



# Gender Pay Gap

Annual report – 2025



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## Foreword

At Trowers we are committed to creating and promoting an inclusive environment and are guided by our values, including our belief that we are not afraid to be human. We recognise that our success depends on our people. This means creating a workplace where our people feel able to be themselves, where different voices are heard and where diversity – in all its forms – enriches the way we work and the experience we offer our clients.

We remain committed to our global gender diversity target of 42% women at partner level by the end of 2026, and we continue to invest in long term initiatives focused on building and maintaining a strong pipeline of women across all stages of the partnership. Over the past year, we have reinforced our efforts through our Gender Action Plan, alongside broader initiatives aimed at understanding and addressing barriers to progression. Our focus has been on actively listening to our people to identify how we can better support employees to thrive at Trowers. Through our listening exercises and staff engagement survey, we continue to ask the right questions, and crucially, to listen and act on the answers.

This report sets out our 2025 gender pay gap data. As in previous years, we continue to also publish our partner data for transparency, as this provides a more complete view of our business. The data shows:

- **Employee pay and bonus gaps** – both the mean and median pay gaps have reduced since last year, reflecting continued progress in improving gender balance across roles. While employee bonus gaps have increased, the underlying drivers remain consistent, including the higher proportion of women working part-time or in junior and administrative roles.
- **Combined (employee and partner) pay gaps** have narrowed, demonstrating the cumulative impact of positive shifts at both employee and partner levels.
- **Partner pay gaps** have reduced again, building on the progress made last year. The trend continues to reflect improving gender balance within our partnership.

- **Business services** – both the mean and median pay gaps have decreased, marking an improvement on last year’s results, although bonus gaps have widened in both London and the regions.
- **Fee earners (excluding partners)** – pay gaps have seen a slight increase overall and bonus gaps have widened, with variation across locations and levels linked to role distribution and bonus eligibility.

Whilst gender pay gap reporting takes place annually, inclusion is something we cultivate every day and everyone at Trowers plays a role. We continue to strengthen our inclusive culture to create a more equitable workplace. More on our wider responsible business priorities can be found in our [Responsible Business Report](#). Closing the gender pay gap will not happen overnight, but we remain committed to focused, practical action informed by what our people tell us they need to thrive.



**Sara Bailey**  
Senior Partner



**Paul Robinson**  
Director of Human Resources



# Understanding the report

## What is the Gender Pay Gap?

UK employers with 250+ employees must report their gender pay and bonus gaps each year. The gender pay gap shows the average difference in hourly earnings between men and women, influenced significantly by representation at senior or higher-paid levels.

It is important to note that the gender pay gap is not the same as equal pay. Equal pay is a legal requirement ensuring individuals performing the same work, or work of equal value, are paid the same. A gender pay gap does not mean an equal pay issue exists.

This report uses the statutory reporting dates:

- Pay snapshot: 5 April 2025,
- Bonus data: 6 April 2024 – 5 April 2025.

The data relates to our UK partners and employees.

### Definitions

**Mean pay gap:** The difference in average hourly pay (or bonuses) between men and women. This measure can be skewed by extremely high or low earners.

**Median pay gap:** The difference in the midpoint of hourly pay (or bonuses) between men and women, offering a view of a “typical” employee and reducing the impact of outliers.

**Bonus gap:** The difference in average bonus amounts received by men and women.

**Bonus participation:** The proportion of men and women receiving a bonus during the 12 months leading up to the snapshot date.

**Percentages:**

- A positive percentage indicates women earn less than men.
- A negative percentage indicates women earn more than men.

**Pay quartiles:** Employees are divided into four equal groups based on hourly pay, from lowest to highest, illustrating gender representation across pay bands.

## Commitment to action

**Our Gender Action Plan** – designed to remove barriers to female progression – remains central to our inclusion and equality work. Over the past year, we focused on deepening our understanding of colleagues’ lived experiences and translating this insight into tangible actions. Highlights include:

**Senior leader visibility and accountability:** Partners and senior colleagues have taken an active role across ED&I initiatives, championing events, facilitating conversations, and sharing personal reflections. Their visibility reinforces accountability and helps build a culture where equitable practice is modelled from the top.

**Inclusion objectives for partners:** We introduced inclusion objectives for partners as part of the performance cycle, ensuring that inclusive leadership is embedded, measurable and recognised as a core responsibility.

**Coaching for all new partners:** We expanded coaching support for all new partners to help navigate this significant career transition and set them up for long-term success.

**Enhanced flexibility on the Pathways programme:** Our award-winning Pathways programme now offers greater flexibility, including the option to pause and resume during parental leave, alongside long-term mentoring from senior colleagues balancing leadership and family life. We monitor participation and progression by gender.

**New Legal Director role:** The introduction of this role has expanded career pathways, recognising technical excellence, strategic contribution and client leadership while offering greater autonomy.



**PEOPLE  
IN  
LAW  
AWARDS 2025**

**Rebecca Wardle named  
“Best People Leader”**

Rebecca Wardle, Partner and Co-Chair of our Gender, Work and Family network, was named **Best People Leader** at the **People in Law Awards 2025**.

The award recognises Rebecca’s leadership on key initiatives that promote gender equity and social mobility, including our Gender Action Plan, which identifies and suggests recommendations to remove barriers to women’s progression to partnership.

She has also been instrumental in shaping our equal parenting initiatives and led the launch of our Solicitor Apprenticeship programme to widen access to the legal profession.

**Focus on allyship:** Our Gender, Work and Family network continues to play a key role in building community and raising awareness. Listening exercises highlighted a desire for support around confidence, leading to a 2025 International Women’s Day panel on “Men, Women and Confidence” and an internal allyship session exploring how men and women can collaborate to close the equity gap. Senior leaders also shared personal stories of allyship in action. We continue to support all our employee networks across gender, LGBTQ+, ethnicity, disability, social mobility, religion and belief, and wellbeing.

**Enhanced family leave support:** We introduced family leave coaching for individuals and their line managers to support parents through this transition — helping them plan intentionally, return with confidence and continue to grow their careers alongside family life.

**Women’s health support:** We introduced menopause support via Peppy and clinical fertility support through Vitality.

**Employee wellbeing and work-life balance:** Our Family Leave Safe Space sessions continue to support female colleagues preparing for family leave, as well as those who have returned within the past three years and are complemented by a firmwide wellbeing programme.

**Inclusion Champions:** We appointed externally trained Inclusion Champions across departments to promote inclusion locally and embed equitable decision-making. Annual moderation includes gender-based reviews of pay and bonuses to ensure fairness and consistency.

**Enhancing line management skills:** We continue to strengthen line management capability, recognising the vital role managers play in career development and day-to-day experience. Recent initiatives include:

- **Active bystander training** for all partners and managers
- **‘Cycle of Opportunity’ training** to highlight how everyday decisions around work allocation, visibility, feedback and sponsorship shape outcomes
- **Inclusive hiring manager training** to ensure a consistent, equitable selection process and positive candidate experience

This year, we will launch an online Manager Hub offering in-the-moment guidance and practical tools for daily responsibilities and key employment cycle moments.

# Gender Pay Gap 2025 overview

## Employee pay and bonus gap

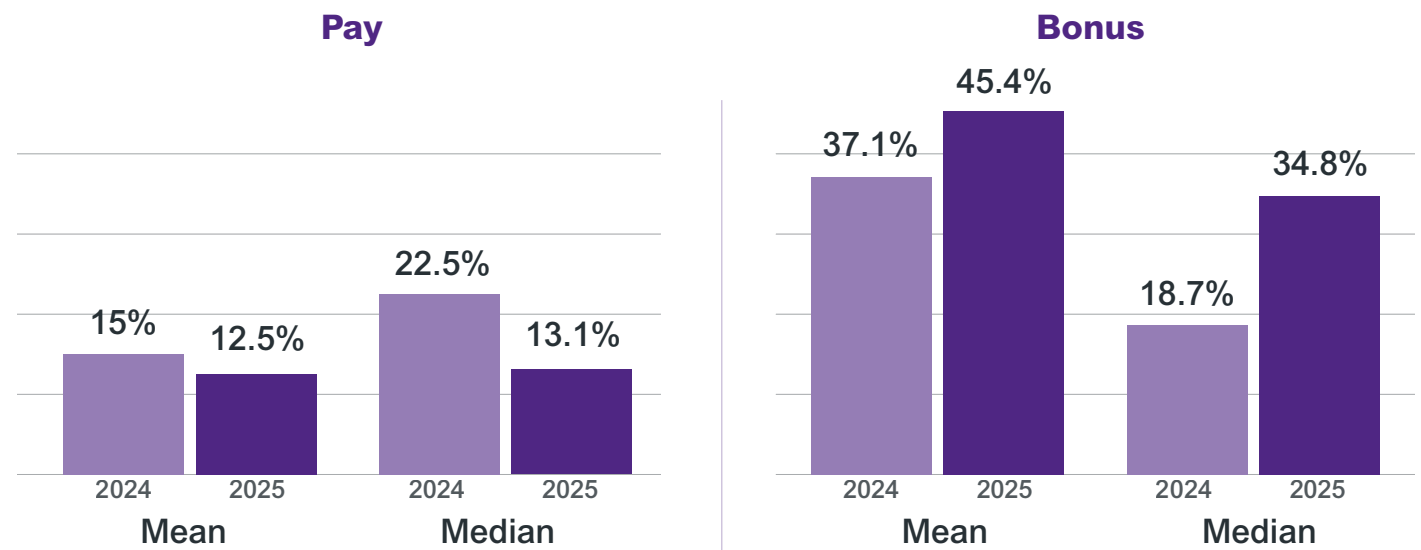
Our average pay gaps have reduced since last year. These figures cover a broad range of roles across the firm, including fee earners, paralegals, trainees and business services staff.

Although a greater proportion of women received a bonus, the bonus gap favours men, largely due to the higher concentration of women in junior and administrative roles, which reduces both average hourly pay and average bonus amounts for women. Women also remain disproportionately represented in roles such as PAs, paralegals and other assistant positions, which typically sit at the lower end of the pay scale.

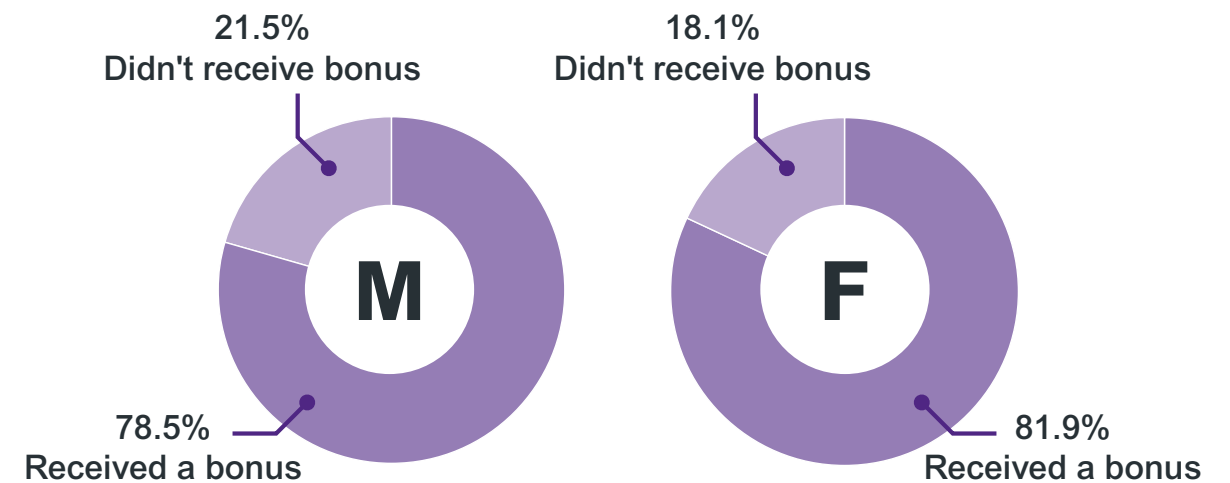
Women are further overrepresented in entry-level roles located outside London, where salaries are generally lower. This geographical distribution contributes to women being more heavily weighted toward the lower pay quartiles.

A higher proportion of women work part-time, and because bonus gap calculations are based on actual bonus amounts rather than full-time equivalent values, part-time working patterns widen the bonus gap even where hourly pay between men and women is comparable. As highlighted in our 2024 report, this structural pattern continues to influence bonus outcomes this year.

## Employee pay and bonus gap



## Employees receiving a bonus



### Employees in each pay quartile

As of 1 April 2025, our UK workforce (excluding partners) comprised 67.7% women and 32.3% men. Women make up the majority of employees across all pay quartiles; however, their representation increases in the lower paid quartiles.

This pattern reflects the distribution of roles within the firm. Nearly all PA roles are held by women, and women occupy 75% of paralegal roles, which are typically lower paid than senior fee-earning roles.

This concentration of women in roles and locations associated with lower pay continues to influence the distribution across quartiles and contributes to the overall gender pay gap.

Compared with 2024, the 2025 pay quartile distribution shows positive movement. Female representation increased in the upper quartile (from 55.9% to 61.7%), indicating growing representation in higher paid roles. At the same time, female representation in the lowest quartile decreased (from 80.8% to 74.9%), showing a reduction in the concentration of women in the lowest paid roles. The middle quartiles remained broadly stable. These shifts reflect gradual progress within the workforce profile and support longer term efforts to narrow the gender pay gap.

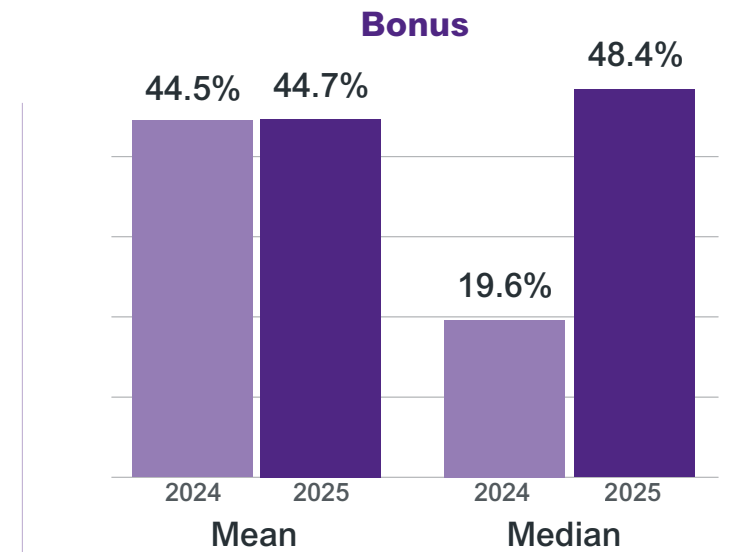
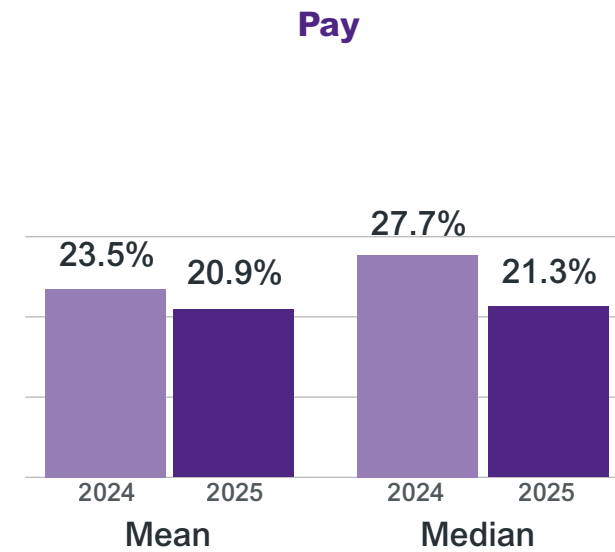
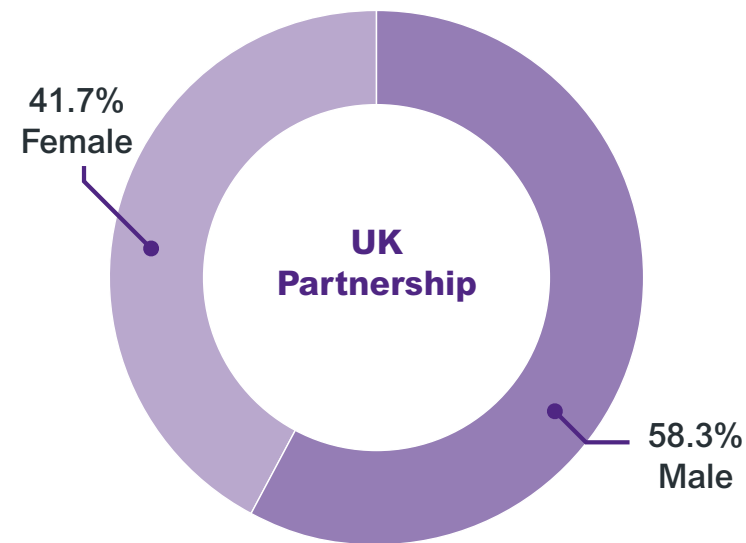


Upper quartile	M 38.3%	61.7% F
Upper-middle quartile	M 36.1%	63.9% F
Lower-middle quartile	M 32.8%	67.2% F
Lower quartile	M 25.1%	74.9% F

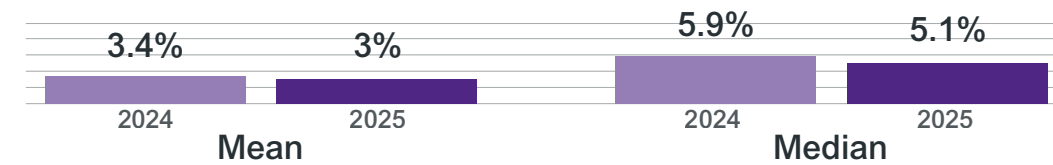
## Combined employee and partner pay and bonus gap

The combined employee and partner data show that the firmwide pay gaps have narrowed since 2024. As with the employee data, these gaps continue to reflect the distribution of men and women across different role types and seniority levels.

As of 1 April 2025, our UK partnership comprised 41.7% women. Partner pay gaps have reduced again this year, with the mean gap decreasing from 3.4% to 3% and the median from 5.9% to 5.1%. These partner-level gaps remain driven primarily by the higher proportion of men within the equity partnership, where earnings are highest.



## Partner pay gap



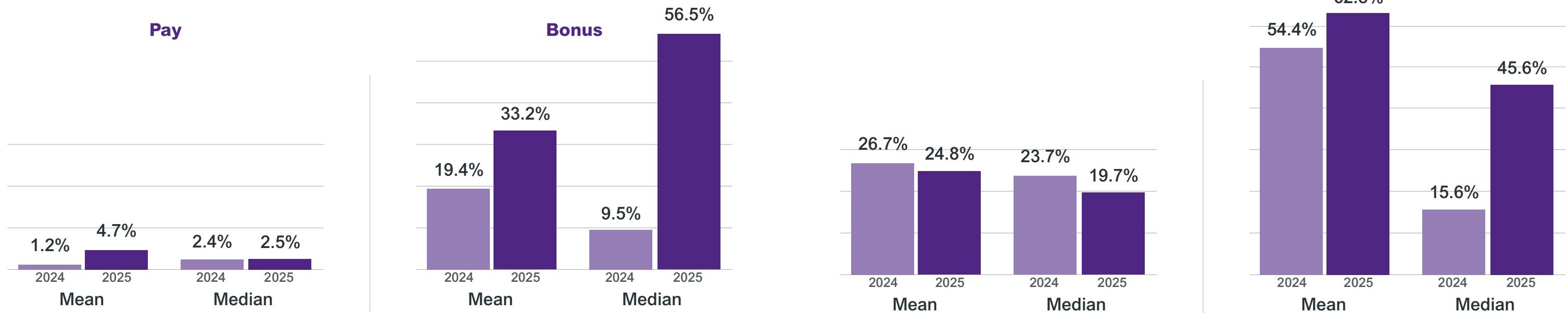
### Fee earner (excluding partners) pay and bonus gaps

Among fee earners (excluding partners), pay gaps have slightly increased compared with last year, and bonus gaps have also widened. While a higher proportion of women than men received a bonus, the gap is influenced by the larger number of women working part-time, as bonus calculations are based on actual amounts paid rather than full-time equivalent values.

The regional distribution of roles also continues to influence these outcomes. Most of our paralegal positions – roles that attract lower salaries relative to qualified fee-earning roles – are located outside London, and 80% of these positions are held by women. The gender split for London-based paralegal roles is more balanced (50% female). This distribution continues to affect both pay and bonus outcomes within the fee earner population.

### Business services pay and bonus gap

The data for our UK business services workforce shows a decrease in the pay gaps, while bonus gaps have widened. In terms of pay quartiles, women remain the majority across all pay levels; however, the proportion of women is significantly higher in the lower and lower-middle quartiles. This distribution indicates that although women are progressing into higher paid roles, a larger share also continues to occupy lower paid positions, which influences both the overall pay and bonus gaps.



\*London, Birmingham, Exeter, Manchester

## Conclusion

As we conclude this year's report, we reaffirm our commitment to building a more inclusive culture and taking practical steps to narrow our gender pay gaps over time. Insight from listening exercises and our staff engagement survey has deepened our understanding of the barriers that affect progression and continues to guide our actions.

Increasing female representation at senior levels – including achieving 42% female partners globally by end 2026 – remains a key priority. This is supported by improved processes, inclusive leadership capability and a firmwide commitment to addressing structural and cultural barriers.

The changes seen since 2024 highlight both the progress made in several areas and the ongoing structural factors that continue to influence gender pay and bonus outcomes, particularly in relation to role type, regional distribution and part time working patterns.

Progress is rarely linear and closing the pay gap will take time. But we remain intentional in our approach – guided by our people, grounded in our values and focused on ensuring Trowers is a place where all colleagues can thrive.

We confirm that the data presented in this report is accurate. Current reporting requirements mandate binary reporting; however we recognise that gender is more nuanced than this framework allows.



