

Ashurst

Pay Gap report for Australia

2025

Outpacing change

Definitions

Gender pay gap the difference in ordinary pay between men and women, expressed as a percentage of male ordinary pay as at the snapshot date of March 31.

Gender bonus gap the difference in bonus pay received during the 12 months preceding the relevant date, by men and women, expressed as a percentage of the bonus pay received by male employees.

Basic (or fixed) pay is guaranteed cash wage or salary paid to employees for doing their work for a contracted period of time.

Ordinary pay includes basic pay, paid leave, un-reduced maternity pay, un-reduced sick pay, area allowances, shift premiums, bonus and other pay (including car allowances paid via payroll), on call /standby allowances, clothing, first aid or fire warden allowances). Ordinary pay does not include overtime, expenses, salary sacrifice deductions, benefits, redundancy pay, arrears of pay, reduced leave pay and tax credits.

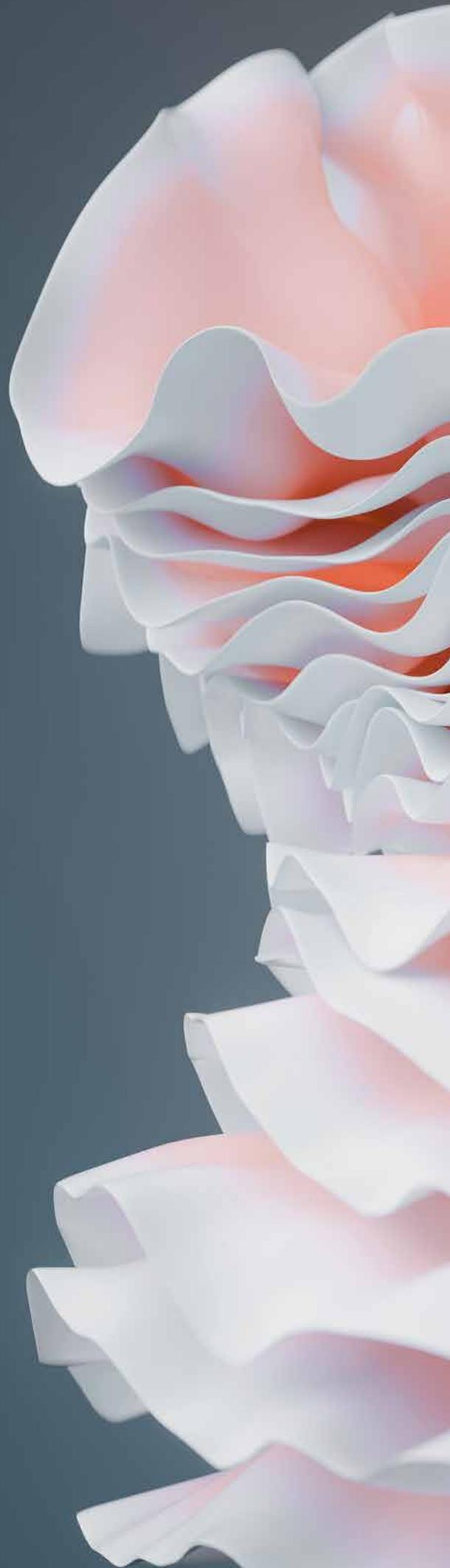
Bonus pay includes payments related to profit-sharing, productivity, performance and other incentive pay, piecework and commission, long term incentive plans, and the cash equivalent value of shares on the date of payment.

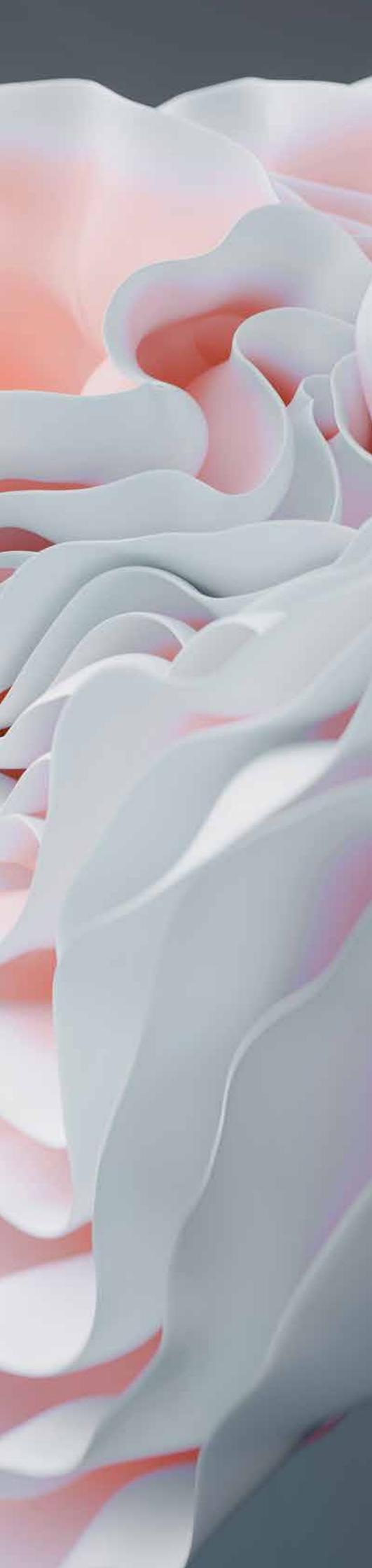
Mean the sum of all the values in a list divided by the number of values.

Median the middle value in a list where the values are listed in numerical order, from lowest to highest.

Quartiles splits the distribution of employees into four equal groups, where each group contains a quarter of the data.

Equal pay is the right for men and women to be paid the same for the same, or equivalent work, or work of equal value.





At Ashurst, we know the power of combining unique perspectives and talent to provide extraordinary solutions and services to our clients. Through our commitment to our people, we are successfully implementing our strategic vision to grow Ashurst and continually increase the firm's attractiveness to talented legal and business professionals. As part of this commitment, we continue to implement innovative approaches to work-life balance, supporting our people to excel at work while managing responsibilities outside the office in ways that contribute positively to wellbeing. These efforts sit alongside transparent reporting of our pay gap figures and targeted action to reduce structural drivers of the gap.

Guided by our 2027 firm strategy and our Inclusion, Diversity and Belonging (IDB) strategy, we are progressing a programme of initiatives aimed at fostering a more equitable workplace.

We are committed to creating and maintaining a safe, inclusive, respectful and supportive work environment and to the prevention and elimination of discrimination, sexual harassment, 'hostile' conduct, and any related acts of victimisation. This past year, we introduced an online reporting portal that provides our people with the opportunity to raise concerns, including anonymously if desired. Recent legislative changes in Australia have also put an increased emphasis on all of us working together to create a workplace that eliminates sex discrimination, sexual harassment, and victimisation in the workplace. We also designed and deployed Respect@Ashurst training and Focus Groups across our offices and are committed to building collaborative and respectful workplace cultures as part of our FY27 Strategy.

To support equitable progression and retention, we continue to invest in coaching and mentoring, the Collaborative Growth Sponsorship Programme, and Ashurst Academy learning pathways, providing consistent, high-quality development opportunities across regions and career stages.

Our parental leave and hybrid working frameworks are designed to enable equitable access to flexibility and care, and we monitor uptake to help normalise participation across all genders as part of our broader culture agenda.

We remain committed to a culture of inclusion and belonging, with a shared responsibility across Ashurst to promote respect and equity. This includes our continued compliance with WGEA requirements and publication standards, and our ongoing use of quartile analysis and like-for-like pay monitoring to identify and address drivers of the pay gap at both the corporate group and entity levels.

Gender pay gap reporting summary



Remuneration gender pay gap

We are sharing our gender pay gap in three ways:

- All employees for 2024/2025
- Legal employees, over time, from 2022/2023 to 2024/2025
- Business Services employees, over time, from 2022/2023 to 2024/2025

All employees for 2024/2025

Mean	Median
9.3%	16.6%

Our gender pay gap over time

Legal employees, over time, from 2022/2023 to 2024/2025

Your average total remuneration gender pay gap is **3.1%** and the median is **4.1%**.

A positive percentage indicates men are paid more on average than women in your organisation.
A negative percentage indicates women are paid more on average than men.

All employees	2022-23	2023-24	2024-25
Average total remuneration	4.3%	4.5%	3.1%
Median total remuneration	3.5%	4.9%	4.1%
Average base salary	4.4%	4.0%	2.5%
Median base salary	4.1%	5.3%	5.5%

* The gender pay gap calculation in 2022-23 does not include the remuneration for CEOs, Heads of Business and casually employed managers. It therefore is not directly comparable to 2023-24 and 2024-25 gender pay gaps.

Business Services employees, over time, from 2022/2023 to 2024/2025

Your average total remuneration gender pay gap is **13.5%** and the median is **25.0%**.

A positive percentage indicates men are paid more on average than women in your organisation.
A negative percentage indicates women are paid more on average than men.

All employees	2022-23	2023-24	2024-25
Average total remuneration	14.3%	11.6%	13.5%
Median total remuneration	17.8%	22.2%	25.0%
Average base salary	14.6%	12.1%	13.0%
Median base salary	18.8%	21.7%	25.0%

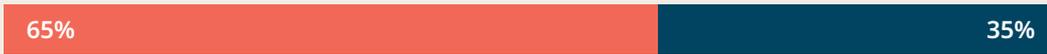
* The gender pay gap calculation in 2022-23 does not include the remuneration for CEOs, Heads of Business and casually employed managers. It therefore is not directly comparable to 2023-24 and 2024-25 gender pay gaps.

Gender ratios by pay quartile

Women Men

Average total remuneration

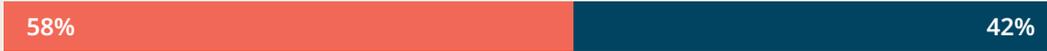
Total Workforce



Upper Quartile



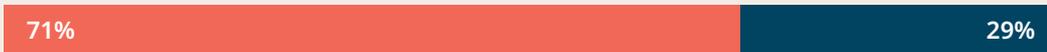
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



Workplace Gender Equality Agency (WGEA)

publishes employer-level gender pay gaps, including organisation-wide averages and medians for base salary and total remuneration, alongside gender composition by pay quartiles.

This information is intended to show performance and progress and sits alongside this Employer Statement that explains drivers and actions.

The gender pay gap reflects differences in average or median earnings between women and men across the workforce; it is not a like for like pay comparison. The aggregated figure is materially influenced by workforce composition and the distribution of roles across pay levels. Consequently, movements in the headline median can occur due to shifts in role mix, seniority distribution and employment status patterns, even where pay practices within comparable roles remain equitable.

When we examine remuneration within comparable roles and levels, outcomes for women and men are determined within defined role ranges and guided by experience, performance, and potential, supported by structured annual reviews and routine audits. Our internal remuneration review indicates that percentage increase outcomes are comparable for women and men when assessed at equivalent role levels, with a broadly similar distribution of talent ratings, reinforcing that pay within like for like cohorts is actively governed and monitored.

The principal driver of the organisation-wide median remains workforce composition by role family and pay quartile. Women are strongly represented in business and support services and hold a majority across several legal fee-earning cohorts; however, support and operations roles are more concentrated in the lower pay quartiles relative to upper-quartile roles.

Representation at senior manager and leadership levels is a known lever on the overall median. Our distribution at these levels continues to track towards our targets, with women holding a meaningful presence across management and non-management cohorts, reflecting steady progress supported by targeted interventions.

We continue to advance a comprehensive programme that addresses structural drivers of the aggregated median while safeguarding equity within comparable roles. Our actions include annual pay reviews and ongoing audits, strengthened governance of pay ranges at each level, and systematic monitoring of like-for-like cohorts. We are sustaining targeted interventions across the talent lifecycle – hiring, progression, development and sponsorship – to enhance female representation in higher-paid pathways and senior leadership over time. We are also refining bonus plan design and eligibility transparency to mitigate role-mix effects where practicable while maintaining performance alignment.

Employer-level medians are shaped by role composition and quartile distributions, so the most durable pathway to narrowing the headline median is continued progress on representation in roles across all quartiles and sustained equity within like-for-like cohorts. Our year-ahead focus remains on maintaining robust pay governance and tracking outcomes through regular analysis to ensure momentum against our targets.

Actions we are taking

Alongside the direct, data driven action described above to reduce the pay gap, Ashurst has implemented a range of initiatives aimed at creating a more-equitable workplace for our people. These initiatives also reduce the gender pay gap by fostering a more inclusive culture, removing barriers to equitable participation and supporting wellbeing across all career stages. These initiatives include:

Workplace Health and Safety: Supporting safe and fair workplaces

At Ashurst, we are committed to creating and maintaining a safe, inclusive, respectful and supportive work environment and to the prevention and elimination of discrimination, sexual harassment, 'hostile' conduct, and any related acts of victimisation. This past year, we introduced an online reporting portal that provides our people with the opportunity to raise concerns, including anonymously if desired. Through the portal, we aim to continue our commitment to respond to concerns swiftly with care and confidentiality. The aggregated, anonymised data from the portal informs our efforts to measure risk and implement effective controls aimed at ensuring the safety and good care of our people.

Our actions:

- Designed and deployed Respect@Ashurst training across our offices. We are committed to building collaborative and respectful workplace cultures as part of our FY27 Strategy. Recent legislative changes in Australia have also put an increased emphasis on all of us working together to create a workplace that eliminates sex discrimination, sexual harassment, and victimisation in the workplace.
- As part of our efforts to achieve that, we delivered compulsory in-person Respect@Ashurst training sessions in Australia to bring our people up to speed on the legislative changes that apply to them and the standards of workplace behaviour we expect at Ashurst. We will continue to deliver Respect@Ashurst training for all partners and staff across all of our offices.

- We also introduced an additional layer of support, known as 'Respect Champions' across our global offices, to support our workplace behaviour policies and procedures. A Respect Champion is a designated individual who acts as a point of contact for colleagues on matters relating to workplace behaviour, who can listen to concerns, talk about options, point out available platforms to seek personal support and provide advice about the different ways the firm can assist to resolve the concerns. 85 Respect Champions have been trained to provide confidential support and advice to colleagues.
- Developed a framework for Respect@Ashurst Focus Groups to enable us to share outcomes and insights and consult employees on our approach to adjust where required.
- Created safe spaces for discussions within our networks.

Empowering our people: learning and development

We offer a range of programmes at all levels to help our people develop their skills, such as:

Collaborative growth and sponsorship

The Collaborative Growth Sponsorship Programme aims to embed consistent sponsorship for newly promoted partners, closing informal access gaps to networks and opportunities and strengthening early partner performance and client development outcomes.

Career Transition Programmes

- The Talent Acceleration Programme (TAP) is a global programme for nominated high potential Senior Associates, Counsel and Directors across Legal, Ashurst Advance and Consulting, who are viewed as displaying partnership potential, aligned with the Partner Performance Framework. TAP is focused on capturing talent and developing it early, prior to attending EMERGE.
- EMERGE is Ashurst's three-day leadership development programme designed for emerging leaders.

Coaching and mentoring

We will expand access to structured coaching and mentoring, scaling the regional office Mentoring Schemes, and global mentoring so that more leaders benefit from diverse perspectives and more junior talent receives targeted sponsorship for progression at key career inflection points.

Ashurst Academy: Learning and Development

We will broaden the Ashurst Academy curriculum and participation, ensuring consistent, high-quality learning globally across leadership, advisory skills, business development, digital literacy (including generative AI), and technical excellence, with career-transition and talent programmes aligned to critical milestones to support performance and progression.



Wellbeing at Ashurst

Ashurst has put wellbeing at the heart of our efforts to support our high performing teams and to enable each individual's career progression while enabling them to maintain a meaningful work-life balance. To that end, we have been a global supporter of the Mindful Business Charter since 2018, and we continue to offer a wide range of measures in alignment with this practical framework that focus on prevention of burnout and response to those needing support.

- **Openness & Respect** – Create and facilitate safe, open cultures to build trust.
- **Smart Meetings & Communications** – Think about what you are saying, when, and to whom.
- **Respecting Rest Periods** – Give consideration to the need for you and others to switch off.
- **Mindful Delegation** – Collaborate, instruct and delegate with care.

Our approach to the wellbeing of our people is grounded in research, informed by data and aimed at systemic impact, with three pillars: **Leadership, Ways of Working** and **Tools and skills**.

The strategy is accompanied by an adaptable, trauma-informed framework to help identify signs of someone being unwell and provide them with the support they need.

Menopause support

We recognise that menopause is a part of life that can have significant impacts on an individual's physical and emotional wellbeing. Everyone at Ashurst benefits from greater understanding and support with menopause.

Through our partnerships with Peppy and Circle In, we have increased support available to our people and for managers. We encourage early dialogue to ensure that menopausal symptoms are supported appropriately, including asking individuals to record any adjustments needed using the Ashurst Adjustments Passport.

We have furthered our support by running informative sessions in collaboration with Menopause Alliance Australia, ensuring our people in the region have access to relevant resources and guidance.

At Ashurst, we recognise that all women's health issues are important and deserve understanding, respect, and appropriate support. We are committed to creating an environment where everyone feels comfortable discussing their health needs and accessing the resources available to them.

Champion Health

Ashurst rolled out access to Champion Health – a one-stop shop for health and wellbeing information – to all of our employees. This app-based platform allows employees to conduct a confidential health assessment, set goals (including reminders and a progress-tracking function) and to view relevant health and wellbeing-related information. It is also available, for free, to up to three of each of our people's family or friends.

Parental leave policy

We will maintain and promote our gender inclusive global parental and carer's leave – including adoption, surrogacy, foster care, miscarriage, and infertility treatment – while increasing uptake by nonbirth parents and continuing return to work coaching to advance equity in caregiving and career continuity. neutral global parental and carer's leave – including adoption, surrogacy, foster care, miscarriage, and infertility treatment – while increasing uptake by nonbirth parents and continuing return to work coaching to advance equity in caregiving and career continuity.

For more information see [Ashurst's 2025 Responsible Business Report](#).

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