

# Gender & Ethnicity Pay Gap Report

## 2025

# Introduction

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In compliance with the Equality Act 2010 (Gender Pay Gap Information) Regulations, Weightmans LLP has published its gender pay gap information for 2025. In line with our core value of radical transparency, this year for the first time we are also disclosing our ethnicity pay gaps.

These include statistics in relation to partner earnings, going therefore beyond our legal obligations. The figures contained in this report are taken from a snapshot of data as of April 2025.

Contents

# Message from the board

At Weightmans, our commitment to fairness, transparency and inclusion remains central to who we are and how we operate. Our Gender Pay Report is an important part of that commitment. It allows us to reflect openly on our progress, understand the factors influencing our pay gaps, and hold ourselves accountable for creating a workplace where everyone has the opportunity to thrive.

This year's data highlights both the positive steps we have taken and the areas where we must continue to focus. We know that organisational movements at senior levels can impact our figures, and we remain committed to addressing these underlying structural factors through sustained action and I am personally pleased that Caroline Johnson has recently joined our Board. Our investment in developing female talent, strengthening our leadership pipelines, and embedding inclusive practices across the firm continues to make a meaningful difference.

While there is more to do, our direction of travel is clear. Thank you to everyone across the firm who continues to support our inclusion agenda and contributes to making Weightmans a place where all colleagues can develop and succeed.



**Sarah Walton**  
Managing Partner

# Explaining Gender & Ethnicity Pay

The UK Regulations require employers with 250 or more employees to publish data on the gender pay gap covering the annual snapshot date of 5 April each year. These regulations require us to report our median and mean pay and bonus gaps, along with the ratio of each gender in each pay quartile. Gender is identified as Male and Female in our HR records.

## Mean (average)

The mean is the average hourly pay across each gender in April. This is worked out by adding together all the hourly rates of pay for each gender and then dividing the total by the total number of people of that gender. The mean gap is the difference between these two numbers, expressed as a percentage.

## Median (mid-point)

The median is calculated by lining up every individual in each gender in order of their hourly pay in April. The median is the hourly pay paid to the person in the middle of each line. The median gap is the difference between these two numbers, expressed as a percentage.

**Hourly Pay** is defined as basic pay, allowances, pay for piecework, pay for leave, shift premium pay, and includes any deductions for salary sacrifice. It does not include overtime pay, redundancy pay, any pay related to termination of employment, expenses, and benefits in kind. For our Fixed Share Partners, hourly pay is based on partner profit share.

## What is the difference between gender pay and equal pay?

These are often confused; however, the gender pay gap is not the same as equal pay. The gender pay gap is the difference between what men earn in the snapshot period compared to what woman earn, irrespective of their role and seniority. Equal pay is the legal requirement for men and woman to be paid the same for doing the same job, or a job of equal value.

With reference to ethnicity pay, the difference is between two aggregated groups of 'ethnicities' (as captured in our HR system) as 'other ethnic groups' (colleagues from 'non-white' backgrounds grouped together) mean and median pay, compared to 'white groups' mean and median pay, under the same guidelines.

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# Weightmans Gender Pay Gap

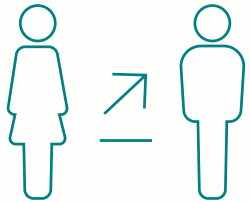
We were excited to appoint two new female additions to our senior leadership team in 2025, improving representation of woman in senior leadership positions relative to their male peers.

# What is Weightmans Gender Pay Gap?

Weightmans gender pay gap for Employees in April 2025 is:

**16.4%** ■ Mean

**19.8%** ■ Median



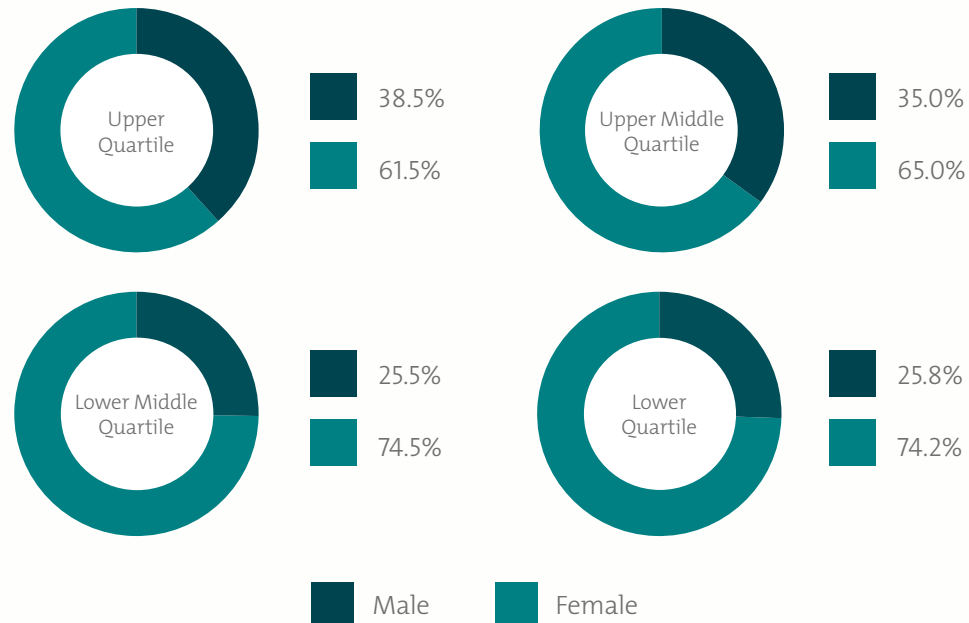
**The mean, known as average, has increased by 0.3%** since last year. This slight fluctuation is primarily driven by strategic investments into our business infrastructure. Over the past 12 months, we have continued to significantly expand our IT and Cybersecurity divisions to support our digital transformation. Because these specialised technical fields remain historically male-dominated, this recruitment resulted in a higher proportion of male hires in senior, high-earning technical roles. While this has marginally impacted our headline pay gap figures, we remain committed to ensuring equal pay for equal work across all departments.

On a positive note, **the median, known as middle, has reduced by 2.5%**. This positive trend is primarily driven by the successful progression of our female talent into mid-tier legal roles. Over the past reporting period, we have seen a significant number of females transition to Newly Qualified (NQ) status, alongside a strong cohort of promotions to Associate and Principal Associate levels. This upward mobility has shifted the concentration of our female workforce into higher pay quartiles, narrowing the gap between the median earnings of our male and female employees. This progress validates our ongoing investment in career development programs and our commitment to building a sustainable pipeline of future female leaders.

# What is Weightmans Gender Pay Gap?

## Employees Pay Quartiles

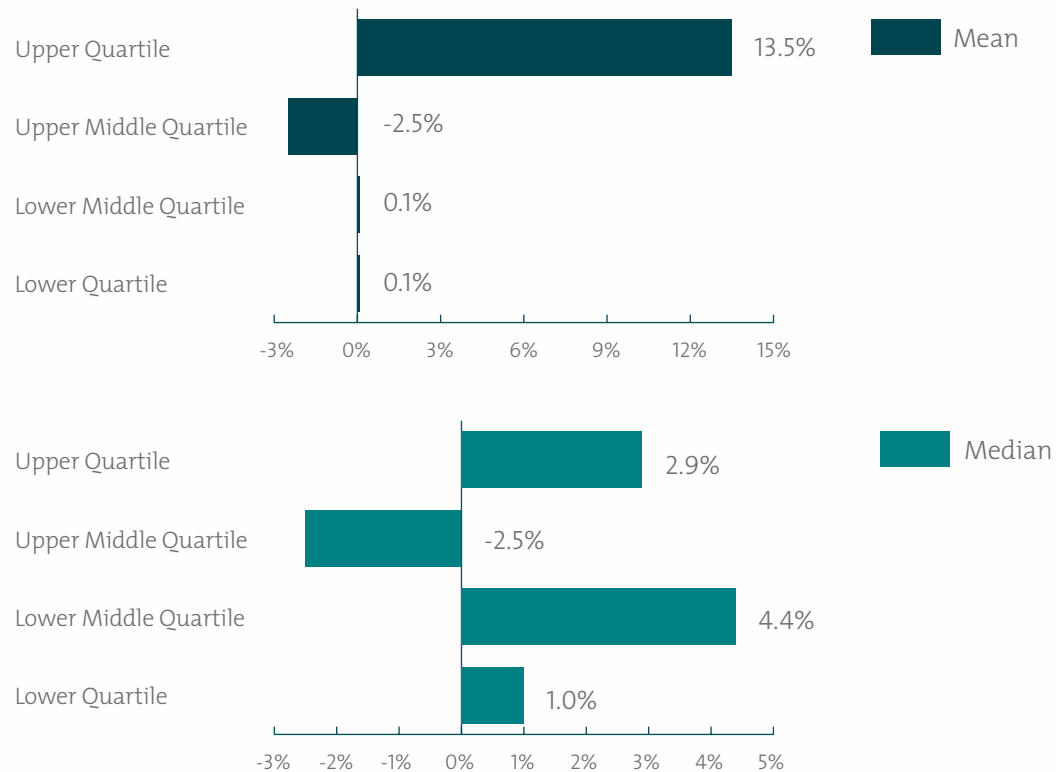
This shows the proportion of male and female colleagues split into four quartiles, ranked from highest paid hourly rate to lowest paid. This is the percentage of men and woman in each quartile.



# What is Weightmans Gender Pay Gap?

## Gender Pay Gaps by Pay Quartiles

This shows the proportion of male and female colleagues split into four quartiles, ranked from highest paid hourly rate to lowest paid. This is the Mean and Median pay gap in each quartile.



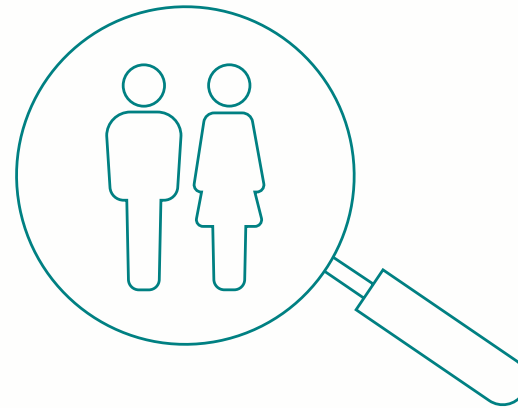
Whilst we continue to see an improvement in the number of females in our higher pay quartiles, the mean is particularly sensitive to outliers. With a lower percentage of males and the inclusion of new male recruits into high value technical roles, roles that command higher compensation, this tends to have a negative influence on the average.

The lower median represents an improvement in the distribution imbalance with more females moving through the promotion pipeline. A lower mean and median in each quartile, as opposed to the overall figures, is a result of our underlying job evaluation method which ensures similar sized roles are placed fairly within our salary bandings.

# What are the main contributors to these numbers?

## Cyber Recruitment

With a new business comes growth, and with CyXcel our cyber security division, its strategy was to grow wholesale solutions and expand its client base. We needed a certain expertise, skillset that aligned with this strategy alongside the importance of management support. This led to a number of important hires, mostly male, however the decision was based solely on the right person for the role with a track record of driving significant growth.



## Movements up the Quartiles

An increase in females becoming newly qualified and promoted into Associate and Principal Associate roles, which dominate the middle quartiles, has had a positive impact on our median pay gap. This is evident in our career development support which continues to play an important part in females progressing into senior roles.

# How are we addressing our Gender Pay Gap?

## New Senior Leadership Appointments

We were excited to appoint two new female additions to our senior leadership team in 2025, improving representation of woman in senior leadership positions relative to their male peers.

In May, we appointed a new IT Director, an experienced IT leader with a strong record in global IT strategy, service delivery and transformation. An important appointment that will enhance our technology capabilities and strategic direction.

In November, we appointed a new Claims Director who also joined the Board as an Executive Director. The new Claims Director has brought deep experience of the Insurance sector, leadership and commerciality which will allow us to continue to strengthen our internal and external claims proposition.

## Promotions

We continue to drive our development proposition through various promotion processes open each year, and in 2025 we had a strong pipeline of females in each cohort:

- Promoted into Associate: **65% females promoted.**
- Principal Associate promotions: **80% females promoted.**
- Legal Director promotions: **4 out of 5 promotions were females.**
- Promotions into partnership: **3 out of 5 promotions were females (there were also 2 promotions to Equity which were female).**

## Leadership Programmes

We continue to have a high representation of females in our **Engage** and **Empower** programmes which are aimed at high performing employees in roles up to Associate level. In 2025, 68% of successful applications were females and a further 70% have obtained a place in the next programme due in 2026.

Our **Excelerate** programme which is tailored for Principal Associate or equivalent roles who are ready to elevate their leadership skills and drive the firm's success, had a 45% success rate for female applications in 2025 and we anticipate an increase in 2026 due to the positive feedback.

# How are we addressing our Gender Pay Gap?

## Early Careers Programmes

We onboarded our largest ever cohort of trainees and apprentices last year and continue to drive our apprenticeship programmes as a viable option to gaining a career in the legal profession, regardless of gender or ethnicity. And whilst applications remain high, we have 67% of females from the latest cohort ready to start the programme in 2026.

Our Trainee programmes remain a successful route into qualification for females looking to launch a career as a qualified solicitor, as evidenced in 2025 where 66% of the cohort became newly qualified solicitors. We had a further 75% of applications given to successful females starting a two-year training programme in the same year.

## Woman in Law Pledge

We have become signatories of the Women in Law Pledge, to ensure that gender equality remains at the forefront and we continue to build a more equal and fair profession. Actions we have committed to include:

- Supporting the progression of women into senior roles by monitoring retention and progression rates through a diversity lens.
- Encouraging personal development through our in-house mentoring and leadership academy programmes.
- Raising greater awareness about career pathways available, including equity partner level.
- Setting practical steps towards a healthy and supportive workplace, to ensure women's mental health and wellbeing remain a key consideration throughout career stages.

We regularly attend the signatories' roundtables facilitated by the Law Society of England and Wales, and we have plans for a Gender and Wellbeing series of awareness raising and clinic-style talks, to explore common challenges and invest in workplace education and best practice.

## Diversity, Equality, and Inclusion Roadmap, and Targets

To harness our progress, we have developed a 2025-28 DE&I Roadmap which sets out our commitments across four inter-related pillars and strands of focus, including Gender. The roadmap equips the firm with a comprehensive strategic framework which will help us enhance our successes and track progress more effectively, particularly around employee life cycle, people and culture, and responsible business.

The refreshed diversity targets are core Key Performance Indicators (KPIs), and these will help us keep on track and report on progress year on year. For Gender, we have looked at our talent pipeline and projections, and set for ourselves two ambitious but achievable targets for 2028:

- 45% female fixed share partners.
- 30% female equity partners.

We are hopeful that the increasing representation of women at the most senior levels of our firm will help narrow the gender pay gap. Figures are already showing a decrease of the median percentage for the FY 2024-25, proving that the firm is on the right track.

# How are we addressing our Gender Pay Gap?

## Policies

We continue to review and update our policies and procedures each year, with the latest changes to the firm's Menopause, Fertility and Flexible Working policies. We also introduced a new Neonatal policy in 2025.

## Menopause Support

Whilst we have an effective menopause policy in place setting out the rights of female colleagues who experience menopausal symptoms and explaining what support they have available, we have enhanced this further by offering specialist clinical menopause support with BMS (British Menopause Society) accredited consultants through our Private Medical Insurance from 2026. This will make a huge and empowering effect to our female colleagues' lives.

## Legal Insights Programme

For those considering a career in law we run a legal insights programme aimed at 16 years of age (year 12 students or equivalent) and above, during the Easter holidays each year. Those who have successfully completed the virtual sessions are invited to attend to apply for our in-person work experience to get hands on experience working directly with teams in Weightmans. In 2025:

- 636 were invited to attend the online programme with 79% female.
- 13 females out of 18 were successful for the further work experience programme.

Giving young females early exposure to a career in law helps to encourage them to advocate for fairer compensation early in their career, and apply for higher roles in the future, both vital to reducing pay disparities.

## Mentoring

We continue to operate a successful mentoring programme, offered as career mentoring and reverse mentoring, with 34 pairings in the cohort this year. 74% of our mentees are females coached by 56% female mentors.

All mentors range from Board level roles down to solicitor level whilst ensuring we encourage cross-functional learning and align to professional goals and interests.

# Weightmans Bonus Gender Pay Gap

Weightmans bonus gender pay gap for Employees based on 12 months preceding April 2025 is:



Weightmans gender proportion of employees who received a bonus is:



Our mean bonus gap reduced by 26% this period largely due to the exceptional year of exceeding targets and growth in 23/24, leading to a significantly increased bonus award to all colleagues. This naturally compressed the mean by reducing the impact of a few contractual high bonus arrangements, which are historically more common in senior male colleagues.

We are proud to promote a zero median bonus gap for the fourth year in a row. It shows that performance is being rewarded fairly and consistently across the firm, and throughout our middle tier roles eliminating any gender bias.

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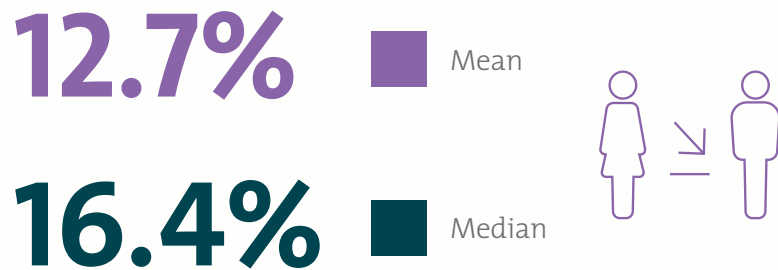
# Weightmans Ethnicity Pay Gap

To harness our progress we have developed a holistic 2025-28 DE&I Roadmap which sets out our commitments across four inter-related pillars and strands of focus. These, besides Gender, include Disability, representation from the LGBTQ+ community and Ethnicity.

# What is Weightmans Ethnicity Pay Gap?

The figures for the Ethnicity Pay Gap are based on the data available from individuals who choose to specify their ethnicity on our HR system. On the snapshot date of April 2025, the response rate for ethnicity was 88.8%. To ensure we had an adequate data sample, we have aggregated together colleagues from 'white groups' (i.e., white British/Irish/any other white background) and compared their pay with colleagues from 'other ethnic groups or backgrounds' (i.e., non-white).

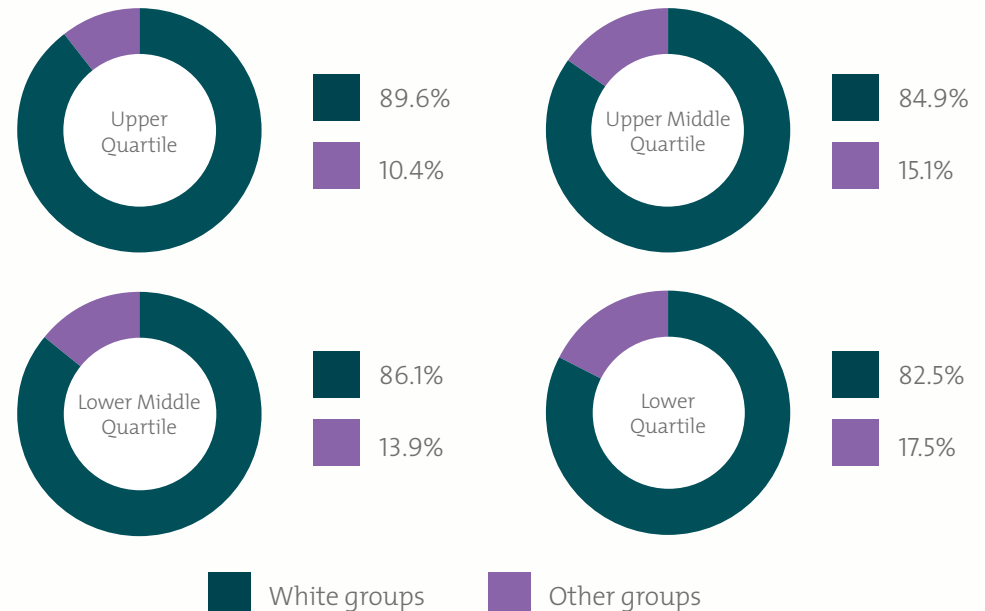
Weightmans ethnicity pay gap for Employees in April 2025 is:



Both measures have increased since the last report, and this is heavily influenced by a small number of leavers from 'other ethnic groups'. The median is highly sensitive to changes in headcount among middle earners, with already a low percentage of 'other ethnic groups' this can disproportionality shift the mid-point of the remaining population, despite no changes to our underlying pay principles. The median can become highly volatile to leavers whilst skewing the mean.

## Employees Pay Quartiles

This shows the proportion of 'white groups' and 'other groups or backgrounds' split into four quartiles, ranked from highest paid hourly rate to lowest paid. This is the percentage of 'white groups' and 'other groups' in each quartile.



It is important to understand that on the snapshot date, 76.1% of colleagues identified as white, 12.7% identified as from other ethnic groups or backgrounds, and 11.2% chose not to specify this characteristic (i.e., selected the option 'prefer not to say' in their HR records).

# How are we addressing our Ethnicity Pay Gap?



As mentioned in our DE&I update; to harness our progress we have developed a holistic 2025-28 DE&I Roadmap which sets out our commitments across four inter-related pillars and strands of focus. These, besides Gender, include Disability, representation from the LGBTQ+ community and Ethnicity.

Having considered the make-up of the legal sector, our talent pipeline, Weightmans specialisms and other factors, for Ethnicity we set the following targets for 2028:

- 15% firmwide representation of people from an ethnic-minority background.
- 10% representation at fixed share partner level.
- 8% at equity partner level.

Our records show that our firm is growing and getting more diverse, especially in our early career talent pipeline and across business services.

We remain committed to equal opportunities for historically under-represented groups, and to sustain our commitment we have enhanced our collaboration with the Black Solicitors Network and have become signatories of the Race at Work Charter.

# Weightmans Bonus Ethnicity Pay Gap

Weightmans bonus ethnicity pay gap for Employees based on 12 months preceding April 2025 is:



Weightmans ethnicity proportion of employees who received a bonus is:



The mean bonus ethnicity pay gap improved as a result of the significant firmwide bonus award made to all colleagues in 23/24 period, which provided a boost to colleagues in lower and middle quartiles where other ethnic groups representation is higher. This boosted the average for this group and helped maintain a zero median bonus gap.

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# Fixed Share Partners Gender and Ethnicity Pay Gaps

We have committed to reviewing our current partner grading structure through a worldwide leader in job analysis and evaluation, to ensure the levels remain robust, transparent and with a view to improving our gender pay gaps.

# Fixed Share Partners Gender Pay Gap

Partners are remunerated differently to employees, and their pay is based on profit share awarded under a partner share review. We calculate the fixed share partner gender and ethnicity pay gaps by using the Actual Annual Share in the snapshot period.

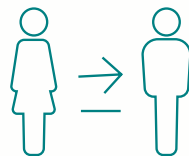
Weightmans Gender Pay Gap for Fixed Shared Partners in April 2025 is:

12.0%

Mean

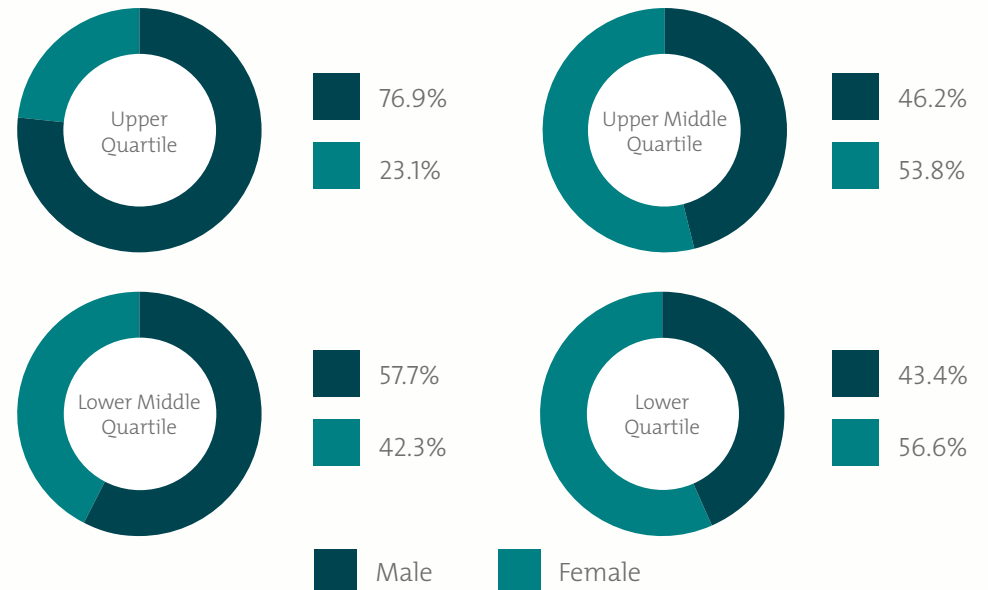
15.4%

Median



## Fixed Share Partners Pay Quartiles

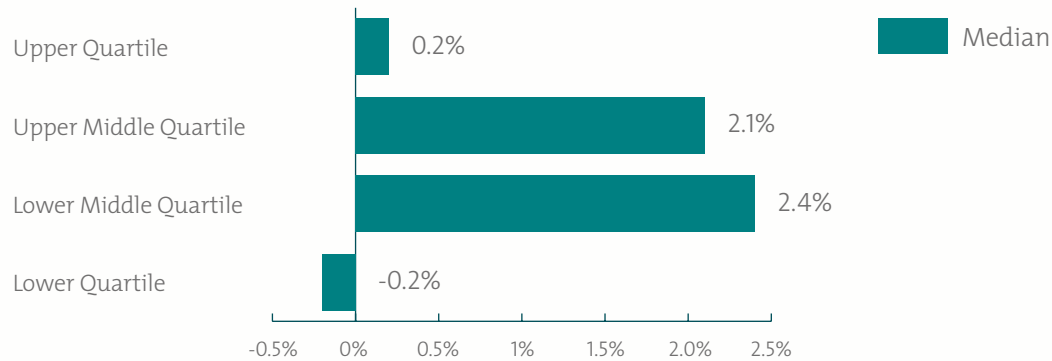
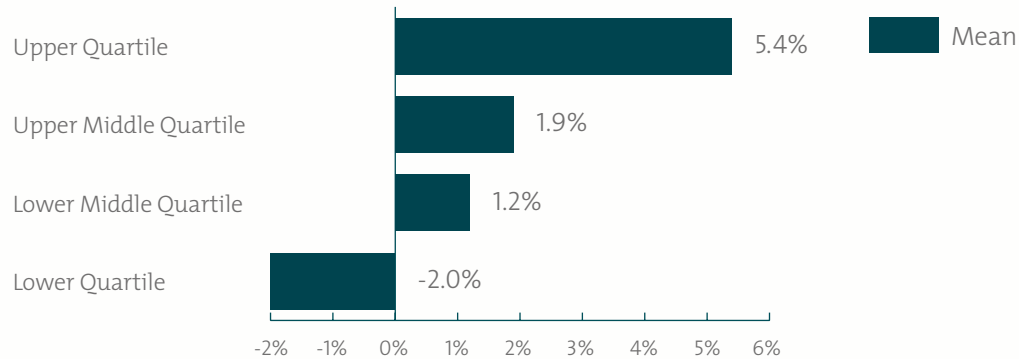
This shows the proportion of male and female fixed share partners split into four quartiles ranked from highest paid hourly rate to lowest paid. This is the percentage of men and woman in each quartile.



# Fixed Share Partners Gender Pay Gap

## Gender Gaps by Pay Quartiles

This shows the proportion of male and female fixed share partners split into four quartiles, ranked from highest paid hourly rate to lowest paid. This is the Mean and Median pay gap in each quartile.



The change in the mean and median this period is due to aggressive recruitment into high value tech roles pulling the male distribution upward within the middle quartiles. The gaps are significantly smaller when we focus on each quartile, rather than the high-level figures which can be skewed by the distribution of males. This demonstrates how we apply a fair and robust set of pay principles through a partner share grading structure, where similar size roles receive comparable pay regardless of gender.

Furthermore, we have committed to reviewing our current partner grading structure through a worldwide leader in job analysis and evaluation, to ensure the levels remain robust, transparent and with a view to improving our gender pay gaps.

We continue to move in the right direction on gender representation in our partnership with progress at 43.5% in April 2025, moving closer to our 45% target set for 2028 and an improvement on last year.

# Fixed Share Partners Bonus Gender Pay Gap

Weightmans bonus gender pay gap for Fixed Share Partners based on 12 months preceding April 2025 is:

**7.0%**  Mean

**18.0%**  Median

Weightmans gender proportion of Fixed Share Partners who received a bonus is:

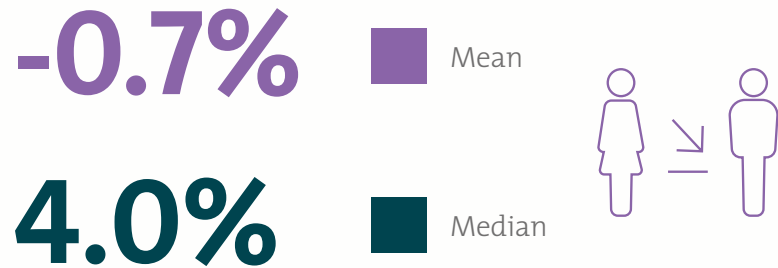


For the third year running our mean and median bonus gaps have continued a downward trend, a feat we attribute to our ambitious targets of increasing female representation at partner level. Following a very successful year, and a steady increase in female representation in the top quartiles, a greater share of bonus awards acted as compression on the gap between them and high earning males.

# Fixed Share Partners Ethnicity Pay Gap

The figures for the Ethnicity Pay Gap are based on the data available from individuals who choose to specify their ethnicity on our HR system. On the snapshot date of April 2025, the response rate for partners ethnicity was 80.4%. To ensure we had an adequate data sample, we have aggregated together partners from 'white groups' (i.e., white British/Irish/any other white background) and compared their pay with partners from 'other ethnic groups or backgrounds' (i.e., non-white).

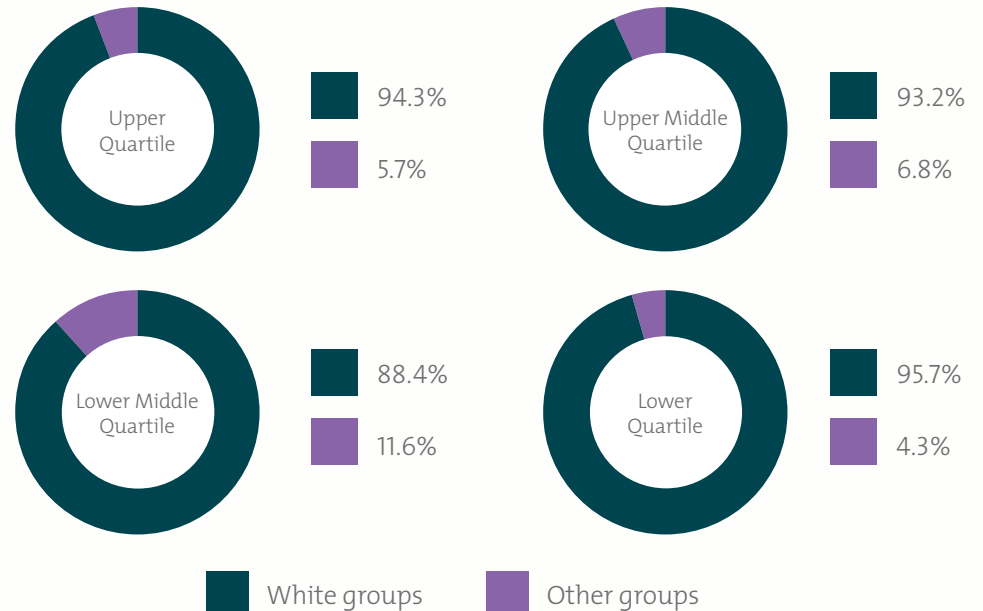
Weightmans ethnicity pay gap for Fixed Share Partners in April 2025 is:



Whilst both the mean and median have reduced, and has continued a downward trend since 2022, it's important to understand the volatility of the data, which such small representation of individuals from non-white groups, any increase / decrease in headcount can lead to fluctuating figures.

## Fixed Share Partners Pay Quartiles

This shows the proportion of 'white groups' and 'other groups or backgrounds' split into four quartiles, ranked from highest paid hourly rate to lowest paid. This is the percentage of 'white groups' and 'other groups' in each quartile.



# Our Action Plan / Targets

As mentioned in our report we have set ourselves important targets for both Gender and Ethnicity across the firm and at our most senior levels, with an aim to increasing representation where the gap is prevalent and has the most impact on the wider mean (average) figures.

Gender	Target for 2028	Latest Progress*
Equity Partners	30.0%	15.5%
Fixed Share Partners	45.0%	43.5%

Ethnicity	Target for 2028	Latest Progress*
Firmwide	15.0%	10.8%
Equity Partners	8.0%	4.4%
Fixed Share Partners	10.0%	5.3%

\*The data is at 31 March 2025 with progress reviewed annually. As stated in the above narrative, other percentages will have been based on the snapshot date and data obtained for the report.

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# Gender & Ethnicity Pay Gap Report

2025

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