

Gender pay gap reporting

This year's gender pay gap results continue to demonstrate how workforce representation across roles and seniority levels influences average pay outcomes at Ashfords. This year's results show a mixed picture driven largely by shifts in the distribution of women and men across our pay quartiles. While our mean employee pay gap has increased slightly and our median gap has decreased, these movements are primarily the result of changing representation – including higher female representation in the lower and upper quartiles and a reduction in the upper middle quartile.

Bonus outcomes show a similar pattern. A slightly higher proportion of women received a bonus this year, the mean bonus gap has reduced, and the median gap has increased. Again, these results largely reflect workforce composition rather than differences in reward practices.

'Fairness, transparency and robust reward frameworks remain central to our approach...'

Our underlying analysis continues to show that pay outcomes are broadly consistent for people performing similar roles with similar responsibilities. Fairness, transparency and robust reward frameworks remain central to our approach, and we continue to monitor our data closely to ensure our practices support equal pay for equal work.

Addressing the gender pay gap requires sustained focus and long-term action. We remain committed to increasing female representation at senior levels, strengthening progression pathways, and developing our future leadership pipeline so that everyone at Ashfords can develop and succeed.

Louise Workman
CEO



What is the gender pay gap?

The gender pay gap is the difference in the average hourly pay of men and women across Ashfords LLP. It reflects workforce composition rather than pay differences for the same work.

Who is included in our data?

By law, only employees are required to be included.

'We voluntarily include Partners to provide a more complete and transparent picture.'

When was the data collected?

Gender pay gap reporting is always retrospective and this new report focuses on our pay gap data as of 5 April 2025.

Our People

Ashfords has a predominantly female workforce, with an overall 70/30 female to male split across the firm. This is driven by the composition of our employee population, where women make up more than three quarters of the workforce. Within the partnership, the split is more balanced, although men remain the majority. This overall demographic profile is an important context for understanding pay gap figures, particularly the impact of representation at senior levels.

Gender representation across our workforce



Quartiles (Employee)

Women make up a majority across all four quartiles, though representation decreases at the upper levels which is a key driver of the overall pay gap.



Quartiles (Partner)

While women are well represented at the Partner entry level, representation of women decreases in the upper quartiles, which is the primary driver of the headline pay gap.



Results at a glance

Employee Pay & Bonus Gap

Adjusted
pay gap
2.71%



Gender
Pay Gap

Mean
19.12%
(up from 16.56% in 2024)

Median
38.27%
(down from 42.68% in 2024)



Gender
Bonus
Gap

Mean
19.72%
(down from 22.12% in 2024)

Median
23.32%
(up from 21.86% in 2024)

Proportion of Employees receiving a bonus payment in 2025



Partner Pay & Bonus Gap

Adjusted
pay gap
-5.08%



Gender
Pay Gap

Mean
17.61%
(down from 22.72% in 2024)

Median
19.51%
(down from 22.69% in 2024)



Gender
Bonus
Gap

Mean
-2.24%
(down from 2.05% in 2024)

Median
-13.50%
(down from -9.57% in 2024)

Proportion of Partners receiving a bonus payment in 2025



Understanding Our Gender Pay Gap

The unadjusted pay gap simply compares the average pay of all employees across the organisation. It does not take into account a number of legitimate and important job-related factors that naturally influence pay, such as job role, career level, PQE and location. It is not a measure of equal pay for equal work.

Because our workforce includes a broad range of roles and seniority levels, the distribution of women and men across these levels strongly influences the headline (unadjusted) gap.

To provide a clearer and more meaningful picture, we also calculate an adjusted pay gap. This measure considers these job-related factors and gives a more accurate understanding of like-for-like pay differences.

After accounting for these key characteristics, our adjusted pay gap (employees) is significantly smaller, at 2.71%, which is equivalent to a difference of just £0.03 per hour

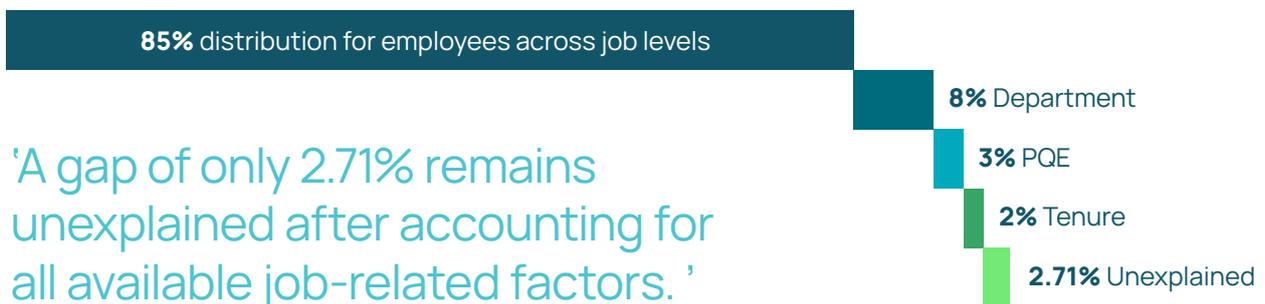
This means that when comparing employees performing similar roles with similar responsibilities, the gap reduces substantially.

What Drives the Difference?

Our analysis shows that the majority of the unadjusted gap (over 85%) is explained by the distribution of employees across different job levels. In other words, the biggest contributor to the headline gap is the fact that we have proportionally more males working in higher level roles. Other contributing factors include Department (8%) PQE (3%) and tenure in the firm (2%).

A gap of only 2.71% remains unexplained after accounting for all available job-related factors.

At Partner level, the factors that most affect pay differences at this level include location (43.9%), department (28.5%) and tenure (10.4%).



Adjusted gap

This analysis gives us confidence that our reward practices are fair on a like-for-like basis, while reinforcing the importance of continued action on progression and representation. We are confident our pay practices support equal pay for equal work.

Our adjusted gap for employees is 2.71% which is equivalent to £0.03, meaning that for every £1.00 earned by a female, a male would earn £1.03. This unexplained portion is small and could well be explained by further data we haven't collected as part of this exercise. Regardless, we will continue to investigate it to ensure our pay practices remain fair, consistent and transparent.

At Partner level, the adjusted gap is negative, meaning women's like for like pay is actually slightly higher than men's. Our adjusted gap for Partners is -5.08% which is equivalent to -£0.05, meaning that a female Partner would earn £1.05 for every £1.00 earned by a male Partner.

This reflects pay outcomes for Partners when comparing individuals with similar roles, tenure and responsibilities, rather than overall representation at senior levels.

The negative bonus gap at Partner level also indicates that women received higher bonuses than men in this period.

In summary, the majority of our gender pay gap is structural rather than pay-practice driven.



Our Commitment

We are committed to creating an environment where everyone can thrive and progress.

Reducing the headline gender pay gap requires long term cultural change, and we continue to take meaningful action across key areas:



Creating a supportive and flexible workplace

We operate a flexible, hybrid working model and have strengthened our wellbeing offer with resources to support mental, physical and financial health. We have also enhanced our benefits package, including a pension offering well above industry average, increased holiday entitlements and dedicated volunteering leave, ensuring our people feel fairly rewarded.



Supporting life stages and personal circumstances

We continue to improve support for parents and carers through enhanced family leave and our membership with Employers for Carers. Our employee networks champion inclusion across Gender & Sexuality, Neurodiversity, Social Mobility, Menopause and Fertility. We are also proud to be the eighth UK law firm to become recognised as a Menopause Friendly Employer.



Growing and developing our people

Our learning curriculum offers development at every career stage, including leadership training and management development to support inclusive people practices. We listen to our people through annual surveys and focus groups to help shape ongoing improvements.



Opening access and ensuring fair recruitment

We support alternative routes into the profession, including apprenticeships and other study pathways, and use the Rare Contextual Recruitment System to ensure fair, context aware decisions in trainee recruitment. Our recruitment processes remain objective and inclusive across all hiring, and we continue to build strong relationships with local schools and colleges to support social mobility. We remain a signatory to the Law Society's Diversity and Inclusion Charter.