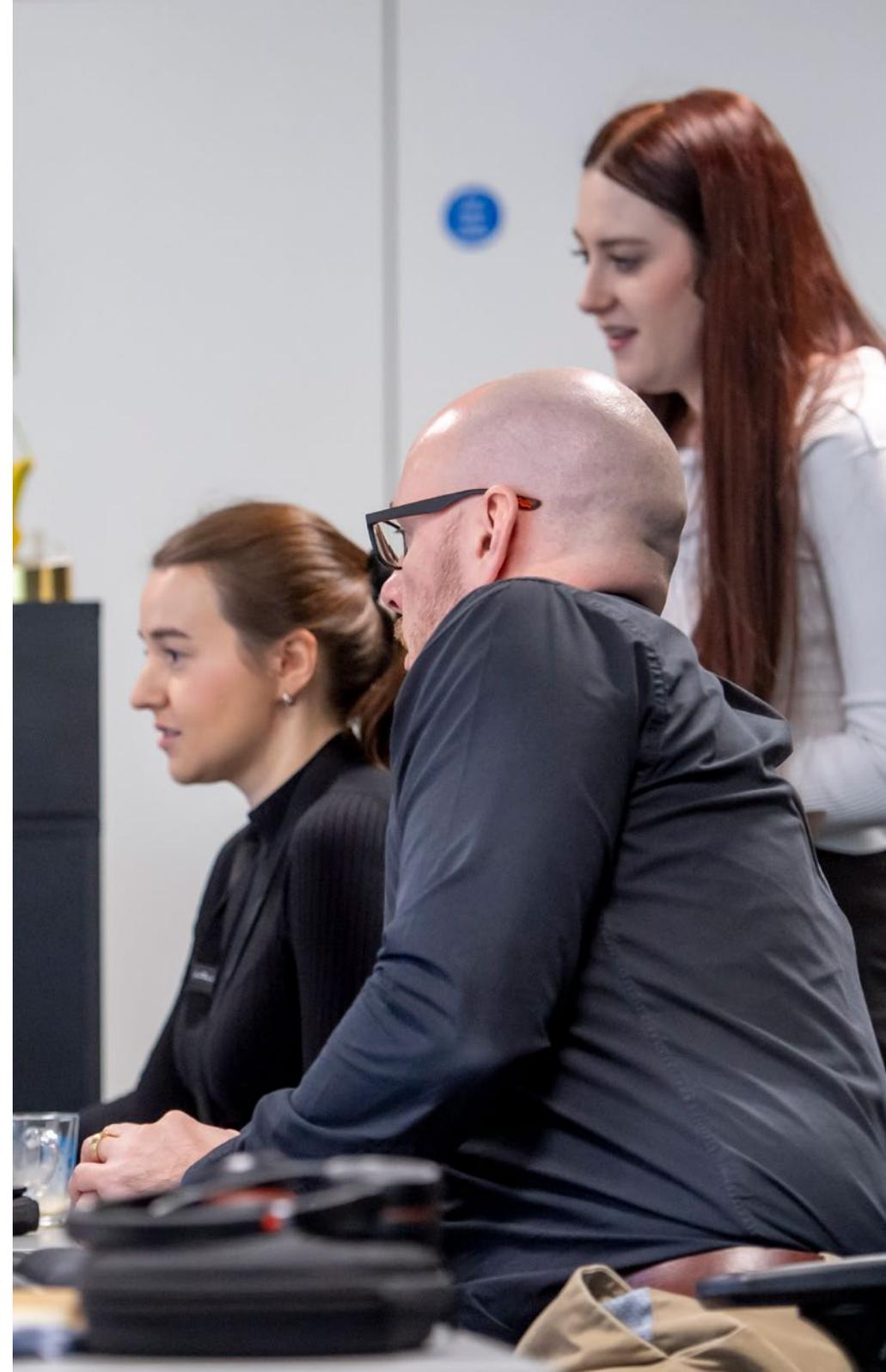
This report focuses on the median average only, simply to give us a consistent measure of progress, as the median and mean averages can sometimes appear to tell a conflicting story.

The median is considered more reliable than the mean average for pay gap analysis, as there is less scope for outliers (unusually high or low earners) to skew the overall picture.

Mean averages are viewable on the government Gender Pay Gap website, as per our statutory responsibility. We are happy to share mean averages for non-statutory pay gaps (ethnicity pay gap and members' gender pay gap) – just get in touch if you want to know more.

We recognise that pay gap reporting is based on the sex registered on our HR systems and does not make visible the experiences of non-binary colleagues. We work closely with our Shine (LGBTQ+) employee network to ensure all colleagues have the opportunity to share their experiences of career progression at Freeths.

Please note that numbers appearing in brackets denote a negative pay gap.





Which groups of colleagues do we report on?



Employees

This includes anyone in a salaried position within Freeths, up to and including directors.



Members

This refers to our partners, including our fixed-share 'preferred' partners and full-equity, 'ordinary' partners. They are self-employed members of a Limited Liability Partnership.

Members are **excluded** from the employee data and reported separately.



Further disaggregation

Where we are able to break down the employee cohort further:

Lawyers refers to qualified and not-yet-qualified fee earners.

Business Support refers to all employees who work to support the infrastructure of the firm, such as HR, IT and Finance. Legal secretaries are included in this cohort.



Pay gap vs equal pay

By law, men and women must receive equal pay for doing 'equal work'. This is work that equal pay law classes as the same, similar, equivalent or of equal value.

Pay gap reporting does not audit compliance with the 'equal pay' duty.

Statutory pay gap reporting looks at the average hourly pay of men and women across the whole firm. If men are more likely to be in senior roles and women in junior ones, the average pay will be higher for men. It's really a snapshot of diversity at different levels, not whether men and women are paid the same for the same job.

Within our firm, and across the UK legal sector, more women are employed in junior legal and administrative roles, and more men are employed in senior/partnership roles. This imbalance creates a gender pay gap.

Learn the Way to Sustainability

Our comprehensive tool will provide you with a detailed current ESG performance. When you finish, you will receive a personalized report highlighting key areas for improvement.



FREETHS

In a nutshell



We are pleased to report...

Our employee median gender pay gap has narrowed to

24.6%

from 28.3%

When adjusted to account for part-time status, the employee median gender bonus gap has narrowed to

25.6%

from 28.6%

The members' median gender pay gap has narrowed to

19%

from 21.7%

Had all employees on parental leave been included in the calculations, the pay gap would be

18.4%

This is the equivalent of almost halving the gap since 2023



When we look at the discretionary bonus in isolation, the median gap is

0%

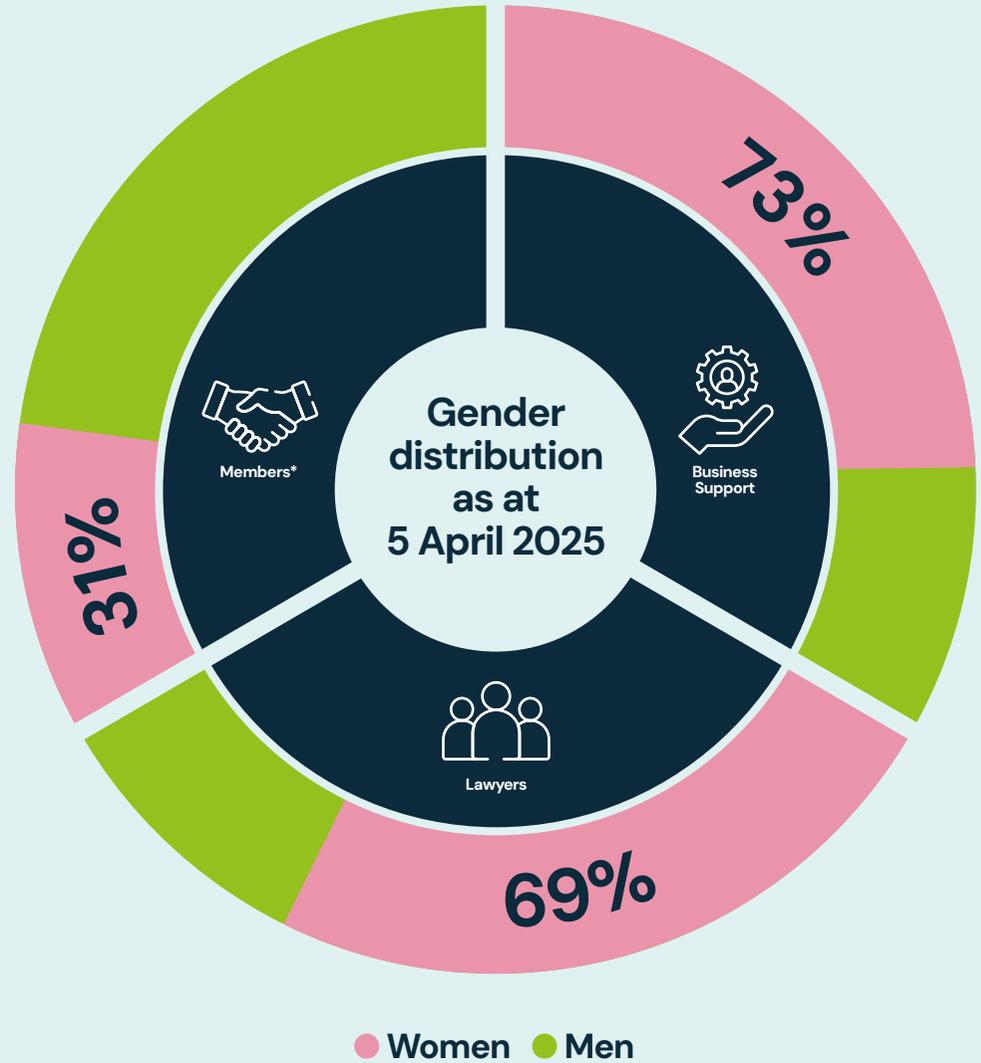
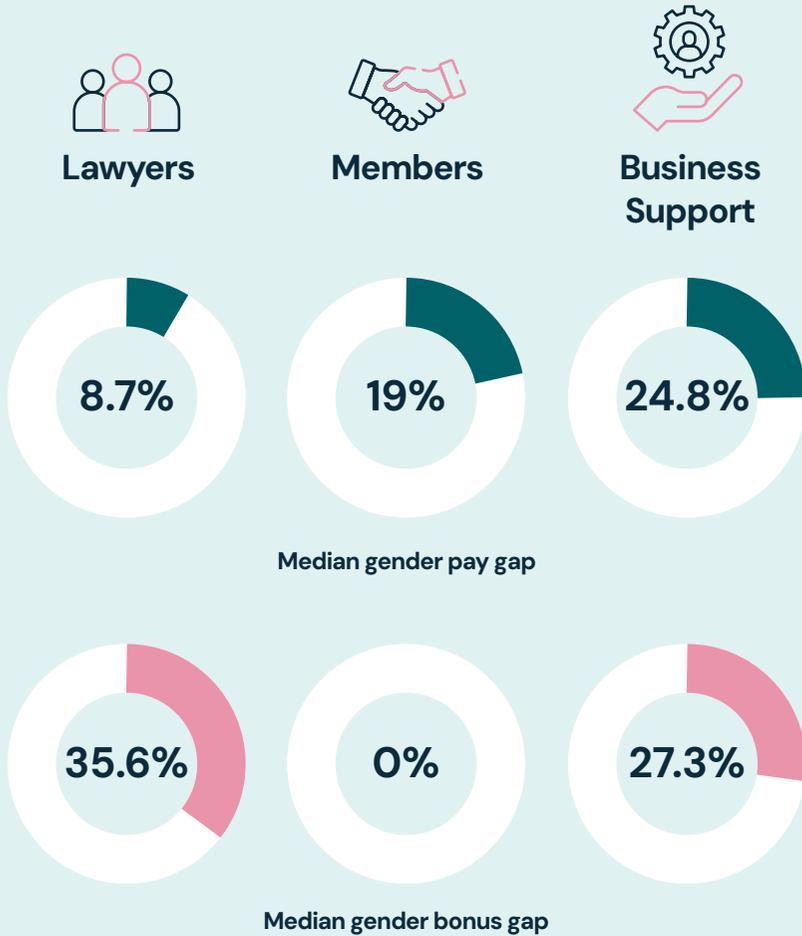


The members' median gender bonus gap is

0%

At a glance

Here are the median gender pay gaps and bonus gaps for different job families. You can also see the gender diversity in those job families. Please see page 18 for our observations on our gender bonus gap.



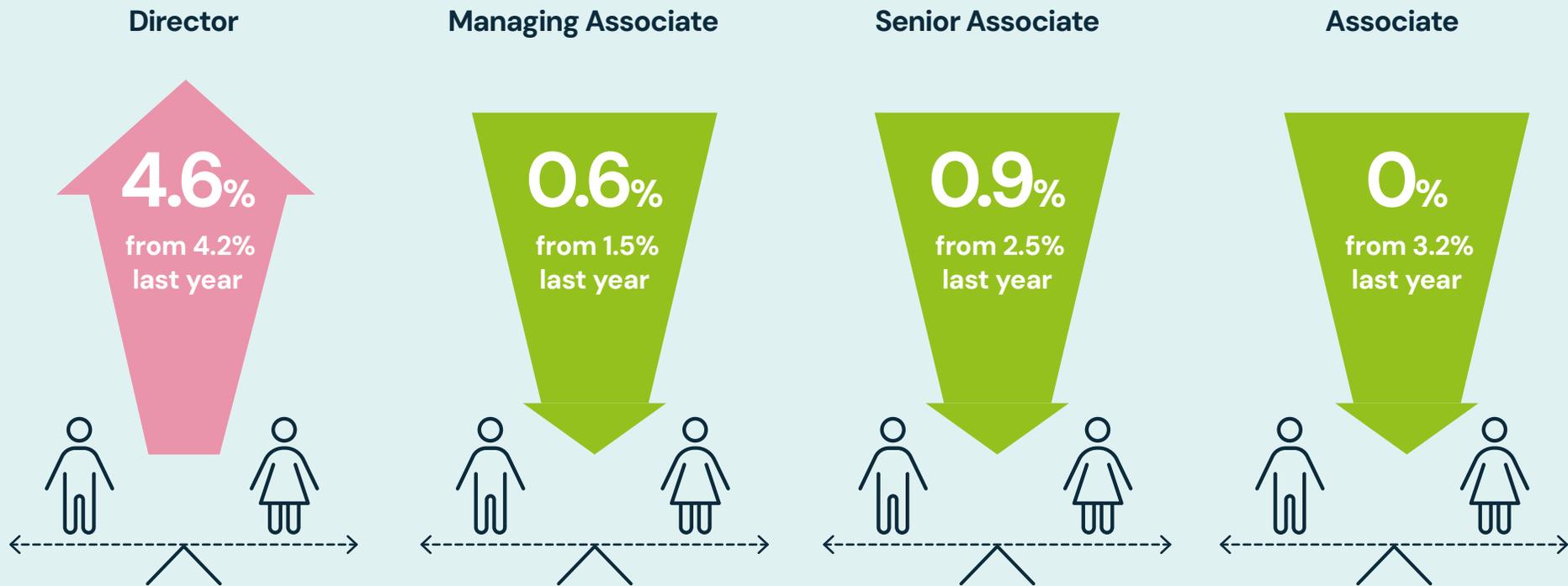
*Including directors, our senior leadership pool (members and directors) is 39% women.

At a glance

Last year we published our pay gaps for each job family. The table here shows how that sits this year. The overall pay gap for lawyers of 8.7% is simply a feature of having fewer women in senior roles – something we are working to address. In Business Support, the picture is different. While the root cause of the pay gap is the same – having fewer women in senior roles – the career pipeline is harder to address given the breadth of roles and the smaller number of senior-level opportunities. You can read about what we’re doing to shift the dial on page 36.



Median gender pay gap by role



“

Reading the Gender Pay Gap Report each year can feel emotive – on the face of it, there just shouldn't be a gap. But stepping back, positive career paths are about choice and open opportunity for all talent. That is what this shows; a significantly closing gap and strong trajectory for women in our partnership, and each person's choice in how and when we progress our careers (data doesn't report choice or flexibility). At Freeths, our talent thrives because we all create an environment that nurtures confidence – if we feel confident, we can thrive. Well done to everyone at Freeths for playing a daily part in creating that culture.”

**Emily Settle, Partner and
Head of International**



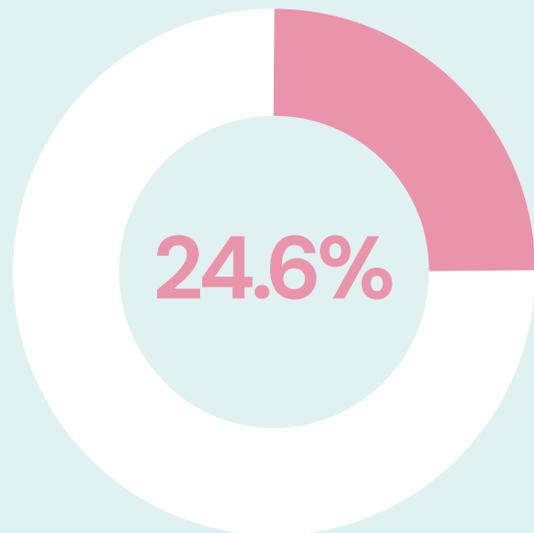
A photograph of three women in business attire collaborating in a modern office. One woman is leaning over a laptop, while the other two are looking at the screen. The office has large windows and indoor plants.

Employees and the gender pay gap

Employees

The gap is narrowing year on year.

Median gender pay gap



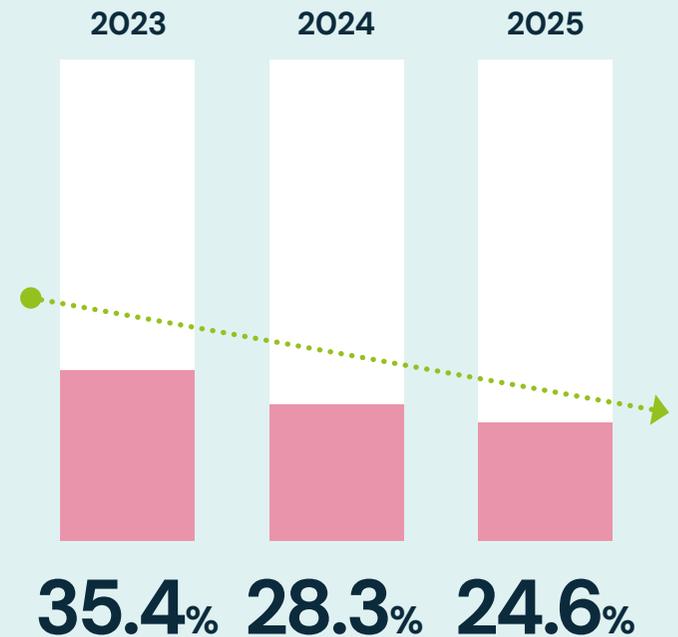
The gap has narrowed by

3.7%
from last year

10.8%
since 2023



Employee median gender pay gap



Our employee gender ratio is 71% women to 29% men.

Understanding the employee pay gap

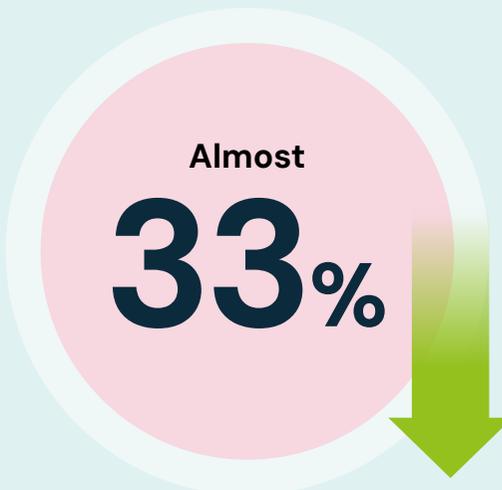
We are happy to report that the gap has narrowed by 3.7 percentage points from 28.3% last year, representing a



30 women were on parental leave and, in line with government guidelines, were excluded from the calculations. 25 of those had upper-quartile pay rates. Had all employees on parental leave been included in the calculations, the pay gap would be 18.4%. This is the equivalent of almost halving the gap since 2023.*

*52% of what the median gap was in 2023 (35.4%), and around 60% of what the median gap was when adjusted for parental leave (31.2%)

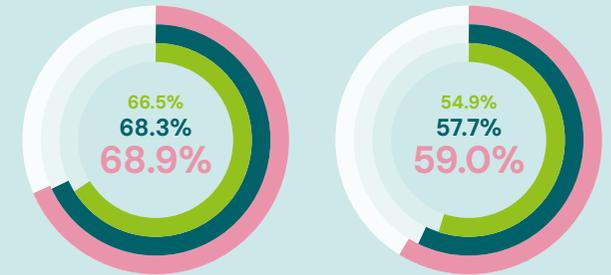
Looking back further, we're delighted to see the gap has narrowed by around a third since 2023, which is a strong, downward trend.



Lower quartile

Lower middle quartile

● 2025 ● 2024 ● 2023



Upper middle quartile

Upper quartile

Gender diversity in each pay quartile

It's positive to see the increasing proportion of women in the upper pay quartiles, which is testament to all the work we are doing to increase gender equity in our pipeline.

While the proportion of women in both upper pay quartiles has increased each year, the proportion of women in the lower quartile has also increased, which explains why the difference in average hourly pay persists.

“

I feel that the firm is really trying (and achieving its aim) to support women who want a family and don't want to compromise on their career. Freeths' Maternity Leave Policy has enabled me to take a full and fruitful six months away from work with each of my children without financial worry. The temporary reduced targets for returners have eased the pressure when getting back to grips with juggling busy working life and busy home life. This in turn, I believe, helps to positively improve the gender pay gap and help accelerate women reaching those top-level positions (if that is what they want). Whereas in previous times or other firms, there is often a choice between motherhood and women reaching senior positions – something many of our male counterparts may never even have to contemplate. The Balance Network has established a valuable place in the firm and further seeks to address gender equity issues at all levels, working closely with colleagues and having a direct dialogue with HR and senior management to action genuine change.”

**Hannah Mutch, Managing Associate
and Balance Network Co-Chair**



Employee bonuses

When the bonus gap is adjusted to account for part-time status, it reflects the hourly pay gap. However, the discretionary bonus gap is 0%.

Median employee bonus gap

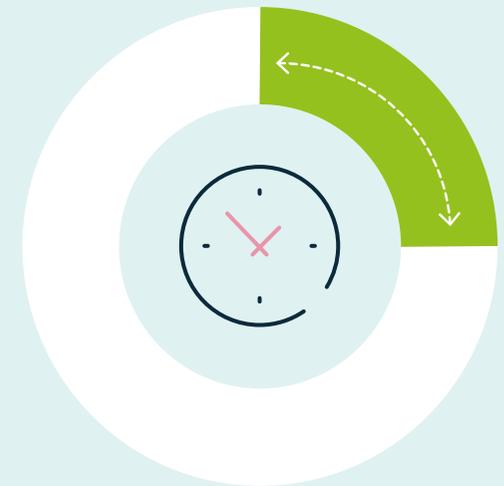


32.9%

The gap has increased by



Median bonus gap when adjusted to account for part-time status



25.6%

Understanding the employee bonus pay gap

The overall bonus figures include contractual, firm-wide and discretionary bonuses.

- The bonuses included in the calculations are a combination of firm-wide bonuses, discretionary bonuses and a very small number of contractual bonuses.
- The proportion of men and women receiving a bonus payment was broadly the same (81.7% and 80.8% respectively).
- Freeths offers an annual firm-wide bonus to all colleagues as a percentage of their annual pay. As this represents the largest proportion of bonuses awarded, we might expect the combined bonus gap to broadly reflect the hourly pay gap.
- However, we are proud to be a firm that embraces flexible and part-time working at all levels, so firm-wide bonuses are pro-rated in line with a person's working hours. What does this mean? At first glance, the combined bonus gap appears higher than the hourly pay gap, but when adjusted to account for part-time status (by calculating the amount of bonus a part-time person would have received if they were full time), the bonus gap more closely reflects the hourly pay gap.
- We are delighted to report that, when we look at discretionary bonuses in isolation, the gap is 0%.

Discretionary
bonuses in
isolation

0%



“

The Balance Network is dedicated to improving gender equity. The network has become a credible, critical friend to the firm. Our feedback has resulted in tangible change, such as the improved Promotion Pathway, an enhanced Check-in conversation template, and discretionary bonus clarity. I am really pleased to see that the discretionary bonus gap is now 0%.”

**Sophie Lloyd, Associate and
Balance Network Co-Chair**





We know that part-time status has a huge impact on our bonus gap, and we won't stop supporting part-time colleagues to progress in their careers. We offer all kinds of flexible working and pride ourselves on being family friendly. We even made the Working Families Top 30 this year, with support from our brilliant Parents and Carers Network!

Our network will continue to share experiences, provide a safe listening space for feedback and welcome ideas within the firm to make sure women, whatever their work pattern, have a fair opportunity to progress. And, on that note, I'm proud to share that our network has been shortlisted for a Legal 500 Award for Best Internal Support Network of the Year!"

**Katie England, Associate Director and
Parents and Carers Network Co-Chair**



A photograph of two women sitting at a wooden table in a meeting room. The woman on the left is Black, with her hair in a ponytail, wearing a black and white patterned sleeveless top. She is looking towards the other woman. The woman on the right is white, with blonde hair, wearing a white t-shirt and a dark vest. She has several tattoos on her arms and is looking back at the first woman. There are laptops, a smartphone, and a green plant on the table. A large screen with a camera is on the wall behind them.

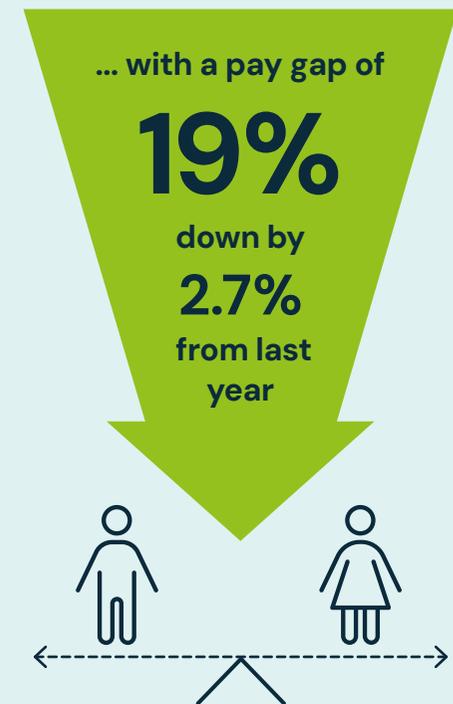
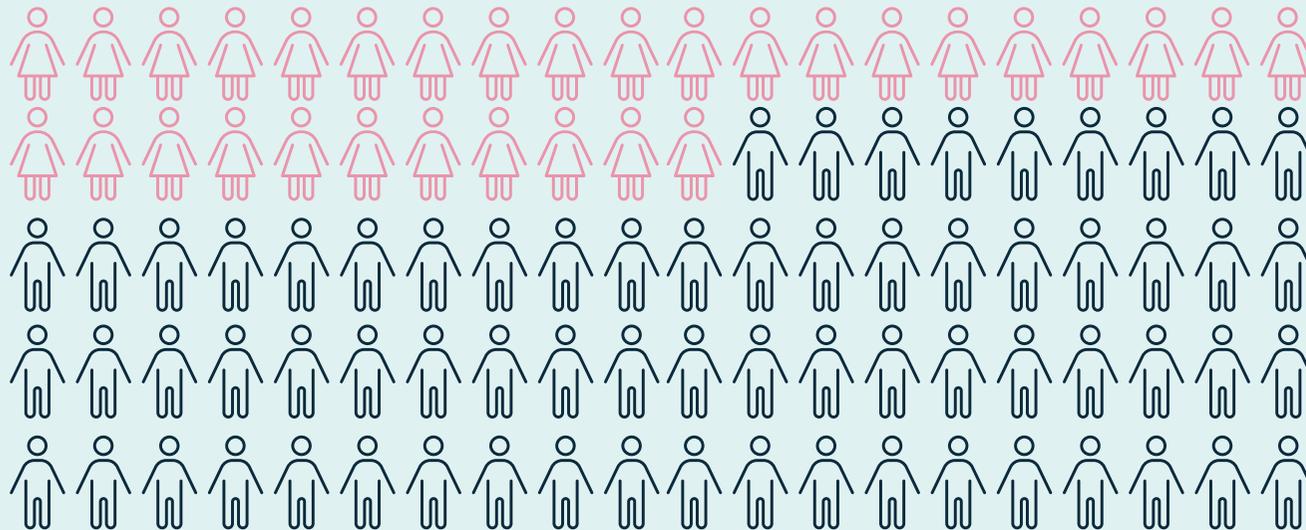
**Members and the
gender pay gap**

Members

The pay gap is steadily narrowing each year. The growing pipeline of women will take time to progress through to the upper quartiles.

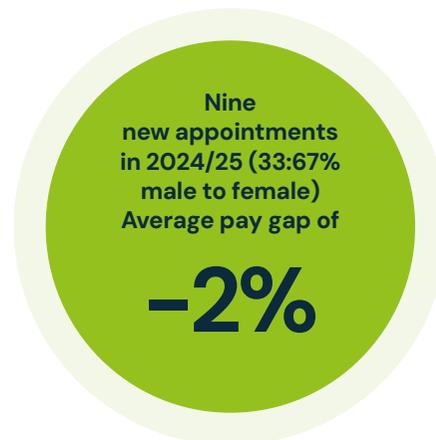
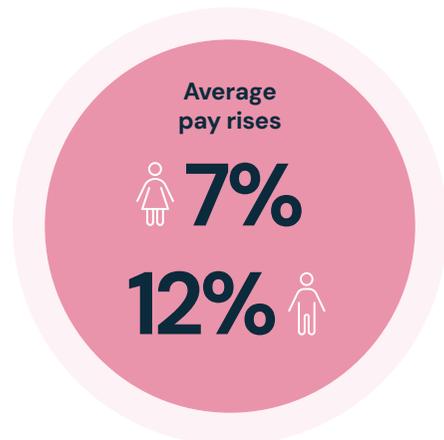
Median gender pay gap

There are 183 members, of which **31%** are women...



Understanding the member pay gap

- The members' gender pay gap is primarily due to the higher proportion of women in the lower pay quartiles (43% women) compared to the upper pay quartiles (19% women). This is an inevitable consequence of our efforts to support more women to progress into the partnership.
- Average pay rises during the year were 7% for women compared to 12% for men. However, there were nine new appointments in 2024/25, split 33:67% women to men, with an average pay gap of -2%.



“

Throughout my journey at Freeths, since joining at 1 PQE, I have consistently felt supported and empowered in my career progression, culminating in my promotion to Partner in April 2025. This reflects real progress, and while we shouldn't underestimate how far we've come as a firm, I'm encouraged by our collective commitment to go further. We're not just acknowledging the gap, we're actively closing it, and that gives me genuine confidence in our future.”

Jade Flint, Partner



Member bonuses

There is no evidence of systemic gender bias in this year's bonus distribution.

Median member
bonus gap



34%

of bonuses were paid to women. By value, women were paid 33% of bonuses. The closeness of these two figures results in a 0% pay gap



Due to small sample size, the median bonus is highly sensitive to small changes and does not provide a meaningful year-on-year comparison. That said, the pendulum swing of the gap from 0% in 2023, to 33.3% in 2024 and back to 0% in 2025 does indicate that there is no systemic bias, and that bonuses are consistently awarded on the basis of performance, regardless of gender.

A woman with long brown hair, wearing a green blazer and a white top, is seated at a white round table in a call center. She is wearing a headset and looking at a silver laptop. A blue water bottle is on the table next to the laptop. The background shows a glass wall with a framed picture of water. The text 'Employees and the ethnicity pay gap' is overlaid in the bottom left corner.

**Employees and the
ethnicity pay gap**

Understanding the employee ethnicity pay gap

The relatively small sample means that any changes in quartile distribution have a bigger impact on the median pay gap, and this is the reason for the slight increase this year.

The pay gap is caused primarily by a lower proportion of Black, Asian and mixed-heritage employees in the upper pay quartiles (13.3%) compared to the lower pay quartiles (16.8%).

We know we have more to do in ensuring that we are attracting a strong diversity of candidates and our recruitment practices are consistently inclusive. This

is a key priority for us, along with a detailed analysis of progression, retention and colleague experiences, to help us understand how to achieve better parity of representation at all levels of the firm. This year, we are working with our REACH and Rise employee networks to initiate a Race Equity Action Plan, which will start with a deep dive into our data and engage colleague voices to guide our priorities.



Employees

The ethnicity pay gap is lower than our gender pay gap, but is not narrowing in the same way.

Median pay gap

19.3%

The gap has increased by

2.2%

from 17.1% last year

15% of our employees have told us they are of Black, Asian or mixed heritage

Workforce composition and why it matters

The changing profile of ethnicity across pay quartiles since 2023



It's important to note that diversity in the upper quartile (our highest earners) is improving each year. When we look at the number of people, rather than percentage points, the headcount has increased by 50% since 2023.

The number of ethnically diverse colleagues in the upper middle quartile is actually higher than in 2024 and just

one fewer than in 2023. However, the white population in this employee group has grown faster, resulting in the reduction in overall ethnic diversity that you can see on the graph.

The Race Equity Action Plan will seek to understand and influence this picture, with a new level of transparency and accountability.



It is gratifying to see marginal improvements in relation to ethnic diversity in senior roles and the ethnicity pay gap, noting the small sample size. What excites me even more though is what we are going to do next. The two points of focus for the year ahead (and beyond); the refinement and improvement of our recruitment practices, and the development and delivery of the Race Equity Action Plan, sit right at the heart of the values of the Rise Network and we have no doubt that by all working together we will make significant progress in the near future."

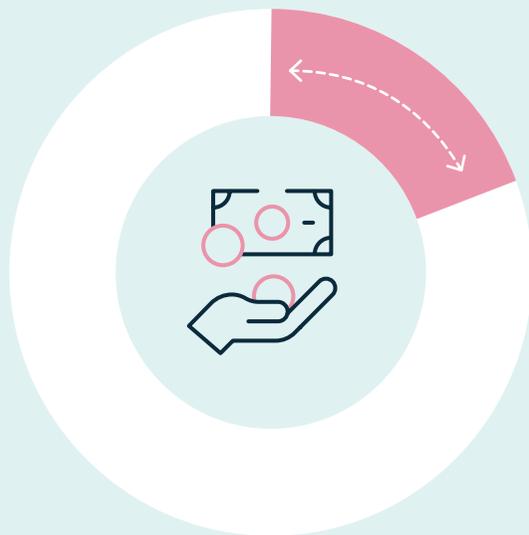
Alex Brown, Associate and Rise Network Co-Chair



Employee bonuses

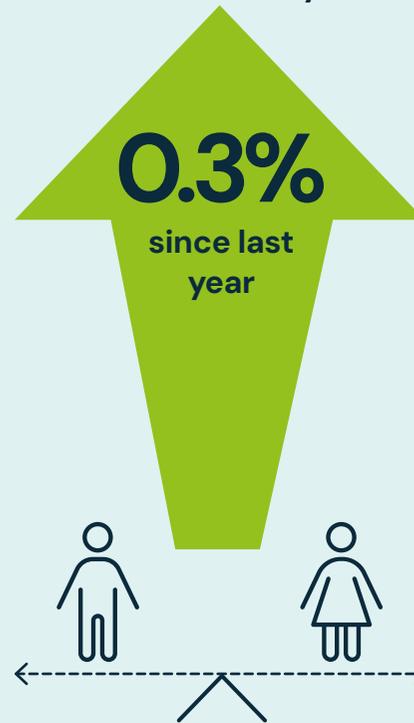
77.4% of Black, Asian and mixed-heritage employees received a bonus, compared with 81.4% of white employees. The ethnicity bonus gap for employees is significantly reduced when adjusted to account for part-time working.

Median employee bonus gap



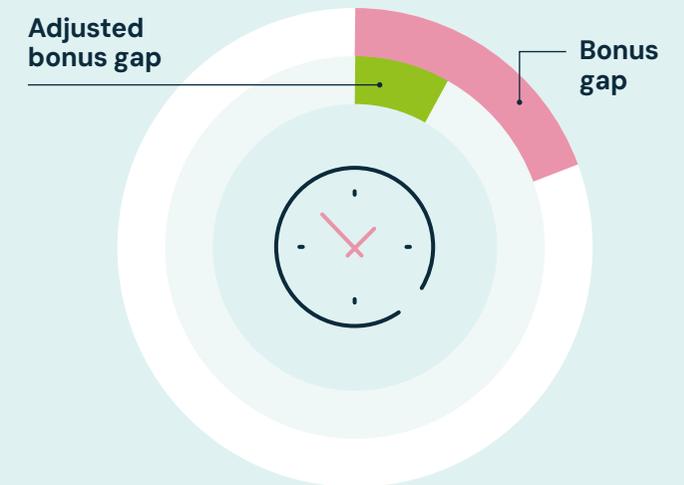
19.1%

The ethnicity bonus gap has increased by



0.3%
since last year

Median employee bonus gap when adjusted to account for part-time status



Adjusted bonus gap

Bonus gap

7.9%



Understanding the employee bonus gap

- Bonuses included in the calculations are a combination of firm-wide bonuses, discretionary bonuses and a very small number of contractual bonuses.
- 77.4% of Black, Asian and mixed-heritage employees received a bonus, compared with 81.4% of white employees.
- 120 Black, Asian and mixed-heritage employees were paid a bonus, being 15% of bonuses paid by number. By value, however, they received 12% of bonuses. This disparity between number and value gives rise to the bonus gap.
- However, firm-wide bonuses are a percentage of pay. When bonuses for part-time colleagues are adjusted to reflect the full-time equivalent, the combined bonus gap narrows to 7.9%.
- Looking at firm-wide bonuses in isolation, the median gap is 3.5%, which is attributable to having more ethnic diversity in lower quartiles.
- We are delighted to report that, when we look at discretionary bonuses in isolation, the gap is 0%. However, only 15.6% of Black, Asian and mixed-heritage employees were awarded a discretionary bonus, compared with 23.3% of white employees.



“

It is pleasing to note the improved ethnic diversity in the upper quartiles of the firm as indicating positive change, and that the diversity in the lowest quartile of our partnership has increased from 10% to 13%. Gradual change in the right direction is to be welcomed. Even though it is only gradual, we recognise that the journey is an ongoing one. The Rise Network supports efforts to promote and understand the diversity of the firm and to record the way this changes, as we continue to try to reflect the communities we serve and sustain an inclusive culture.”

Nigel Gardner, Partner and Rise Network Co-Chair



Clickshare

Step 1

Plug in the Clickshare Dongle (there is an adapter in the box) into the USB-A connector on your computer (you may need a USB-A to USB-C adapter).

Step 2

The Dongle will flash with a red light once it lights up. Press the button on the dongle and connect it to the TV screen.

FREETHS



Closing the gap

Daily life at Freeths

We've achieved the Gold Investors in People award, which is a reflection of our daily work to support inclusion and progression at Freeths. Here's is a snapshot of what we've been up to over the past 12 months.



Growing talent

- Promotion Pathway sessions were delivered to 38 colleagues, providing an opportunity for employees to get peer-led advice and guidance. For the first time, we included specific considerations for part-time colleagues and colleagues who deliver value in ways other than billing. We also developed a Line Manager Toolkit for part-time colleagues, to sit alongside our Check-in conversation resources and support career conversations.
- We've completed our third year of working with heads of department to ensure promotion shortlists reflect the eligible application pool.
- Our leadership programmes grew from 27 to 45 places investing in 27 colleagues, of which 52% were women and 21% were Asian/Asian British or mixed heritage. We will seek to ensure our Black colleagues are accessing development opportunities alongside their peers in the coming year.
- This year's mentoring programme attracted 23 mentees, of which 92% were women and 21% were Black, Asian or mixed heritage.
- We have continued to make sure all our promotion interview panels (for directors and members) are gender and ethnicity balanced, to the largest extent possible.



Shining a light on role models

- We have delivered a 'Part-time, Full Power' campaign spotlighting a broad range of role models who work different hours and patterns, sharing what makes it work, showcasing their career successes and proving that part-time progression is not just possible, it's well supported. The case studies gained over 2,000 views in six months.
- We have continued our successful Follow My Lead podcast series, showcasing role models from under-represented backgrounds, with 2,111 engagements last year. We have been busy recording and preparing the next round of monthly podcasts in the series, which will be released each month in the 2026/27 financial year.
- We have continued our sponsorship and active involvement with the Women of the Year Awards.



Belonging, peer support and stakeholder engagement

- Our Balance Network (gender equity) continues to be our largest network. In the past year, it has been instrumental in shaping updates to our Promotion Pathway and Check-in conversations.
- Our REACH and Rise Networks collaborated through listening and reflection sessions, providing a supportive space for colleagues to connect and unite against hate, xenophobia, racism and religious hostilities during a time of societal division. The sessions were warmly received by colleagues and resulted in important actions, such as developing a shared approach to how, when and what our senior leaders communicate during times of unrest.
- Our Menopause Community transitioned into a Menopause Network, gaining 50 members within its first few months.
- Our Parents and Carers Network, as our second-largest network, was a key partner in helping Freeths to reach the Working Families Top 30 and to achieve the Tommy's Pregnancy and Parenting at Work Champion Award. It continues to provide peer support and to curate access to professional, external advice on key issues for its members.



Developing transparency in our practices

- We set up a Diversity Action Group (DAG) and EDI Steering Group to establish regular data monitoring, accountability on agreed actions and open discussions with key stakeholders. Both groups meet quarterly, the DAG feeding into the EDI Steering Group, and the Steering Group reporting to the Responsible Business Committee.
- We have further developed our data dashboard to support quarterly reporting, monitoring and discussion by the DAG and EDI Steering Group.



Future talent

- We continue to make focused efforts to attract a diverse body of young people to kickstart their careers with us. Find [@freethsfuturetalent](#) on Instagram to see more!

Looking back: Last year's commitments

We said: We would address issues of clarity and transparency in relation to discretionary bonuses.

We have: Held a series of workshops with heads of department to co-create shared principles in the allocation of discretionary bonuses.

The result is clear guidance in relation to the process, setting out what good looks like and identifying performance indicators to drive consistency around salary review and bonus. All of this will be included in any messaging to colleagues, increasing transparency and accountability.

In 2025, the gap was 0% for both gender and ethnicity.

We said: We wanted Business Support employees have access to professional development pathways and have visible role models for flexible working.

We have: Within just six months of workshops, we had already doubled the number of Business Support delegates attending our Freethinking Academy, compared with the whole of 2024.

We have updated and expanded our Promotion Pathway for Business Support colleagues to give clarity and structure to the opportunities for progression.

We have also made sure that our well-received 'Part-time, Full Power' campaign includes Business Support role models.

We said: We would explore the experiences of women at the firm in relation to their career journey and aspirations, to identify any barriers to becoming partners or directors.

We also wanted provide clear guidance and support on progression to and within the partnership.

We have: Delivered 'Leading without Limits', a qualitative research piece using surveys and focus groups to understand where we need to fine-tune our processes to support progression. The final report includes recommendations for action for the coming financial year; we look forward to updating in our 2026 report!

“

“I am pleased that Business Support colleagues are being given opportunities to progress and to access career pathways comparable to those available within the lawyer community. This demonstrates the firm’s recognition of, and commitment to, the importance of these roles, as well as its dedication to opening avenues for lawyers beyond the traditional routes – options that may not previously have been considered attractive or viable.”

**Lucie Wigham, Complaints &
Claims Director**





A focused approach

Meaningful change takes time, humility and a willingness to learn.

We're committed to improving gender and race equity and strengthening representation across the firm. There is already significant work underway to support fair recruitment and progression, with ongoing improvements shaping how we operate. As a forward-thinking law firm, we know our diversity is central to our strength, driving efficiency, innovation, and exceptional client service.

Alongside ongoing work to ensure career progression is accessible and equitable, we want to focus our efforts in the areas we believe will make the most material difference. For the coming year, this means:

- 1** Firmly embedding inclusive practices at every phase of the recruitment cycle.
- 2** Developing and beginning to deliver a firm-wide Race Equity Action Plan.

More details are on the following pages.

These are long-term, culture change projects which will take time to bed in and have an impact. Our Diversity Action Group, made up of key influencers from across the employee lifecycle, will continue to steer and deliver actions linked to our priority areas. Just as importantly, we will actively and consistently listen to colleagues about their experiences, aspirations and any barriers to progression, ensuring we retain our people-centred, outcomes-focused approach.

Looking ahead: Our two focus areas

1

Firmly embedding inclusive practices at every phase of the recruitment cycle

What: We will enhance the candidate experience from attraction to induction, making it clear what candidates can expect throughout their recruitment journey and embedding practices which minimise the impact of bias on high-quality recruitment decisions.

Why: We want to recruit the best people for our jobs, so we need to make sure we are enabling the broadest pool of candidates to view our opportunities, to feel a connection with the Freeths culture, to understand our selection criteria and processes, and to be valued for bringing something different to the firm.

2

Develop and begin to deliver a firm-wide Race Equity Action Plan

What: We will use an evidence-led approach to identify and address any racial disparities across the employee lifecycle. This will translate data and lived experience into clear, time-bound actions with named ownership and measurable outcomes.

Why: Our employee lifecycle data, listening sessions and engagement with colleagues have provided evidence that there are racial disparities and lived experience gaps within the firm. Structured and focused action planning will:

- 1 Build on the firm's existing commitment to inclusion
- 2 Align leadership intent with measurable outcomes
- 3 Embed race equity into governance, decision-making and culture in a way that is sustainable and credible.

Spotlight on menopause

In addition to our strategic areas of focus, we recognise the ongoing cost to the economy – and to the lives of individuals – of women navigating the menopause without sufficient support. We've been active in this area for some time and welcome the incoming duty for employers to tackle this important issue.

In the past year, we have:

- Supported our Menopause Community to develop into a Menopause Network, gaining 50 members within its first few months.
- Built a comprehensive intranet presence with advice and support relating to menopause.
- Added YorkTest hormone tests to our employee benefits offer.
- Curated a line manager support and guidance suite of resources available on our intranet.
- Invited a guest speaker to talk to the firm about her experiences, raise awareness and bring men into the conversation.
- Referred people experiencing

- long-term symptoms to our Disability Officer, to put Tailored Adjustment Plans in place.
- Undertaken a Menopause Workplace Risk Assessment.

In the coming year, we will:

- Launch firm-wide menopause guidance, directly connected to our Tailored Adjustment Plans to ensure that awareness is backed up with action.
- Further promote the line manager support and guidance suite through our 'Freeths IMPACT Pledge' programme.



Spotlight on disability

We are preparing the ground for disability pay gap reporting and are pleased to have the opportunity to share our commitment to disability inclusion.

We are a Disability Confident Employer and are actively working towards Leader status to reflect our increasing investment, provisions and expertise in support of access for all. Two years ago, we invested in our own in-house Disability Officer, who has made a material difference to the support and adjustments we are able to provide, and the ease with which we are able to get those arrangements in place.

We have the following policies, guidance and resources in place:

- Disability-related sickness absence
- Disability leave
- Workplace adjustments
- Tailored Adjustment Plans

- In-house capability to deliver Display Screen Equipment Assessments and Neurodiversity Workplace Needs Assessments.

We also have a thriving Disability Network that partners with the wider firm to develop disability-inclusive practices, and to raise awareness of diverse disability experiences and accessibility needs.

Over the coming year, we will focus on ensuring our disability data is as complete and accurate as possible.



“

Transparency is a core principle of Freeths IMPACT – our responsible business mission across colleagues, communities, climate and clients. We celebrate progress, but we are open and consultative on areas for development. This year’s pay gap insights demonstrate that progress, but we’re clear on where we need to focus our efforts in line with our B Corp commitments. By reporting transparently and building firm-wide action plans addressing material issues, we are holding ourselves accountable for continual improvement.”

**Ben Churchill, Director of
Responsible Business**



Still got questions?

We know that we can't predict every question that you might have about the pay gap, and we have tried to strike a balance between transparency and information overload. If you have any specific questions which you can't find the answers to here, please feel free to get in touch and we'll try to help.

ResponsibleBusiness@freeths.co.uk

Awards and accreditations

