

Gender pay gap

2025

The data in this report is based on hourly pay rates as at 5 April 2025 and bonuses paid in the 12 months to that date.

Key takeaways

- Broad representation of women across the organisation, with women well represented at both senior and entry levels
- Women make up 70.7% of our workforce with 66.9% of our upper pay quartile being women
- Mean gender pay gap has reduced to 2.2%
- Median gender pay gap is 37.0% driven by the distribution of men and women across different roles
- Mean gender bonus gap is 34.7% and our median bonus gap is 60.0%
- For the year ahead, our priority will be to reduce the gender pay gap, supported by a wider focus on diversity and inclusion. This includes strengthening social mobility initiatives, with our progress recognised through our inclusion in the Top 75 Employers in the Social Mobility Employer Index.



Our gender pay gap

We are pleased that our mean gender pay gap has reduced from 3% to 2.2%, indicating that, on average, pay for men and women across the firm is broadly aligned.

Our median gender pay gap is 37.0% down from 39.6%, which reflects the difference in pay between the typical male and female employee. This gap is primarily driven by the distribution of men and women across different roles and levels rather than pay disparity.

Women make up a significant proportion of our workforce (70.7%) and are strongly represented at senior levels, with 66.9% of our upper pay quartile being women. This is not typical across the sector and reflects the inclusive and supportive culture we have built, which attracts and retains women at all stages of their careers.

At the same time, women are also more highly represented in our lower and lower-middle quartiles (71.1% and 83.5% respectively), particularly within business services roles. This distribution impacts our median pay gap, as it reflects the pay of the middle employee rather than the average.

Our data shows a broad and positive representation of women across the organisation, with women well represented at both senior and entry levels. The key driver of our gender pay gap is therefore structural – linked to role type and career progression pathways – rather than a lack of female representation at senior levels.

Gender bonus gap

Our mean gender bonus gap is 34.7% and our median bonus gap is 60.0%.

A similar proportion of men and women receive bonuses (25.5% of men and 20.9% of women). However, the difference in bonus values reflects that higher bonus opportunities are more prevalent in certain roles and levels where men are currently more represented. Bonus outcomes are also influenced by seniority and overall remuneration levels.

Understanding our position

Our figures highlight a more nuanced picture than is often seen:

- ▶ We have strong female representation at senior levels, which contributes to our low mean pay gap
- ▶ We have a high proportion of women across the organisation overall
- ▶ Our median and bonus gaps are influenced by the concentration of women in lower and lower-middle roles, and by access to higher-reward positions.

In this context, our gender pay gap is not a pipeline issue – we have successfully attracted and progressed women into senior roles. Our focus now is on ensuring a more balanced distribution across all levels and career pathways.



Our commitment

We remain committed to reducing our gender pay and bonus gaps over time. Our focus is on:

- ▶ Supporting progression from lower and middle quartile roles into higher-paying positions
- ▶ Continuing to build a balanced workforce across all functions and levels
- ▶ Reviewing reward structures to ensure fairness and transparency
- ▶ Using data to inform targeted and meaningful action
- ▶ We will continue to monitor our progress and take steps to improve outcomes across the firm.

Our approach to diversity and inclusion

We are committed to building a workplace where diversity is valued, inclusion is embedded, and everyone has the opportunity to thrive. We recognise that creating an inclusive culture is an ongoing process, requiring openness, accountability and continuous improvement.

Our Diversity and Inclusion Strategy is aligned to our broader business priorities and focuses on embedding inclusion into how we operate day to day. By strengthening our approach to data, inclusive recruitment, development and allyship, we aim to create an environment where everyone feels respected, supported and able to succeed.

Our Diversity and Inclusion Committee leads this work, supported by seven employee-led networks spanning disability, faith, gender equality, LGBTQ+, race, social mobility, and working parents and carers. These networks play an important role in shaping our culture, encouraging open dialogue and driving positive change across the firm.



Building an inclusive pipeline

We are committed to attracting and retaining diverse talent at every level and widening access to the legal profession.

We continue to work in partnership with organisations such as the Sutton Trust and the Social Mobility Foundation, and have strengthened our engagement with local state schools through careers events and workshops.

We have expanded our early careers pathways, including welcoming our first cohort of solicitor apprentices, alongside apprenticeships in our business services teams.

We are proud to be the first law firm to join the Equalex Employer Charter, supporting access to high-quality work experience and building stronger links with schools and colleges across London.

Our efforts have been recognised through our inclusion in the Top 75 Employers in the Social Mobility Employer Index 2025.

Our core development programmes – including the Associate, Senior Associate, Leadership and Business Services Management programmes – provide structured support at key career stages, helping our people build the skills, confidence and leadership capabilities needed to succeed. Together, they form part of our broader approach to supporting our people to thrive, grow and progress in their careers.

Data and accountability

A key priority for us is improving how we use data to drive progress.

This year, we launched our firmwide ‘Count Me In’ campaign to strengthen our diversity data and better understand the experiences of our people. This will support more informed decision-making and help us focus on areas where we can have the greatest impact.

We also continue to go beyond statutory requirements by publishing additional data, including partner pay gap figures, and are preparing to report on ethnicity pay gap data from 2026.

Creating an inclusive culture

We are proud of the supportive and collaborative culture we have built – one that is reflected in our ability to attract women across all levels of the firm.

Through initiatives such as firmwide inclusion training, including our Hemisphere anti-bias programme, our allyship campaign, we are continuing to build awareness and embed inclusive behaviours across the organisation.

Stories from across the firm – whether through mentoring, apprenticeships or leadership – demonstrate the importance of everyday actions in creating an environment where people feel valued, supported and able to succeed.

Looking ahead

We have made strong progress, particularly in attracting and retaining women across all levels of the firm. Our focus now is on ensuring that this representation is matched by balanced progression, opportunity and reward.

By continuing to invest in our people, our culture and our data, we are confident we can build on this progress and further reduce our gender pay gap over time.

Partner pay gap

-6.50%

Financial year ending 2025

To be fully transparent and inclusive we are going beyond the statutory reporting requirements and have published our partner pay gap figures for the financial year ending 2025.

Proportion of women and men who received bonuses in the period 6 April 2024 to 5 April 2025

25.50%



20.90%



Gender pay gap

2.20%

Gender pay gap (mean)

37.00%

Gender pay gap (median)

Gender bonus gap

34.70%

Gender bonus gap (mean)

60.00%

Gender bonus gap (median)

Pay quartiles



Upper quartile

▲ Women **66.90%**
▲ Men **33.10%**



Upper middle quartile

▲ Women **61.50%**
▲ Men **38.50%**



Lower middle quartile

▲ Women **83.50%**
▲ Men **16.50%**



Lower quartile

▲ Women **71.10%**
▲ Men **28.90%**

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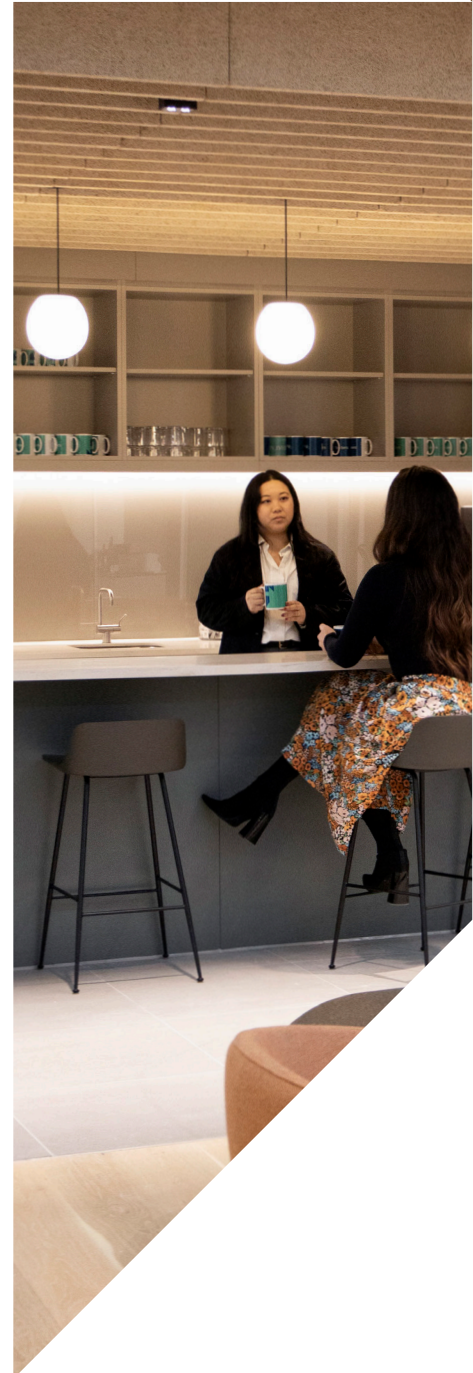
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