

Ashurst

UK Pay Gap Report

2025

Outpacing change



Definitions

Gender pay gap the difference in ordinary pay between male and female employees, expressed as a percentage of male ordinary pay as at the snapshot date of 5 April.

Gender bonus gap the difference in bonus pay received during the 12 months preceding the relevant date, by male and female employees, 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.

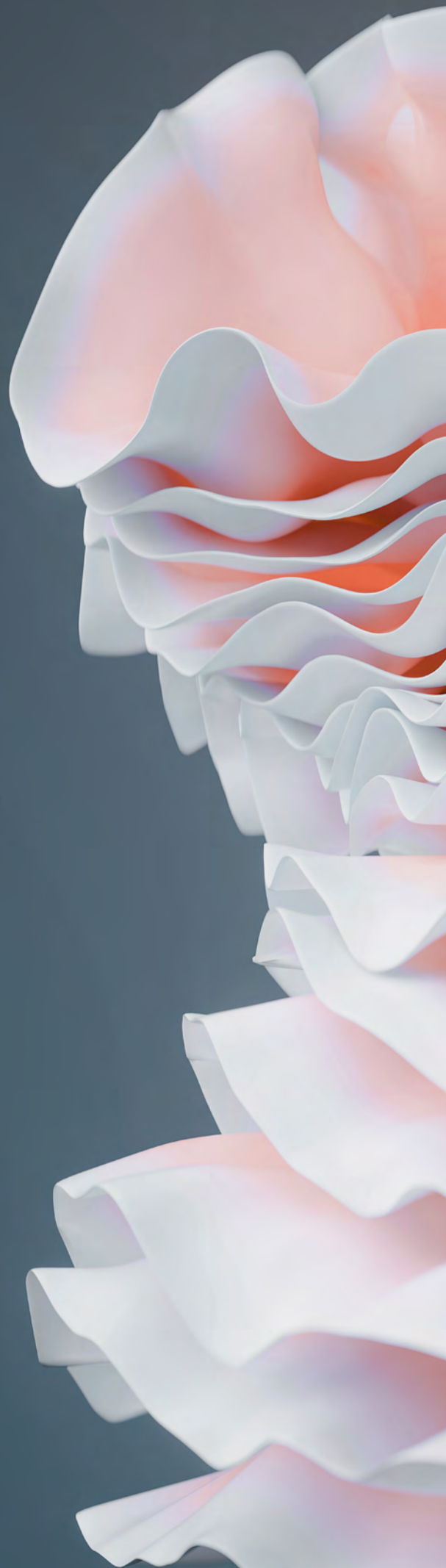
Bonus pay includes payments related to profit-sharing, productivity, performance and other incentive pay, piecework and commission, long term incentive plans, and the cash equivalent value of shares on the date of payment.

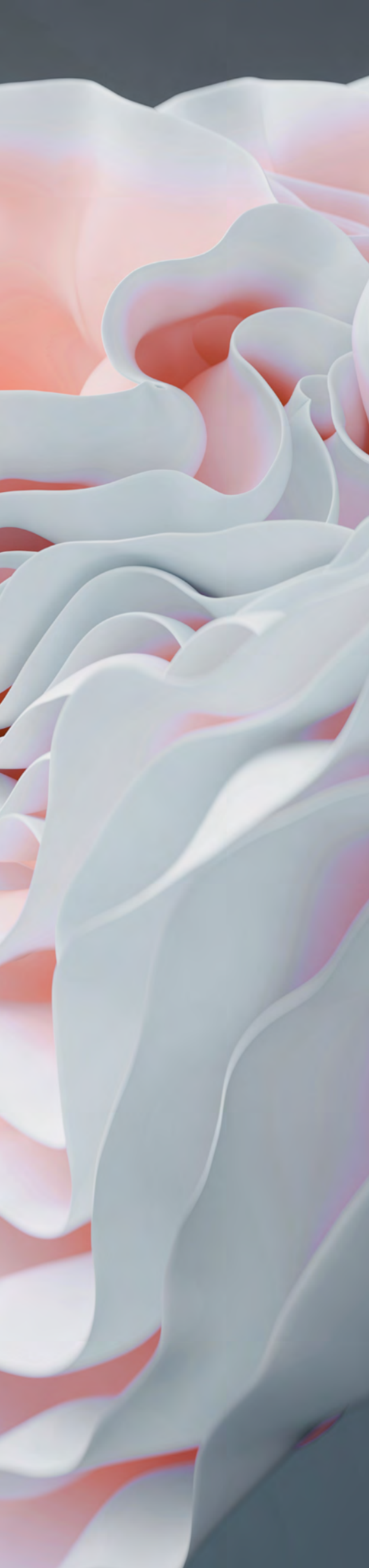
Mean the sum of all the values in a list divided by the number of values.

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 the UK 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.

Paul Jenkins

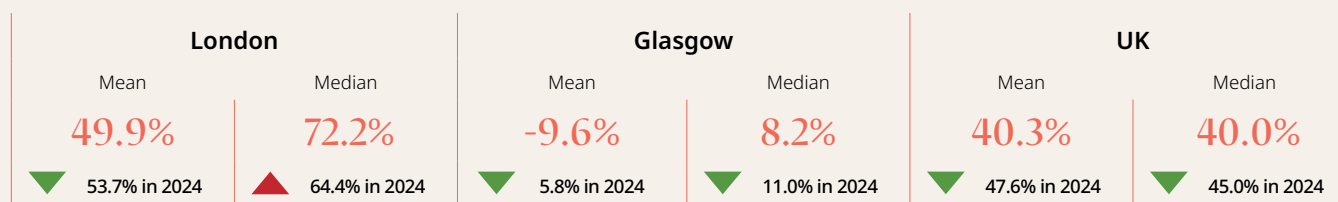
Andrea Bell

Gender pay gap reporting summary

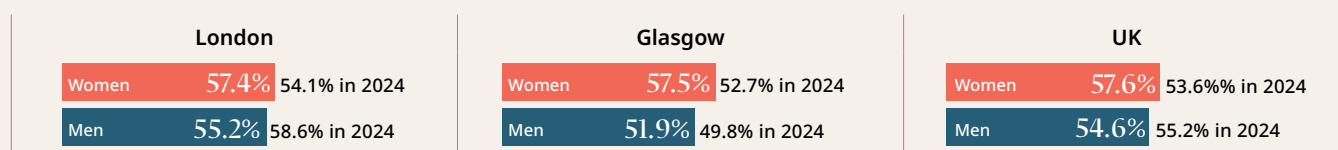
Gender pay gap



Gender bonus gap



Gender bonus achievement



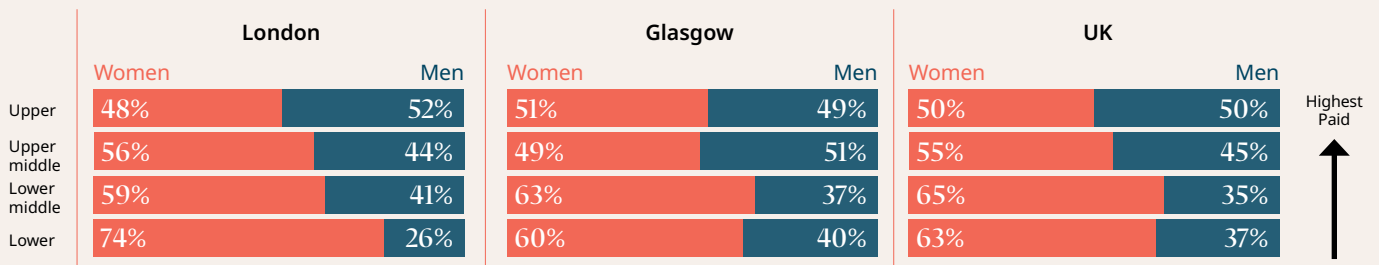
In accordance with our obligations under the gender pay gap reporting regulations, we have provided pay gap figures for London employees, and Glasgow employees.

To provide a fuller picture of the whole firm, we have voluntarily published statistics for the UK, which combines employees in Glasgow and London, including our Risk Advisory division. We have also published the total cash gap for Partners of the firm. As Partner packages are structured differently, this is presented as a 'total cash gap', which compares the total earnings of Partners.

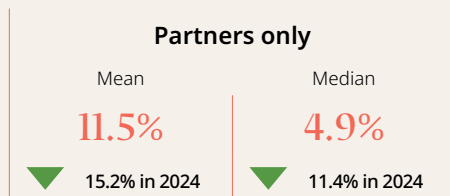
Across the UK, our mean gender pay gap for April 2025 has increased slightly year on year to 16.8% for employees. Our regulatory gender pay gap for April 2025 is a mean of **22.2%** in London, and **4.3%** in Glasgow.

Our UK gender bonus gap for April 2025 is a mean of **40.3%** which is a reduction on **47.6%** last year. Our regulatory gender bonus gap for April 2025 is a mean of **49.9%** in London, which is a reduction on **53.7%** last year, and **-9.6%** in Glasgow, which is a gap in favour of females compared to **5.8%** in favour of males last year.

Gender ratios by pay quartile



Gender total cash gap



Whilst year on year figures can vary, there is clear progress since our earlier reporting. Our mean UK gender pay gap has reduced from **19.8%** in 2018 to **16.8%** this year, and our mean UK bonus gap has reduced from **57.0%** in 2018 to **40.3%** this year.

Whilst we have a good gender balance with 55% of our employees being female, our pay and bonus gaps can be better understood by looking at the type of roles that males and females are doing. Around a 1/3 of our female, and 1/3 of male, employees work in Legal. However, outside of Legal, a much greater proportion of our female population work in Business Services, and a much greater proportion of our male population are Partners.

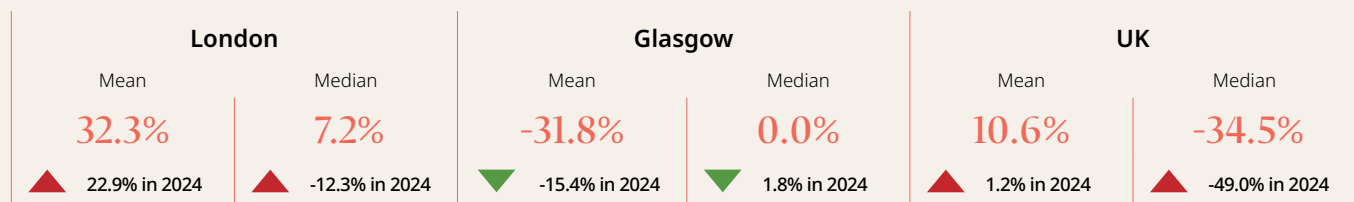
Our gender bonus gap is also affected by the roles of male and female employees. The prevalence and quantum of bonuses is lower at junior than senior levels, and lower in Business Services than in Legal. This impacts the bonuses received by our female employees. We carefully analyse our bonus awards by function and level as part of our allocation process and are comfortable our awards made at the time are fair and equitable once role has been taken into account.

Ethnicity pay gap reporting summary

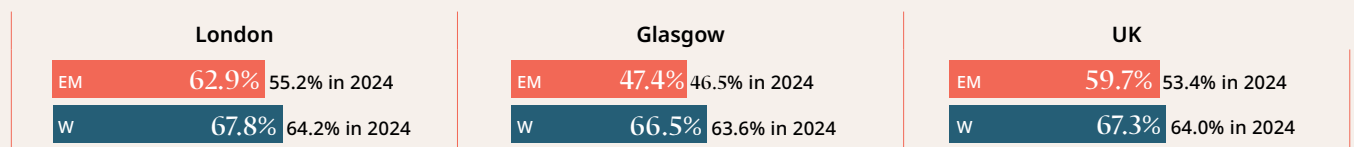
Ethnicity pay gap



Ethnicity bonus gap



Ethnicity bonus achievement

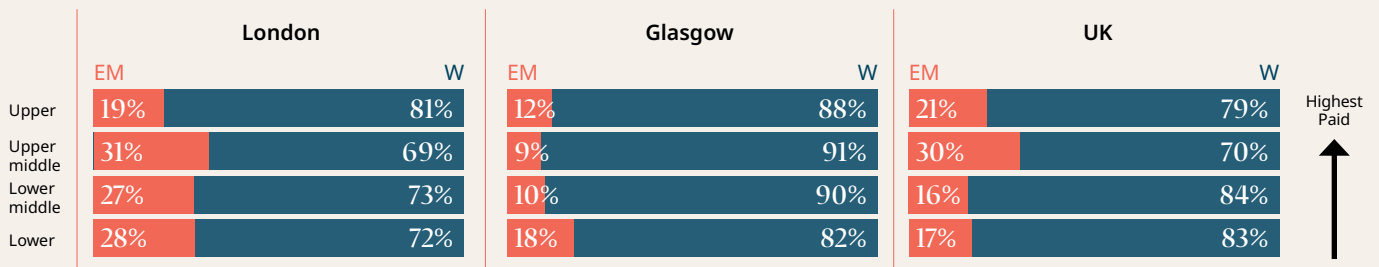


We have voluntarily published pay gap statistics for ethnicity. This year, we have once again provided a binary analysis of white compared to ethnic minority. We understand the importance of the guidance within the [Ethnicity pay reporting: guidance for employers](#) which encourages analysis by specific ethnic groups. We have completed this internally to help shape our action plans but are not in a position to share this externally as the small sample sizes affect the reliability and confidentiality of the analysis.

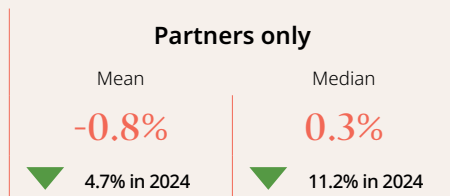
64% of individuals (employees plus partners) disclosed their ethnicity, and 1% prefer not to say. 13% of our people have disclosed as ethnic minority.

Across the UK, our mean ethnicity pay gap for April 2025 is **-4.9%** for employees (a negative figure represents a pay gap in favour of ethnic minority employees).

Ethnicity ratios by pay quartile



Ethnicity total cash gap



Our UK ethnicity bonus gap for April 2025 is a mean of **10.6%**, which is an increase from 1.2% last year but our median bonus gaps remain in favour of ethnic minority employees.

A greater proportion of white than ethnic minority employees received a bonus (67.3% of white employees, 59.7% of ethnic minority employees), but the difference has reduced compared to last year and the year before.

Ethnicity pay and bonus gaps continue to be influenced by roles and location as a greater proportion of our ethnic minority employees work in our legal teams and are based in London.

We are committed to bringing more ethnically diverse people into all parts of our firm, and to retain them. Our work continues to improve disclosure rates for ethnicity.

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 the UK 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 the UK 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, ComPsych and Circle In, we have increased support and training 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.

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. In the UK, we are proud to be recognised as an Endometriosis Friendly Employer, further demonstrating our dedication to supporting the wellbeing of our people and fostering a truly inclusive workplace.

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, which includes menopause. 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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