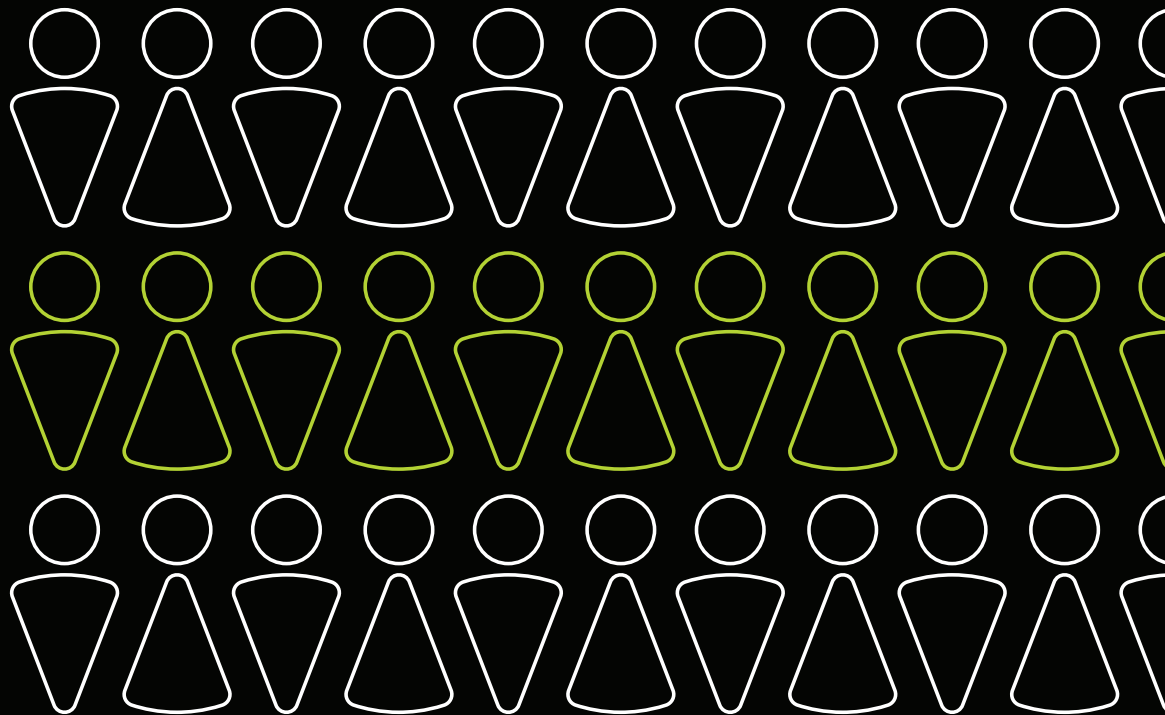




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# UK gender, ethnicity and disability pay gap 2025



# Introduction

As we continue to work towards the goals outlined in our 2023-2026 strategic plan, fostering an inclusive, fair, and equitable workplace remains key to our success.

Our ninth annual UK gender pay gap report includes our sixth UK ethnicity pay gap report and our second disability pay gap report. By continuing to publish information that goes beyond Government requirements, ahead of mandatory disability and ethnicity reporting, we aim to demonstrate our commitment to transparency, consistency and responsible business practices.

## Gender pay gap

In the year to April 2025, our mean gender pay gap for all employees decreased for the fifth consecutive year to 7.7%, down from 11.8% the previous year. Our mean bonus pay gap also reduced significantly to 7.5%, from 18.8% the previous year. For the second year running, the number of women receiving bonuses increased, from 37.5% to 45.4%. Again, the total spend for women exceeded that for men, which remains in proportion to the population spread. For the first time, both our median gender pay gap and median bonus gaps are both 0.0%. These improvements reflect our continued focus on closing the gender pay gap, while recognising that further progress is still needed.

## Partner gender pay gap

Our partner mean gender pay gap remains steady at 14.3%, while the median gap reduced from 13.8% to 8.0%. This shows encouraging movement, although further work is required.

## Ethnicity pay gap

Our mean ethnicity pay gap for all employees reduced to 12.5%, down from 14.0% the previous year. While this is a modest improvement, it reflects our ongoing commitment to reducing the ethnicity pay gap. We recognise that more progress is needed, including continuing to invest and improve our programmes in this space.

In 2024, we expanded the criteria for participants in our EMpower programme, which is focused on increasing Black and ethnic minority representation, to reach more candidates. We have since transitioned it to a paid programme, in line with our vacation scheme. We are members of Women in the City Afro-Caribbean Network (WCAN) and the Black Solicitors Network, which provides annual mentoring and a sponsorship programme for ambitious Black lawyers.

## Disability pay gap

Our mean disability pay gap for all employees increased slightly to 5.9%, up from 3.7% in the previous year. This change is largely influenced by our declared disability population being quite small, meaning that even minor shifts in population can have a noticeable impact on the data. We will continue to monitor this closely over time and focus our efforts on our culture so that declaration rates may increase.

We remain committed to recognising and embracing the diversity of disability, neurodiversity and mental health, and to creating an inclusive environment where barriers are reduced and all colleagues can thrive.

## Rewarding our people

In 2025, we focused on ensuring our people are fairly and consistently rewarded for their contribution. We refreshed our bonus scheme to enhance the bonus opportunity and provide greater clarity and transparency on how outcomes are achieved. We also strengthened manager guidance to support consistent and fair decision-making around discretionary bonuses.

Alongside this, we continued to communicate our full salary and review process, including HR moderation, through webinars across all divisions. We regularly review our employees benefits to ensure they reflect what matters to our people at every stage of their career and personal lives. We also revamped our recognition and long service programmes to celebrate success and loyalty in more meaningful and engaging ways.



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# Our Figures

## What is the gender pay gap?

The gender pay gap refers to the difference in the average hourly wage between men and women across a workforce. It is not an assessment of pay differences between men and women who hold the same roles.

As a firm, we are committed to equality in pay and, to ensure that individuals in comparable positions are paid fairly, we have robust strategies in place.

The gender pay gap, therefore, offers a company-wide picture. It is illustrated through two key metrics:

### Mean

Mean figures represent an average, i.e. the sum of the compensation of the individuals included in the data, divided by the number of individuals.

### Median

If we rank everyone’s individual pay/bonus data from lowest to highest, the median is the value in the middle of that list.

As a result, we have two types of gender pay gap:

- **the mean gender pay gap**, calculated as the percentage difference between the average male and female hourly pay; and
- **the median gender pay gap**, which is the percentage difference between the median hourly pay of male and female employees.

## What does the data tell us?

### Gender pay gap

In 2025, on a mean basis, women were on average paid 7.7% less than men.

Mean		Median	
2025	2024	2025	2024
7.7%	11.8%	0.0%	8.3%

Our gender pay gap data is based on UK employee hourly pay as of 5 April 2025. Our data includes lawyers and business service professionals.

### Bonus gender pay gap

In 2025, on a mean basis, women received an average bonus that was 7.5% lower than the bonuses paid to men.

Mean		Median	
2025	2024	2025	2024
7.5%	18.8%	0.0%	25.0%

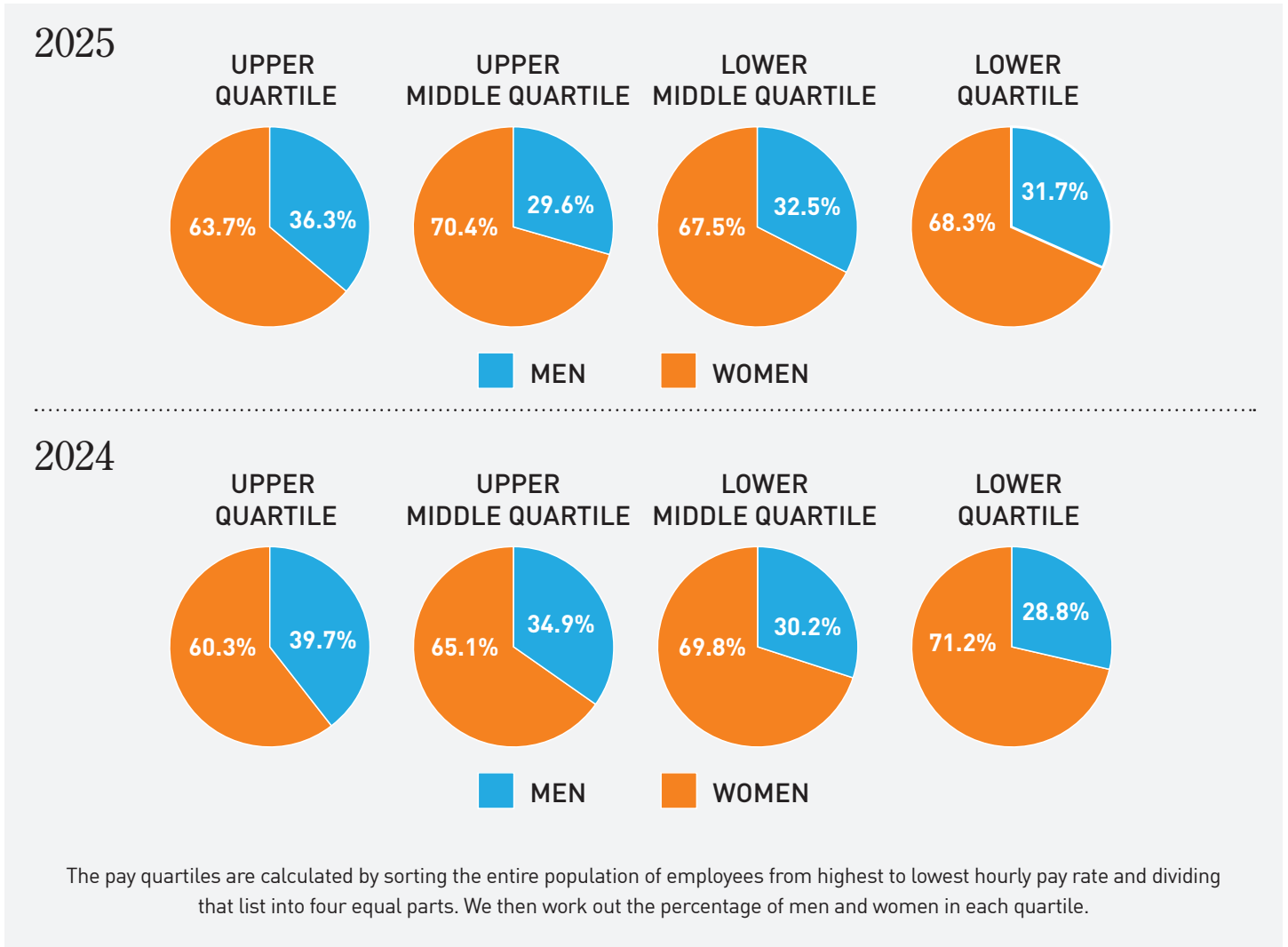
### Proportion of men and women receiving a bonus payment

In 2025, 40.9% of men, and 45.4% of women in the firm received a bonus payment.

Men		Women	
2025	2024	2025	2024
40.9%	32.2%	45.4%	37.5%

## Pay quartiles

In 2025, 63.7% of those employees in our upper pay quartile and 70.4% in our upper middle quartile were women. This represents an overall increase of 8.7 percentage points in the upper quartiles from 2024.



## Firmwide gender pay gap

This figure, which is an additional voluntary disclosure, takes into account the level of remuneration that partners and employees receive and the proportion of women across the quartiles overall in the UK.

In 2024, the mean gender pay gap was 34.1%. This has slightly increased to 36.2% in 2025. The median gender pay gap fell from 22.6% in 2024, to 18.0% in 2025.

Mean		Median	
2025	2024	2025	2024
36.2%	34.1%	18.0%	22.6%

## Partner gender pay gap

Our partner gender pay gap is impacted by the level of remuneration that the partners receive and the proportion of women in the UK partnership (40.0% of the total UK partners at the snapshot date are women).

In 2024, the mean partner gender pay gap was 14.9%. This has reduced to 14.3% in 2025. Additionally, the median partner gender pay gap fell from 13.8% in 2024, to 8.0% in 2025.

Mean		Median	
2025	2024	2025	2024
14.3%	14.9%	8.0%	13.8%

## Ethnicity pay gap data – all employees (excluding partners)

The ethnicity pay gap shows the difference in the average pay between employees from ethnic minority backgrounds, compared to white employees. Where there is a positive percentage, this means that the average pay of a white employee is higher than that of an employee from an ethnic minority group.

### Ethnicity pay gap

In 2024, on a mean basis, employees from ethnic minority backgrounds were paid 14.0% less, which decreased to 12.5% in 2025. On a median basis, employees from ethnic minority backgrounds were paid 28.0% less in 2024 than white employees. In 2025, this figure fell to 13.0%.

Mean		Median	
2025	2024	2025	2024
12.5%	14.0%	13.0%	28.0%

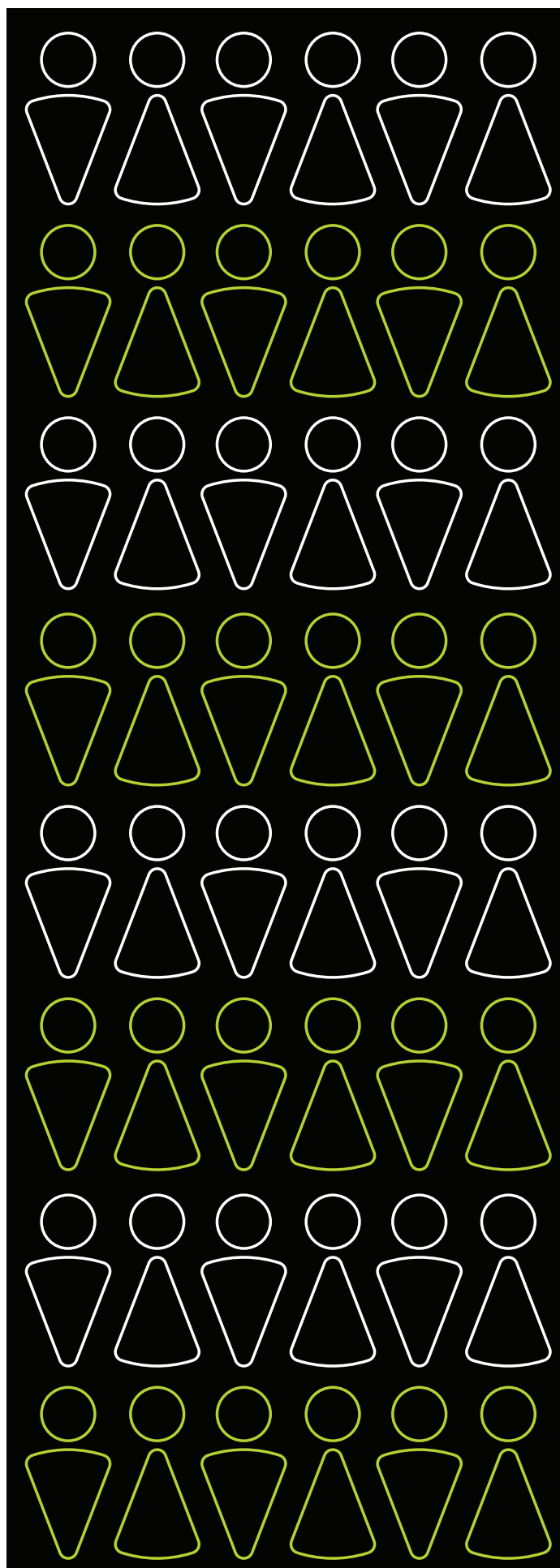
## Disability pay gap – all employees (excluding partners)

The disability pay gap shows the difference in the average pay between employees who have indicated they have a disability to those employees who do not have a disability. Where there is a positive percentage, this means that the average pay of an employee who does not have a disability is higher than that of an employee who has indicated they do have a disability.

### Disability pay gap

In 2024, on a mean basis, employees with a disability were paid 3.7% less than employees without a disability. In 2025, this figure increased slightly to 5.9%. On a median basis, employees with a disability were paid 6.4% more in 2024, which decreased to 2.2% less in 2025.

Mean		Median	
2025	2024	2025	2024
5.9%	3.7%	2.2%	-6.4%



# Driving long-term, sustainable change

We remain focused on building on the progress we have made in reducing pay gaps across all reported demographics. Our ongoing commitment centres on the initiatives already in place, which are designed to drive long term, sustainable change. A key priority is strengthening transparency, clarity and consistency across the internal processes that influence pay, reward, promotion and career development.

Additionally, we firmly remain focused on strengthening representation across all levels of the firm and driving the cultural shifts needed to support lasting change.

Our diversity, equity and inclusion strategy therefore remains focused on:

- reducing barriers to entry and improving representation and retention;
- increased and improved training and education;
- continually improving policies; and
- adopting a data-driven approach.

## Penncclusion

Our Penncclusion pay gap committee, alongside our other Penncclusion committees, helps us drive forward our inclusion efforts. Looking ahead, Penningtons Manches Cooper remains committed to reducing the firm's gender, ethnicity, and disability pay gaps, and to strengthening our credentials as an inclusive, responsible business. Some of the initiatives implemented this year have included:

- we hosted our first bespoke disability open day, in collaboration with MyPlus, for which we received very positive feedback from participants. We hope to continue this initiative to further improve our representation in this area;
- limitless, our A-level work experience programme, which supports our PRIME commitment, encourages meaningful work experience opportunities for students from low-income backgrounds in law firms across the UK and Republic of Ireland. This was elevated by partnering with upReach – providing select students with ongoing skills and application support during university; and

- we ran an early careers bespoke skills open day, in collaboration with Women in the City Afro-Caribbean Network (WCAN), with 54 Black women from the network in attendance.

## EMpower programme

Our successful EMpower programme is running again in 2026. This programme is part of our commitment to increasing Black and ethnic minority representation in the legal sector. From our 2024 and 2025 programmes, over 50% of participants successfully secured a place on one of our vacation schemes. We hope to see more EMpower participants join our firm as the programme continues to develop.

## DEI Training

We have been pleased with the roll out of compulsory DEI e-learning and the success of the learning and training platform we launched in 2024, which we introduced to support everyone at the firm with their individual training needs. Acknowledging that everyone's career journey looks different, we will continue to use inrehearsal to develop our DEI offering with the goal of continuing to upskill our people, so they are better able to achieve their career goals.



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