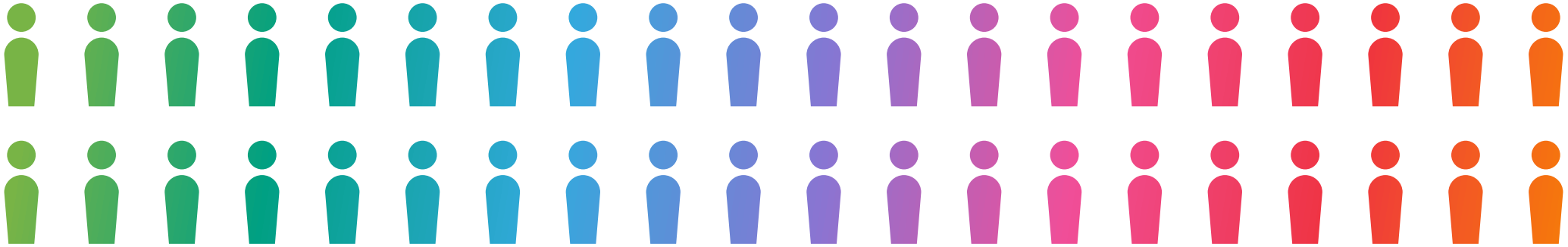
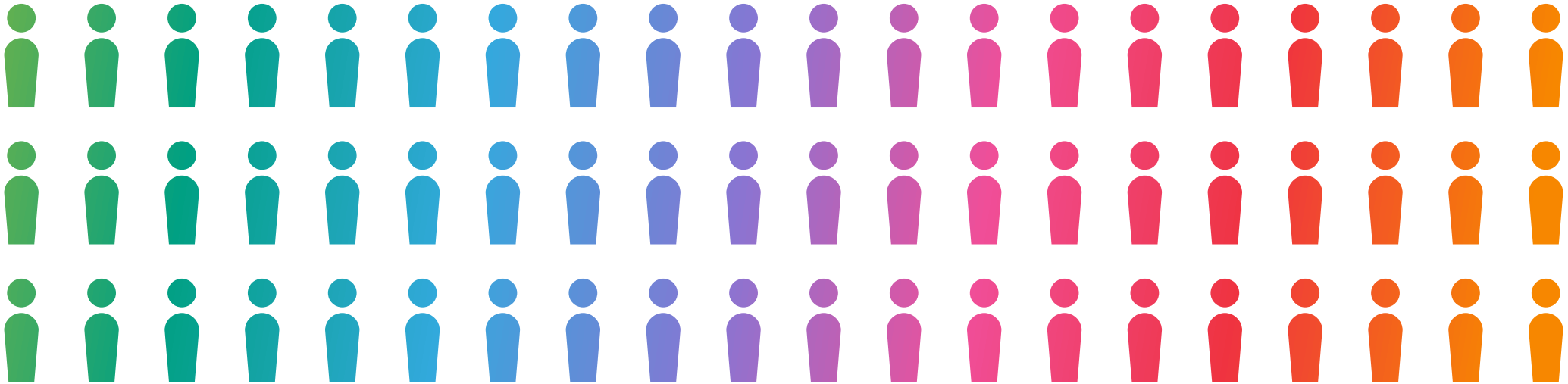
fieldfisher



# UK pay gap report

2025



# Building a more inclusive firm

At Fieldfisher, we are proud of our diverse workforce and the breadth of perspectives, experiences, skills, and backgrounds that our people bring to the firm. We believe that diversity of thought and experience strengthens our culture, enhances innovation, and enables us to deliver outstanding outcomes for our clients, our people, and the communities in which we operate.

Inclusion is a core business priority and central to our One Europe strategy. It is embedded in our values and Behavioural Code and guides how we work and make decisions. We are committed to creating an environment where everyone feels respected, valued and able to thrive. This report sets out our 2025 gender and ethnicity pay gap figures, provides context for the results, and outlines the actions we are taking to support greater equity and inclusion across the firm. By removing barriers and creating equitable opportunities, we strengthen our culture, promote sustainable growth and enable talent from all backgrounds to progress.

Over the past 12 months, we have worked closely with our people to continue to improve the quality and completeness of our diversity data. We recognise that robust and accurate data is essential to understanding representation, measuring progress, and identifying areas where further action is needed. We are pleased to have increased our overall diversity data disclosure rate by more than 30% during the reporting period (compared to the prior year). This material improvement provides us with a stronger evidence base to assess outcomes, inform decision-making and shape our inclusion priorities.

Fairness, transparency and accountability are central to our approach and support our focus on continuous improvement. Publishing our annual Gender Pay Gap Report is an important way of demonstrating our commitment to these principles and advancing progress towards our gender goals across the firm, including in our UK business. We also voluntarily publish our Ethnicity Pay Gap data. Together, these disclosures promote transparency, support meaningful dialogue and help us track progress towards creating a more equitable workplace for everyone.

While we recognise that meaningful and lasting change takes time and we have more to do, we remain committed to building a workplace where everyone has equal opportunity to thrive, fulfil their potential and contribute to Fieldfisher's continued success. More detail on our wider sustainability and inclusion priorities can be found in our **Sustainability and ESG Report 2026**.

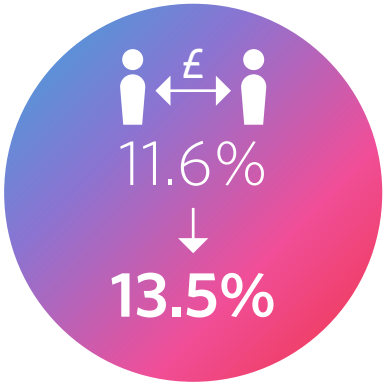


**Robert Shooter**
Managing Partner



**Carole Ohl**
Chief People Officer

# Executive summary




Our 2025 results reflect continued progress in a number of areas, including a reduction in the London gender pay gap and a significant improvement in the gender bonus gap, while highlighting the importance of continuing to improve representation at senior levels across the firm.



Our mean gender pay gap increased from 11.6% to 13.5%, reflecting the distribution of employees across different roles and levels of seniority. Women continue to be strongly represented across the firm, including within our highest pay quartile. Encouragingly, the mean gender pay gap in London reduced slightly year-on-year. While the overall median gender pay gap increased, it is lower when London and our regional offices are analysed separately, highlighting the impact of workforce composition. We also saw a significant improvement in our mean gender bonus gap, which reduced from 30.8% to 20.7%.

Our ethnicity pay gap remains low, with a mean ethnicity pay gap of 2.1%. While some measures have increased slightly compared with the previous year, representation of ethnic minority colleagues remains strong across many areas of the business and we remain committed to supporting progression and development opportunities for all.

We are committed to further enhancing representation at senior levels and ensuring that our compensation frameworks remain equitable, transparent, and inclusive.

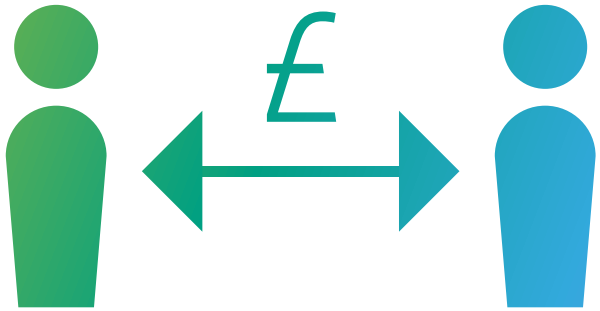


# Understanding our data

The gender pay gap refers to the disparity in average hourly wages between men and women within the firm, whereas the ethnicity pay gap examines the earnings of individuals from ethnic minority backgrounds in comparison to those who identify as white.

It is important to distinguish a pay gap from equal pay. Equal pay ensures that individuals performing the same role or work of equal value receive the same compensation, whereas a pay gap reflects the average difference in earnings between groups across an organisation.

Our analysis encompasses all employees and includes a distinct evaluation of both employees and partners.



## Definitions

**Mean Pay Gap:** This refers to the disparity in average hourly wages (or bonuses) between men and women, as well as between employees identified as white and those from ethnic minority backgrounds.

**Median Pay Gap:** This indicates the difference in the middle value of hourly pay (or bonuses) between men and women, or between white employees and those from ethnic minority groups, when all pay or bonus figures are arranged in order.

**Pay Quartiles:** This represents the classification of all employees into four equal groups based on their hourly pay, ranging from the lowest (Lower Quartile) to the highest (Upper Quartile).

**Bonus Gap:** This measures the difference in average bonus amounts received by different groups, calculated independently from hourly pay.

**Bonus Participation:** This reflects the proportion of men and women, or white and ethnic minority employees, who received a bonus during the 12 months leading up to the snapshot date.

# Gender pay gap 2025

## Employee hourly pay gap

| Year | Mean pay gap | Median pay gap |
|---|---|---|
| 2025 | 13.5% | 27.6% |
| 2024 | 11.6% | 26% |

Whilst our mean gender pay gap increased during 2025, women continue to be strongly represented across the business and make up the majority of employees in every pay quartile. The overall result continues to be influenced by the distribution of employees across different roles and levels of seniority, particularly within higher-paid legal positions.

Analysis by location shows that pay gap outcomes vary across the firm, with lower median gaps observed when London and regional offices are considered separately. This demonstrates the importance of understanding workforce composition when interpreting the overall figures.

## Combined employee and partner pay gap

| Year | Mean pay gap | Median pay gap |
|---|---|---|
| 2025 | 56.6% | 42.4% |
| 2024 | 56.1% | 41.5% |

## Employee pay quartiles gap

| Quartile | Women | Men |
|---|---|---|
| Upper | 60.6% | 39.4% |
| Upper Middle | 58.2% | 41.8% |
| Lower Middle | 76.5% | 23.5% |
| Lower | 67.9% | 32.1% |

Women continue to be well represented across all quartiles, particularly in the lower middle and lower pay ranges.

## Employee bonus gap

| Year | Mean bonus gap | Median bonus gap |
|---|---|---|
| 2025 | 20.7% | 48% |
| 2024 | 30.8% | 38.7% |

## Percentage of employees receiving a bonus by gender

| Year | Women | Men |
|---|---|---|
| 2025 | 65.8% | 66.3% |
| 2024 | 66.9% | 67.8% |

Examining specific job categories provides the following insights:

- Women continue to have strong representation across the business, particularly within secretarial and paralegal roles.
- The largest contributor to the gender pay gap remains the distribution of employees across different roles and levels of seniority, particularly within higher-paid legal positions.

# Ethnicity pay gap 2025

## Employee hourly pay gap

| Year | Mean pay gap | Median pay gap |
|---|---|---|
| 2025 | 2.1% | 10% |
| 2024 | 1.8% | 10.6% |

The mean ethnicity pay gap increased slightly from 1.8% to 2.1%, while the median ethnicity pay gap decreased slightly from 10.6% to 10.0%

When reviewing by job type, and excluding salaried partners, the highest median ethnicity pay gap is among support staff at 7.13% and lawyers at 1.38%, with all other groups showing negative gaps, where ethnic minority employees are earning slightly more on average.

## Combined employee and partner pay gap

| Year | Mean pay gap | Median pay gap |
|---|---|---|
| 2025 | 31.4% | 19.3% |
| 2024 | 21.5% | 16.2% |

The overall firm ethnicity pay gap, including partners, increased in 2025. This movement should be considered in the context of changes in workforce composition and improved ethnicity data disclosure.

## Employee pay quartiles gap

| Quartile | Ethnic minority | White |
|---|---|---|
| Upper | 18.4% | 81.6% |
| Upper Middle | 17.6% | 82.4% |
| Lower Middle | 24% | 76% |
| Lower | 16.2% | 83.8% |

Representation of ethnic minority employees remains relatively consistent across the pay structure, with slightly higher percentages in the middle quartiles.

## Employee bonus gap

| Year | Mean bonus gap | Median bonus gap |
|---|---|---|
| 2025 | 3.6% | 22.1% |
| 2024 | 0% | 12.3% |

## Percentage of employees receiving a bonus by ethnicity

| Year | Ethnic minority | White |
|---|---|---|
| 2025 | 58.9% | 67.8% |
| 2024 | 62% | 68.9% |

- 58.9% of ethnic minority employees received abonus in 2025, compared with 67.8% of white employees.
- Participation reduced for both groups year-on-year, with the reduction greater among ethnic minority employees.

When examining the data by job category:

- Ethnic minority representation is highest in trainee roles (31.8%) and paralegal positions (29.4%).
- For lawyers, the representation of ethnic minorities is 18.5%.
- The proportion of ethnic minorities in secretarial positions remains relatively low at 10.2%.

# Actions driving progress

## 1 Development and progression – our spotlight priority

This year we prioritised strengthening how we identify, develop and progress talent, particularly by addressing barriers experienced by women and people from ethnic minority backgrounds. We have evolved our Balanced Talent Pipeline Framework, using insights from improved diversity and representation data to better identify and support high-performing and high-potential talent. We continue to focus on ensuring fair access to quality work, development opportunities, career conversations and experiences that support progression.

We are also enhancing development, sponsorship and mentoring for underrepresented talent, helping individuals build the profile, networks, advocacy and experience needed to progress into senior roles and strengthening our future leadership pipeline.

## 2 Fair and transparent pay – strengthen accountability

We continue to build on the foundations already in place to support fair and transparent pay outcomes. This includes using our pay gap data and wider people insights to better understand where disparities exist, align evidence with action, and strengthen accountability for fair decision-making across reward, progression and opportunity.

Our Inclusion and HR teams work closely with management to review trends, consider the drivers of pay gaps, and ensure that reward and progression processes are applied consistently and fairly.

## 3 Empowering inclusion networks – amplify lived experience

Our inclusion networks remain an important part of the fabric of the firm and how we listen, learn and take action. We continue to support and empower our networks to influence priorities, create spaces for connection and belonging, and help shape initiatives that respond to the experiences and needs of our people.

Further information on our recent activity and initiatives can be found in our **Sustainability and ESG Report**

## 4 Family-friendly policies – support inclusion through life stages

We continue to develop and embed family friendly policies that support our people through different life stages and responsibilities. By strengthening awareness, accessibility and consistency of these policies, we aim to help colleagues balance work and family commitments while continuing to thrive and progress at the firm.

Menopause remains an important area of focus, recognising its impact on colleagues across the business. Through our active menopause network, menopause policy, and regular lunch-and-learn sessions, we seek to educate our people, raise awareness, encourage open conversation, and provide practical support for colleagues who may be affected.

# Progress in representation

Our latest promotion outcomes demonstrate continued progress in strengthening representation through our talent pipeline:

**46%** of partner promotions were women, contributing to women now representing 30% of our total partners in the Fieldfisher LLP partnership.

**64%** of lawyer promotions firm-wide were women and **20%** of promotions were from ethnic minority background, strengthening the pipeline of female and ethnic minority talent progressing through the firm.

These outcomes are encouraging, but we recognise that sustainable change requires consistent progress over time. We will continue to examine our data, challenge disparities and strengthen the systems and opportunities that support equitable progression.

**Justina Omotayo**
Head of Inclusion



*Closing pay gaps is not simply about pay. It requires us to look closely at the experiences and opportunities that shape careers, who gets access to stretching work, development, sponsorship and ultimately the opportunity to progress.*

*We are encouraged by the progress to date, including women now representing 30% of our firm-wide partnership and ethnic minority representation reaching 11% of our UK-based partnership. But representation is only one measure of progress. Our focus is on building a strong and sustainable talent pipeline where talented people from all backgrounds have equitable opportunities to develop, progress, and succeed.*

*Moving forward, our refreshed Balanced Talent Pipeline Framework is focusing on enhanced development, sponsorship and mentoring opportunities which are an important part of turning this ambition into meaningful and measurable action.*

