



Clarke Willmott 2025 gender pay gap report

At Clarke Willmott we have long been committed to building a diverse business and to building a culture which values all people from all sections of society.

We have welcomed the opportunity to analyse our pay gap and the assistance this gives us in shaping our existing initiatives to further develop the diversity of our firm.

Our pay and bonus gap: difference between men and women

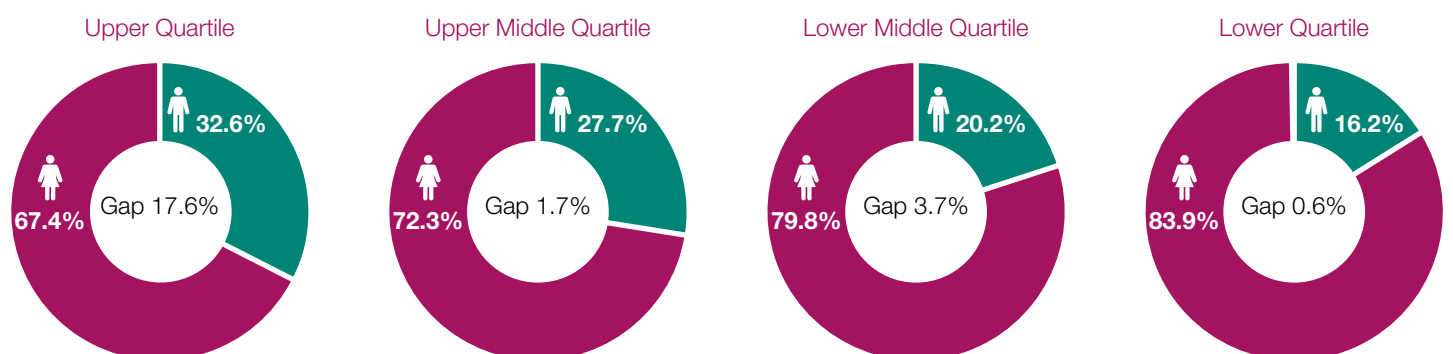
	Mean	Median
Hourly pay	22%	31%
Bonus pay	66%	45%

This information shows (1) our mean and median pay gap based on hourly rates of pay and (2) the mean and median difference in the bonuses paid to men and women.

Men and women receiving bonuses



Clarke Willmott employee numbers and mean pay gap by quartile



Trends to prior years

The results, and comparisons to recent years, are as follows:

Percentage Pay Gaps

	2023	2024	2025
Mean Pay Gap	21.3%	26.8%	22.0%
Median Pay Gap	34.8%	34.9%	31.3%
Mean Bonus Gap	63.4%	62.9%	65.8%
Median Bonus Gap	42.5%	50.0%	44.8%

Proportion of employees receiving a bonus

	2023	2024	2025
Male	90.7%	44.1%	40.7%
Female	92.3%	42.6%	44.3%

Overall employee composition

	2023	2024	2025
Male	25.0%	26.3%	24.1%
Female	75.1%	73.7%	75.9%

Pay Quartiles

		2023	2024	2025
Upper Quartile	Male	34.81%	40.30%	32.56%
	Female	65.19%	59.70%	67.44%

Upper Middle Quartile	Male	32.59%	27.61%	27.69%
	Female	67.41%	72.39%	72.31%

Lower Middle Quartile	Male	14.81%	16.42%	20.16%
	Female	85.19%	83.58%	79.84%

Lower Quartile	Male	17.65%	20.74%	16.15%
	Female	82.35%	79.26%	83.85%

The gender pay gap is different to equal pay, which is a legal obligation to give men and women equal pay for work of equal value. We are confident that men and women are paid equally for doing equivalent jobs.

Understanding our results

We remain a significantly female firm with women representing 75.9% of the relevant employees as at the reporting date. The effect of this, and the high proportion of women within our support, administrative and secretarial roles, influences both the overall mean and the median hourly pay gap and bonus pay gap.

We are pleased to see that the mean pay gap has reduced in this reporting period but recognise that we still have more to do to address this. The median pay gap has remained broadly flat for the past five years but this reporting period has shown some positive signs of reduction. The mean and median bonus pay gaps are more fluid and affected by individual performance awards during the year. The mean bonus pay gap saw a significant increase in 2023 and has remained high since that period, being 65.8% in 2025. This figure is significantly impacted by three outliers within the data. Similarly, the median bonus gap is impacted hugely by the spread of payments in any given year which can be impacted by initiatives such as one-off bonus payments to all employees or fluctuations in individual performance levels. The award of bonuses in 2025 continued to show a similar proportion of both men and women receiving a bonus during the period.

Whilst women represent 67.44% of the upper quartile of hourly pay, they represent a higher proportion of the other three quartiles, making up 83.9% of the lower quartile. The gender pay gaps within each of our quartiles are significantly lower than our overall figures being (from lower to upper quartile) 0.6%, 3.7%, 1.7% and 17.6%. Accordingly, within three of the quartiles the gaps are relatively limited although we note the wider variation in the gender pay gap for the upper quartile and will continue to work to address this.

We have undertaken further analyses on a role by role basis of our 2025 snapshot data for full pay relevant employees. This analysis is undertaken in order to assist in our level of understanding together with an analysis to separate the non-legal and legal teams. Women represent over 68% of our qualified roles. When we compare our pay gap for directly comparable qualified roles, the gaps are significantly lower than the firmwide analysis, being -3.4% at Solicitor, 12.41% at Associate and -11.42% at Senior Associate. An individual anomaly in the Associate category affects the outcome in this group and adjusting for that reduces the gap to 7.38%.

Partner roles

Whilst the regulations do not require us to report Member data (as they are self-employed and share profit), we are committed to transparency and also to driving positive change. We have undertaken various analyses at Partner level. We have three designations of Partner: Salaried Partners (who are included in the overall analyses because they are employees) and Ordinary and Equity Members. Analyses of the distribution of profit cannot be undertaken in the same way as hourly pay and as a result, we have undertaken the nearest approximate analysis within our remuneration structure being Ordinary Member Fixed Shares and Equity Member Tiers awarded at the last remuneration review prior to the reporting date.

An analysis of Salaried Partners establishes a broadly even split of gender with 52.6% women and a gender pay gap of 0.4%. An analysis of Ordinary Members shows a proportion of 46% women and a gender pay gap of 0.1%. An analysis of Equity Members shows a proportion of 16% women and a gender pay gap of 5%.

Clearly, our most significant challenge remains the proportion of female Equity Members but as this is the group with the least fluidity, change tends to be slowest.

Our commitment

We are a signatory to The Law Society's Diversity and Inclusion Charter and are committed to a range of initiatives that support diversity within our firm. Our Equality, Diversity & Inclusion committee and local office communities ensures that we have representative staff voice from across the diversity of our practice and guides our inclusion activities. The committee reports annually to the Board detailing the progress that has been made along with objectives for the upcoming year.

Existing inclusion initiatives are fully integrated with our HR policies including recruitment, training, promotion and family leave. This ensures we reach a wide and diverse pool of talent when recruiting and that career development and rewards are based solely on merit and any risk of discrimination is minimised.

We understand the importance of offering flexible working arrangements that enable people to manage their working life with other priorities and the benefits this brings to both the individual and the firm. We continue to promote our approach to hybrid working and are pleased that this has become embedded in our operating model. We believe this is allowing us to support staff to better balance competing work and home priorities and therefore removing some of the barriers that exist for certain groups within the workforce.

We're proud to be a continued signatory of the Bristol Women in Business Charter which further demonstrates our ongoing commitment to improve gender equality for women in our business. We also remain a signatory of the Mindful Business Charter which helps us to consider ways in which we can structure work to best support all our people.

We are committed to continuing and enhancing our diversity initiatives to develop an organisational culture which values people from all sections of society and the contribution which everyone can make.



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Pay data refers to the snapshot date of 5 April 2025. Bonus data refers to bonuses paid in the 12 months leading to 5 April 2025

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