

SLAUGHTER AND MAY

UK Pay Gap Report 2025



Contents

This report sets out our gender pay gap data in accordance with the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, where employers with over 250 employees in the UK are required to publish their gender pay gap data annually. We are required to publish and report our gender pay gap data within 12 months of a data 'snapshot date'.

The snapshot date is 5 April 2025 and this date has been used to calculate all employee numbers in this report. The gender pay gap in this context is the difference between the average earnings of men and women, expressed relative to men's earnings.

We also share, on a voluntary basis, our ethnicity, socio-economic background, disability and LGBTQ+ pay gap figures, as well as some partner information.

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Foreword

At Slaughter and May, our ability to deliver exceptional service to clients depends on the talent and expertise of our people, and on our commitment to the highest standards in everything we do. We know that a culture where everyone feels respected, valued and able to succeed is essential to long-term business success.

A diverse and inclusive environment supports better decision-making, enhances innovation and enables us to continue attracting and retaining outstanding talent.

Over the past year, we have continued to build on our diversity and inclusion strategy, ensuring that our initiatives remain ambitious, evidence-based and reflective of both our workforce and the wider communities in which we operate. To support this, we routinely benchmark our progress against the legal sector, higher education, and national demographics, and have clear targets supported by robust action plans.

We see transparency as a core part of how we hold ourselves accountable. As well as meeting mandatory gender pay reporting requirements, we again provide voluntary reporting on our ethnicity, socio-economic background, disability and LGBTQ+ pay gaps. We believe this provides a more complete picture of our firm and better enables us to track meaningful, sustainable progress.

Fairness is a fundamental part of everything we do, and our full equity lockstep ensures partners at the same stage are paid equally, and we apply that same principle across our solicitor apprentice, trainee and associate levels. Structuring pay in this way, results in a marginal gender pay and bonus gap.

Our 2025 data highlights are:

- 29% of our global equity partnership are women.
- 73% of our Business Services senior leaders are women.
- 12% of equity partners in London and Brussels are from an ethnic minority background.
- We exceeded our ethnicity target in London and Brussels, achieving 23% of equity partner promotions from an ethnic minority background.
- The mean hourly pay gap between women and men has reduced from 18.1% in 2024 to 14.4% in 2025.
- The mean and median pay gaps between ethnic minority and white employees is closing.
- We have a pay gap in favour of our LGBTQ+ employees and disabled employees.



Jill Hoseason
Chief Operating Officer



Jonathan Clarke
Chief People Officer

We are pleased with our progress but remain focused on the work still to be done. Further detail on our initiatives can be found in this report and in our [Sustainability Report 2025](#).

We confirm the data in this report is accurate.



Key Findings

Gender

Our 2025 employee mean gender pay gap slightly decreased compared to 2024 (from 18.1% to 14.4%), whereas our median pay gap slightly increased (from 40.9% to 41.5%).

The overall proportion of women in the upper middle quartile for all employees has increased compared to last year.

Both the mean and median gender bonus gaps have increased compared to last year. However this year's bonus gap data is not directly comparable with previous years due to a change in the bonus cycle for our business services and support staff, resulting in some distorted figures.

Ethnicity

The mean and median pay gaps remain between white and ethnic minority employees, with white employees continuing to receive a greater mean and median hourly rate of pay, although both gaps have decreased when compared to last year.

Our 2025 employee ethnicity mean pay gap decreased compared to 2024 (from 15.4% to 13.5%). Our employee ethnicity median pay gap decreased in 2025 compared with 2024 (from 29.5% to 24.7%). The mean ethnicity annual bonus gap increased compared to 2024 (from 20.4% to 25.5%) whilst the median annual bonus gap decreased from 20% to 6.5%.

Socio-economic background

2025 is the third year we have reported on our socio-economic background pay gap for our employee population using the 'parental occupation at age 14' metric.

The mean pay gap between intermediate and professional has increased since last year (from 13.3% to 18.8%).

The mean pay gap between lower and professional has increased since last year (from 25.9% to 30.8%).

The mean pay gap between lower and intermediate has slightly increased since last year (from 14.6% to 14.8%).

The median pay gap has increased for intermediate and professionals (from 44.8% to 54%), it has also increased for lower and professionals (from 50.1% to 54.5%) and has decreased for lower and intermediate (from 9.7% to 1%).

This shows that professionals, followed by intermediate occupations, receive a greater mean and median hourly rate of pay.

Our socio-economic pay gap is impacted by a higher percentage of Business Services employees and Executive Assistants being from a lower socioeconomic background (31% and 34% respectively).

Disability

2025 is the third year we have reported on the disability pay gap for our employee population.

The mean pay gap between non-disabled and disabled employees is negative, meaning that from the data we have available, on average, disabled employees earned more than non-disabled employees. This was also the case in 2023 and 2024; however the gap has increased further this year.

The median pay gap between non-disabled and disabled employees is also negative, meaning that when the data is lined up, the employee at the mid-point of the disabled group, had higher pay when compared to the mid-point of the non-disabled population. This figure has shifted from a positive to a negative value compared with 2024.

LGBTQ+

2025 is the third year we have reported on the LGBTQ+ pay gap for our employee population.

The mean and median pay gaps between heterosexual and LGBTQ+ employees are negative, meaning that from the data we have available for 2025 LGBTQ+ employees have higher average pay when compared to Heterosexual employees. This was also the case in 2023 and 2024.

UNDERSTANDING THE NUMBERS

HOURLY PAY

Hourly pay for all eligible individuals in receipt of full pay in April 2025.

MEAN

Individuals' hourly pay totalled then divided by number of individuals.

MEDIAN

Individuals' hourly pay ranked then middle value identified.

PROPORTION OF MEN AND WOMEN IN EACH QUARTILE BAND

Divided into quartiles.

BONUS GAP

Actual bonuses paid to individuals in the 12 months to April 2025.

PROPORTION RECEIVING A BONUS

In the 12 months to April 2025, of those employed in April 2025.

Diversity & Inclusion Highlights

We have a strong values-led culture which is driven by our people who are the foundation of our business. Their commitment to excellence shapes how we operate and enables us to deliver on the most complex and high impact matters for our clients.

OUR AMBITIONS ARE TO:

- Achieve diversity at every level of our firm and maintain an inclusive culture.
- Enhance recruitment, retention and promotion of talent, with a focus on women and under-represented groups, measured through our workforce and partner promotion targets.
- Build a workplace that supports our people to thrive and develop in their careers.

We have made progress in several areas and would like to share some key highlights with you.

In 2025, our ethnicity target reporting period concluded. Between 2020 and 2025, we aimed for 15% of equity partner promotions in London and Brussels to be from ethnic minority backgrounds and we are pleased to have surpassed this, achieving 23%. As a result, ethnic minority representation among our equity partners in London and Brussels increased from 5% in 2020 to 12% in 2025. Building on this and reflecting our commitment to an inclusive culture where talent can thrive, we are extending the ethnicity target to 2033, aligning the target period with our social mobility targets. We continue to review and strengthen our Race Fairness Action Plan to drive progress.

To support the progression of women across the firm, we have introduced a Women Lawyers' Engagement Programme. The programme creates opportunities to hear from women role models beyond immediate practice groups and to build connections with associates, senior counsel and partners. It also provides a dedicated space for open discussion, enabling us to understand the issues that matter most to our women lawyers and to include external speakers for additional insights.

To broaden access to the profession, we launched a six year Solicitor Apprenticeship Programme, welcoming four apprentices in September 2025. This alternative route into law combines hands on experience, comprehensive training support, as well as off-the-job training and academic study for talented school leavers. We will welcome our second cohort in 2026.

Our external partnerships play an important role in driving change. We deepened our collaboration with the Black Counsel Forum, returning for the fourth year as headline sponsors of its programme for Black heritage legal professionals.

As a founding member of Legal CORE, we were proud to receive the Outstanding Collaboration Award at the British Legal Awards 2025 for work that enabled a pioneering racial literacy programme for 60 UK state schools, delivered in partnership with Hemisphere Education.

We partnered with seven leading law firms to commission the Bridge Group to conduct bespoke research on what actions law firms can take to have a real impact in improving socio economic inclusion in the legal sector. The report and recommendations are relevant to any employers and will help shape strategic actions to support a more diverse profession.

Through these efforts, we continue to build a workplace where people from all backgrounds have the opportunity to reach their potential. This report includes our pay gap analysis and an update on progress against our targets.



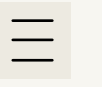
Andrew Jolly
Head of Corporate
Group and D&I Partner



Philip Linnard
Employment and Incentives
Partner and D&I Partner



Gayathri Kamalanathan
Disputes and Investigations
Partner and D&I Partner

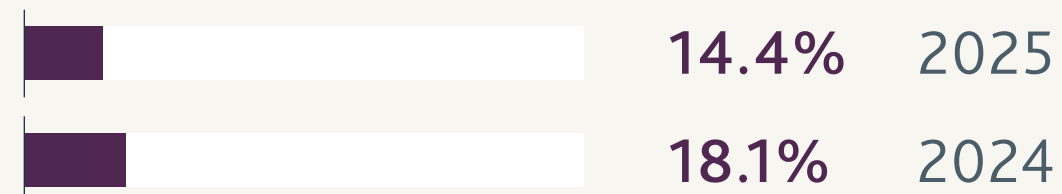


Gender Pay Gap

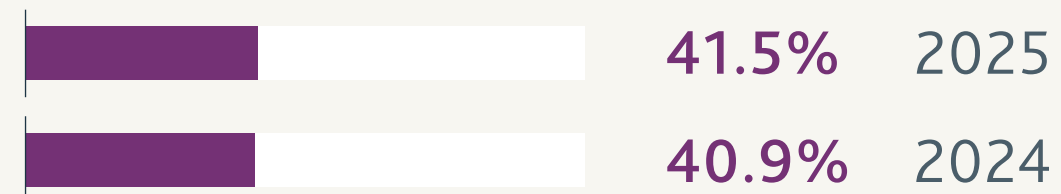
Our gender pay gap reporting has been produced in accordance with the regulations, and shows the difference in pay between women employees and men employees.

Employee Gender Pay Gap

Mean Hourly Pay Gap

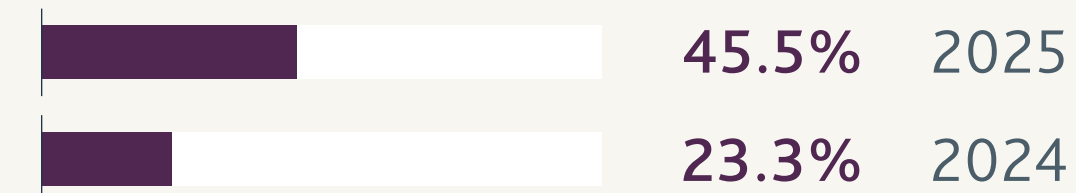


Median Hourly Pay Gap

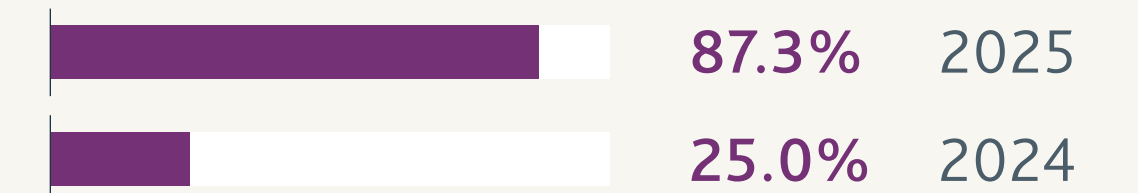


Gender Bonus Gap Summary

Mean Annual Bonus Gap



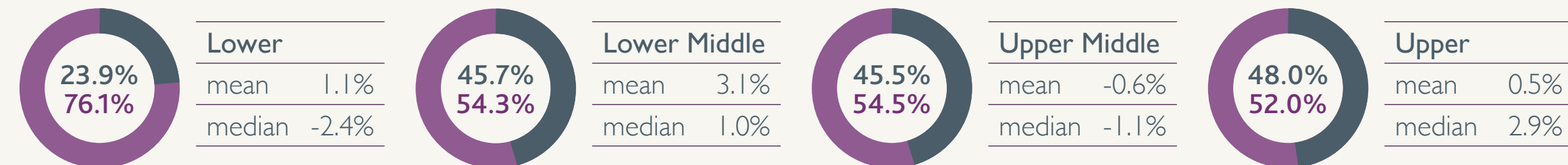
Median Annual Bonus Gap



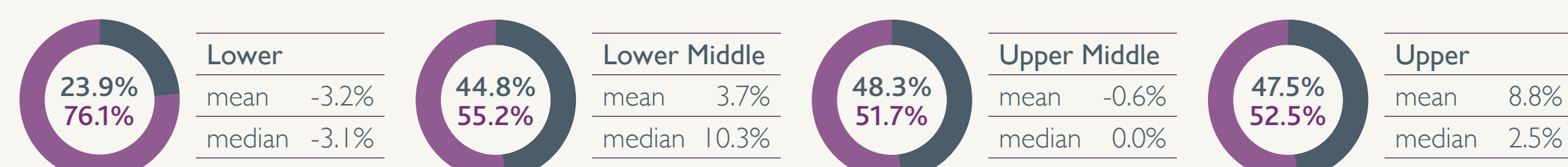
Gender Pay Gap Quartile Pay Bands

Proportion of women and men in each of four quartile pay bands, and mean and median hourly pay gap between men and Women in each of the quartiles.

2025 ◆ Women ■ Men



2024



Proportion of men who received bonus pay in the 12 months to April each year



Proportion of Women who received bonus pay in the 12 months to April each year



“

The firm’s Gender Equality Network fosters community by providing an informal, supportive space for people across the firm to discuss key issues and share experiences. Over the past year, as co-chairs, it has been inspiring to see the network engage with issues affecting women and non-binary people both inside and outside the workplace through open discussions, speaker events and charity initiatives that raise awareness and support gender equality-focused causes.”



Rosie Duthie
Associate, GEN (Gender Equality Network) co-chair



Natalie Goodman
Associate, GEN (Gender Equality Network) co-chair

A positive gap for the gender figures means that men are paid more than women, whilst a negative gap means women are paid more than men.

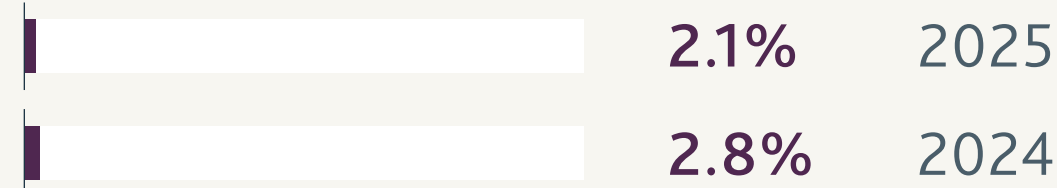


Gender Pay Gap - Associates

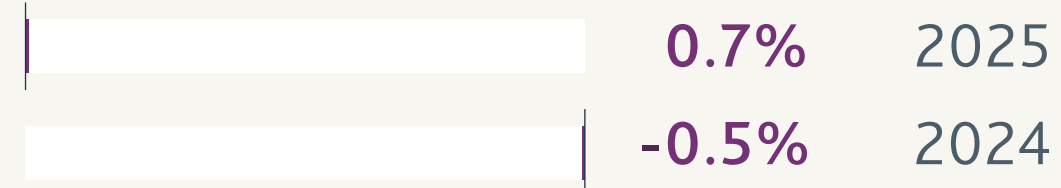
The data featured on this page and the following page covers our two largest employee populations at the firm - associates and Business Services. We have chosen to provide this for transparency; it is not required as part of the statutory disclosures.

Associate Gender Pay Gap

Mean Hourly Pay Gap

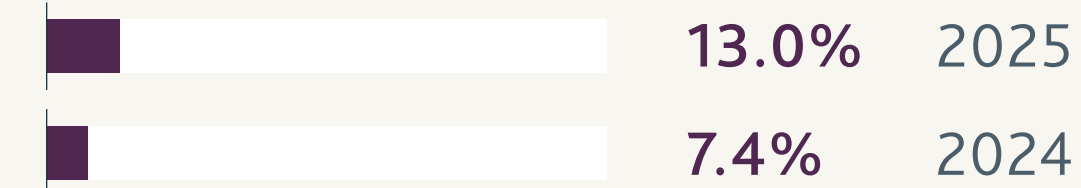


Median Hourly Pay Gap

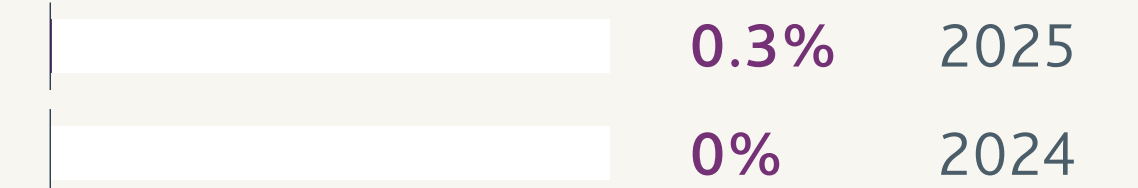


Associate Gender Bonus Gap Summary

Mean Annual Bonus Gap



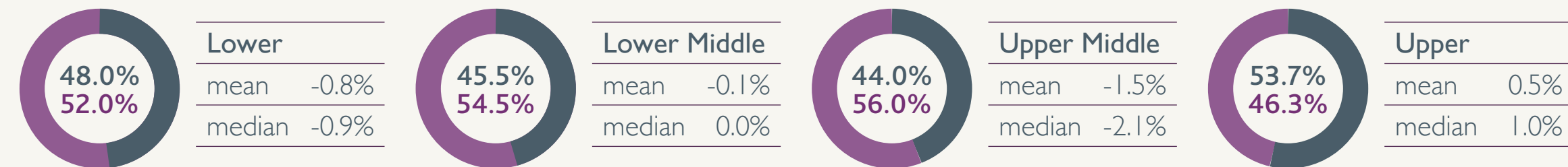
Median Annual Bonus Gap



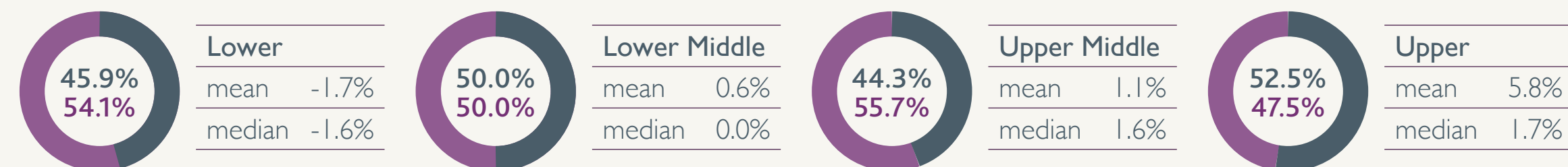
Associate Gender Pay Gap Quartile Pay Bands

Proportion of women and men in each of four quartile pay bands, and mean and median hourly pay gap between men and Women in each of the quartiles.

2025 ◆ Women ■ Men



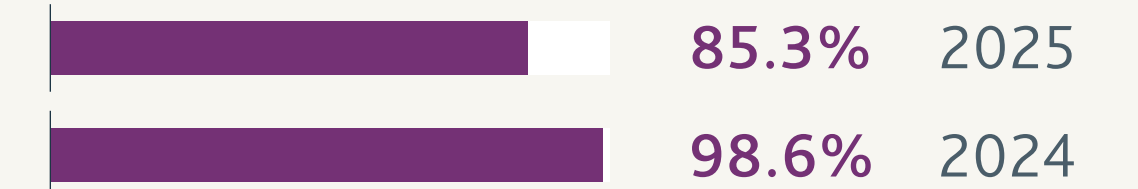
2024



Proportion of men who received bonus pay in the 12 months to April each year



Proportion of Women who received bonus pay in the 12 months to April each year



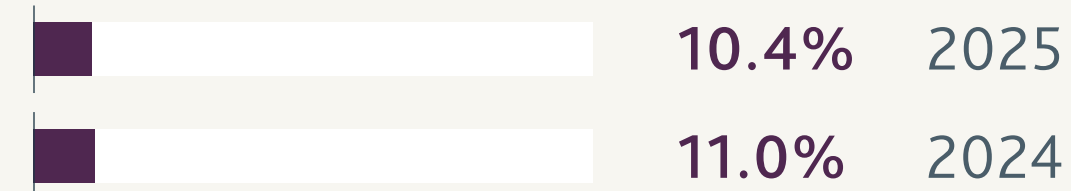


Gender Pay Gap - Business Services

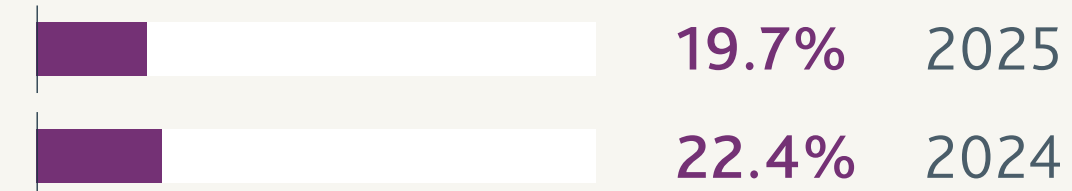
For the purpose of these calculations, the pay gap for Business Services as a whole has been calculated using data from all our employees, except associates, trainee solicitors and executive assistants.

Business Services Gender Pay Gap

Mean Hourly Pay Gap



Median Hourly Pay Gap

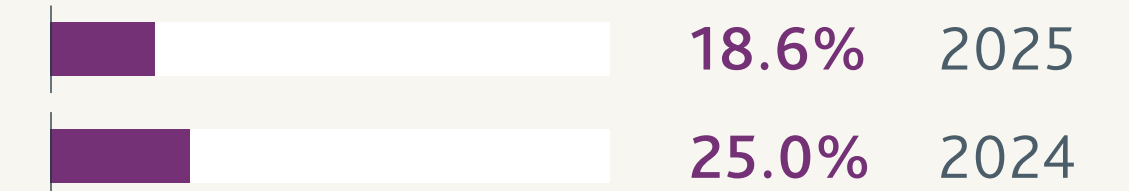


Business Services Gender Bonus Gap Summary

Mean Annual Bonus Gap



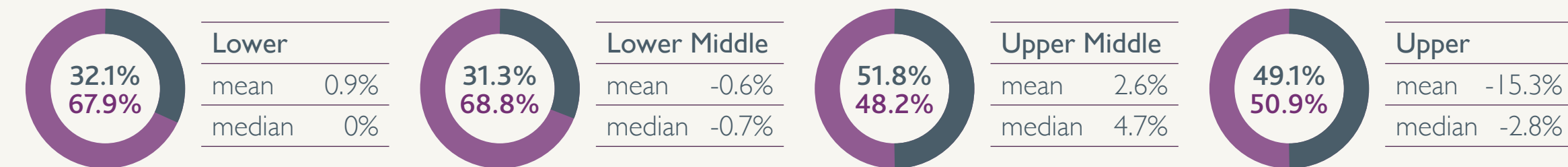
Median Annual Bonus Gap



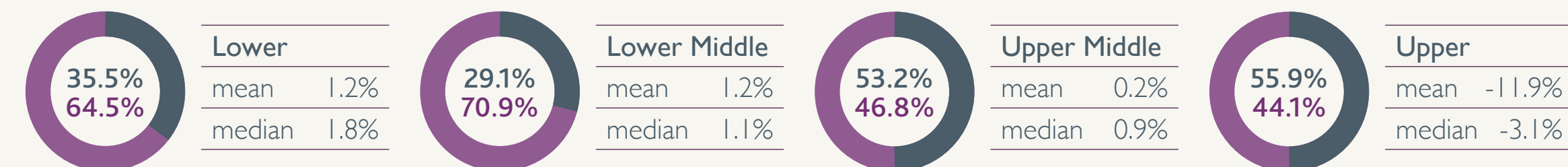
Business Services Gender Pay Gap Quartile Pay Bands

Proportion of women and men in each of four quartile pay bands, and mean and median hourly pay gap between men and Women in each of the quartiles.

2025 ◆ Women ■ Men



2024



Proportion of men who received bonus pay in the 12 months to April each year



Proportion of Women who received bonus pay in the 12 months to April each year



2025 UPDATES

- We have launched a Women Lawyers' Engagement Programme for 2PQE+ associates and senior counsel to create opportunities to connect across practice groups, build networks, and engage in open discussions around development and progression, including with external speakers, to understand what matters most to our women lawyers.
- By working with leaders to oversee progression, work allocation and development support, we have strengthened gender balance across our pipeline, which now stands at 50/50.



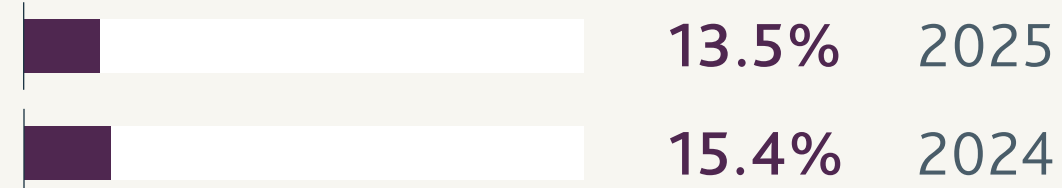
Ethnicity Pay Gap

Our ethnicity pay gap reporting has been produced on the same basis as our regulatory gender pay gap reporting, and shows the difference in pay between ethnic minority employees and white employees. This is a voluntary disclosure and 94% of our employees have shared their ethnicity details.

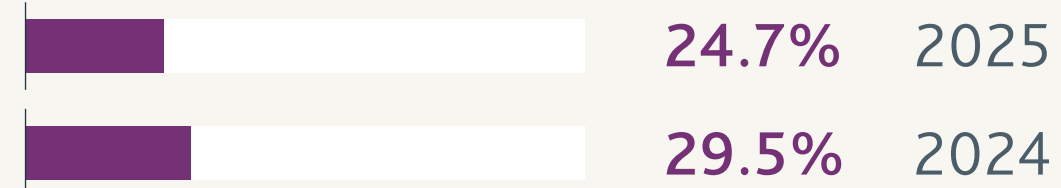
We continue to encourage our employees to complete this information in a drive to continue to increase the overall disclosure rate.

Ethnicity Pay Gap

Mean Hourly Pay Gap



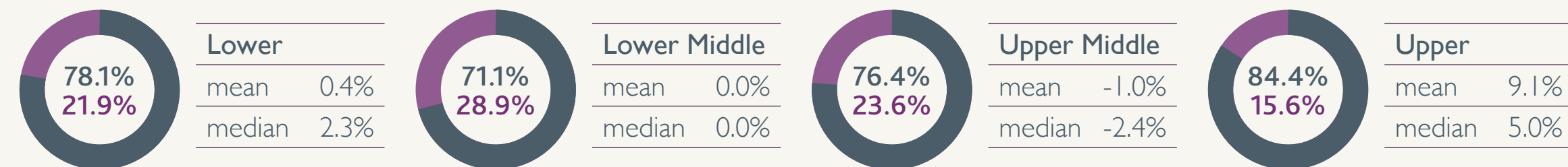
Median Hourly Pay Gap



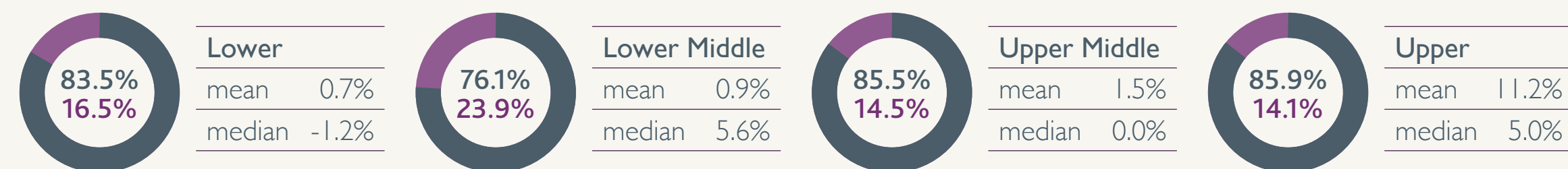
Ethnicity Pay Gap Quartile Pay Bands

Proportion of ethnic minority employees and white employees in each of four quartile pay bands, and mean and median hourly pay gap between white employees and ethnic minority employees in each of the quartiles.

2025 ◆ Ethnic Minority ■ Non-Ethnic Minority



2024



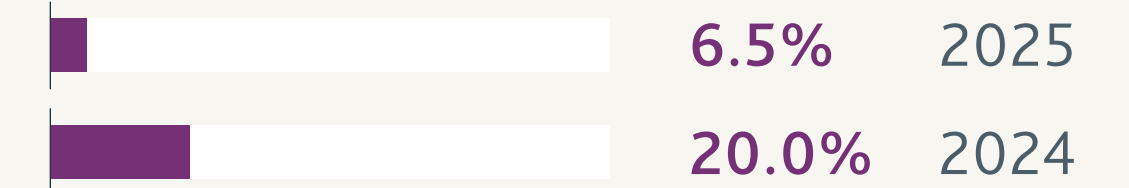
A positive gap for the ethnicity figures means that white employees are paid more than ethnic minority employees, whilst a negative gap means ethnic minority employees are paid more than white employees. Reporting on these statistics relies on individuals disclosing their ethnicity.

Ethnicity Bonus Gap Summary

Mean Annual Bonus Gap



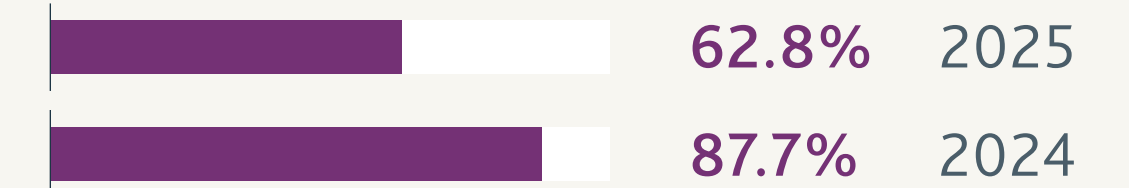
Median Annual Bonus Gap



Proportion of white employees who received bonus pay in the 12 months to April each year



Proportion of ethnic minority employees who received bonus pay in the 12 months to April each year



2025 UPDATES

- We continue to run an out of group mentoring programme designed to support the development of our Black heritage lawyers, offering additional career guidance, tailored development opportunities, and senior allyship, while also strengthening partner capability to support their progression within the firm. Mentees continue to give positive feedback on the programme's impact.
- In 2025 we welcomed six interns through our partnership with the 10,000 Intern Foundation, an initiative that aims to transform the horizon and prospects of young Black heritage people in the UK by offering paid work experience across a wide range of industries. We were delighted to offer a permanent role within our HR team. The next cohort of seven interns will join us in June 2026.



The out-of-group mentoring programme has been a rewarding experience, enabling me to support my mentee's development through practical career development guidance while creating a trusted space for open discussion. I have learned a great deal from the mentee's experiences and perspectives, and the opportunity for honest and purposeful conversations has been particularly valuable."



Nick Pacheco
Partner, Out-of-Group mentor



Socio-Economic Background Pay Gap

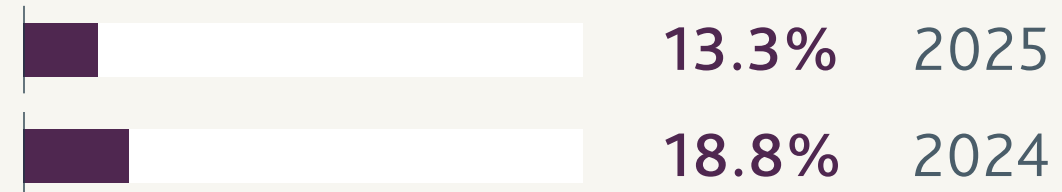
The indicator we have used for socio-economic background pay gap reporting is 'parental occupation at age 14'.

Our socio-economic background pay gap reporting has been produced on the same basis as our regulatory gender pay gap reporting, and shows the difference in pay between professional, intermediate and lower parental occupational backgrounds.

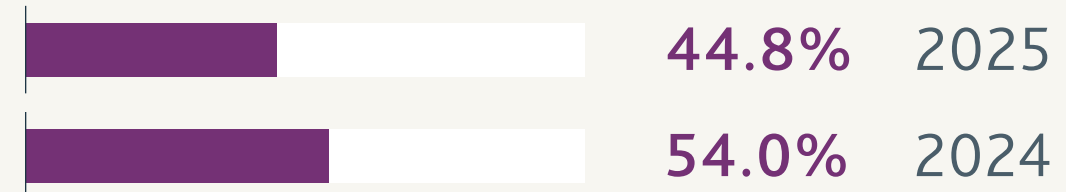
This is a voluntary disclosure and 77% of our employees provided their socio-economic background details, and we continue to encourage our employees to complete this information in a drive to increase the overall disclosure.

Socio-Economic Background Pay Gap Summary

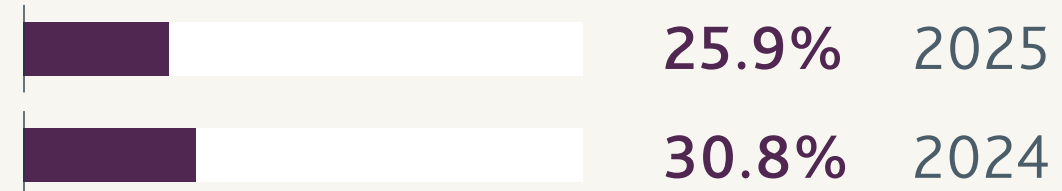
Mean Hourly Pay Gap (Intermediate vs Professional)



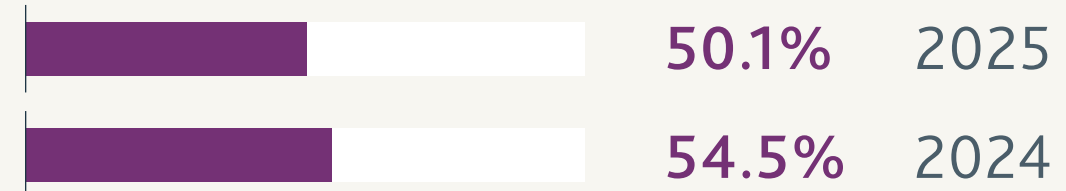
Median Hourly Pay Gap (Intermediate vs Professional)



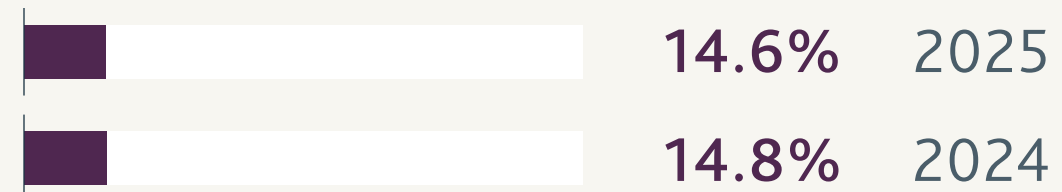
Mean Hourly Pay Gap (Lower vs Professional)



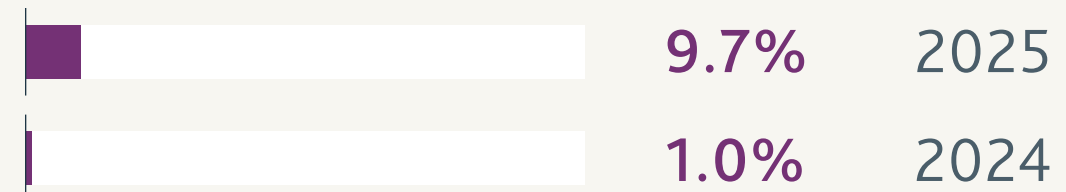
Median Hourly Pay Gap (Lower vs Professional)



Mean Hourly Pay Gap (Lower vs Intermediate)



Median Hourly Pay Gap (Lower vs Intermediate)



A positive gap for the professional figures means that employees with professional parental occupational backgrounds are paid more than employees with intermediate or lower parental occupational backgrounds.

2025 UPDATES

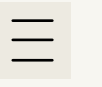
- Each year, 80 undergraduates from lower-socio economic backgrounds join our Law Springboard Programme, run in partnership with social mobility charity upReach. To further support these students, we launched the Slaughter and May Scholarship Scheme, which provides bursaries to 10 undergraduates to help alleviate the financial pressures of university. Over the past three years, 69% of students on our scholarship scheme secured vacation schemes or equivalent legal work experience, and nearly 50% have secured training contracts.
- We have also expanded our scholarship offering to support more young people, helping reduce financial barriers and create greater access to university education.



Our scholarships and collaborations with organisations like upReach help ensure that opportunity is driven by potential rather than circumstance. I see first hand the impact that targeted support such as our mentoring programmes can have.”



Kevin Howes
Partner, upReach Mentor



Disability Pay Gap

Our disability pay gap reporting has been produced on the same basis as our regulatory gender pay gap reporting, and shows the difference in pay between disabled employees and non-disabled employees.

Reporting on these statistics relies on individuals disclosing their disability, and 94% of our employees shared their disability details.

We continue to encourage our employees to complete this information in a drive to further increase the overall disclosure rate.

Disability Pay Gap Summary

Mean Hourly Pay Gap (Disabled vs Non-Disabled)



Median Hourly Pay Gap (Disabled vs Non-Disabled)



A positive gap for the disability figures means that non-disabled employees are paid more than disabled employees, whilst a negative gap means disabled employees are paid more than non-disabled employees.

Defining Disability

Definition of disability used in this report as set out in section 6 of the Equality Act 2010. A person has a disability if they have a physical or mental impairment, and the impairment has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

2025 UPDATES

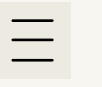
- We committed to the UK government's 'Disability Confident' scheme as part of our ongoing work to being a disability inclusive employer.
- We continue to partner with external organisations including Business Disability Forum to help us become more disability smart, and MyPlus Consulting in supporting graduates with disabilities.



Our partnership with MyPlus Consulting plays an important role in our inclusive approach to recruitment and employment, helping us to attract and support talented graduates with a wide range of experiences and perspectives."



Janine Arnold
Head of Recruitment



LGBTQ+ Pay Gap

Our LGBTQ+ pay gap reporting has been produced on the same basis as our regulatory gender pay gap reporting, and shows the difference in pay between LGBTQ+ employees and heterosexual employees.

Reporting on these statistics relies on individuals disclosing their sexual orientation. This voluntary disclosure means that there are individuals who have not provided this information and we continue to encourage our employees to complete this information in a drive to increase the overall disclosure rate. 89% of our employees shared their sexual orientation.

LGBTQ+ Pay Gap Summary

Mean Hourly Pay Gap (LGBTQ+ vs Heterosexual)



Median Hourly Pay Gap (LGBTQ+ vs Heterosexual)



A positive gap for the LGBTQ+ figures means that heterosexual employees are paid more than LGBTQ+ employees, whilst a negative gap means LGBTQ+ employees are paid more than heterosexual employees.

2025 UPDATES

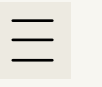
- Members of PRISM, our LGBTQ+ and allies network, organised a marathon route highlighting notable LGBTQ+ landmarks, raising £4,505 (with matched funding from the firm) to support Galop, a charity dedicated to helping LGBTQ+ victims and survivors of abuse through its helpline and advocacy services.
- Our HR and Front of House teams attended trans and non binary inclusion workshops delivered by Global Butterflies. The sessions covered key topics such as understanding gender identity and expression, building confidence in supporting colleagues, and promoting respectful and inclusive interactions with the trans and non binary community.



The PRISM LGBTQ+ Landmarks Marathon was a fantastic opportunity for the network to come together and fundraise for our community. I am incredibly proud of what we achieved and of the amount we raised; it was a powerful demonstration of solidarity and support, both from the network and for it.



Leonara Kurgo
Business Services Academy Graduate,
PRISM co-chair



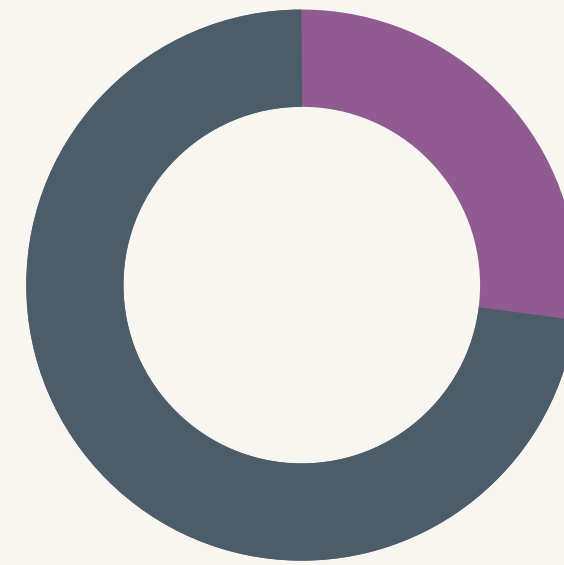
Partner Composition

As a full lockstep firm all partners promoted at the same time receive the same pay.

Slaughter and May is a general partnership. Our partner pay is a true lockstep, meaning that partners promoted to the partnership at the same time are remunerated equally. For clarity, our partners are not paid a salary; instead, they take a share of the profits. They also do not receive any additional payments, such as bonuses.

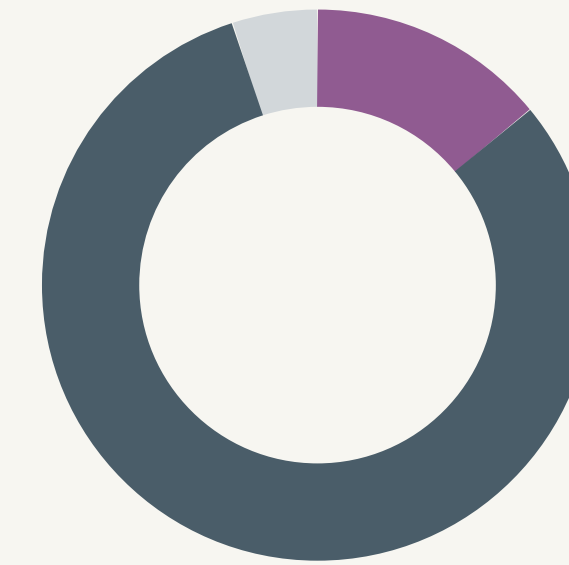
The pay gap legislation only allows inclusion of employees and does not permit us to include our partners in the statutory calculations. However, to help our efforts to tackle gender imbalance, in addition to the mandatory reporting for all employees as required by the Equality Act, we have also voluntarily included some data in respect of our 2025 London and Brussels equity partnership to offer a more transparent view of the firm.

* Totals may not equal 100% because of rounding.



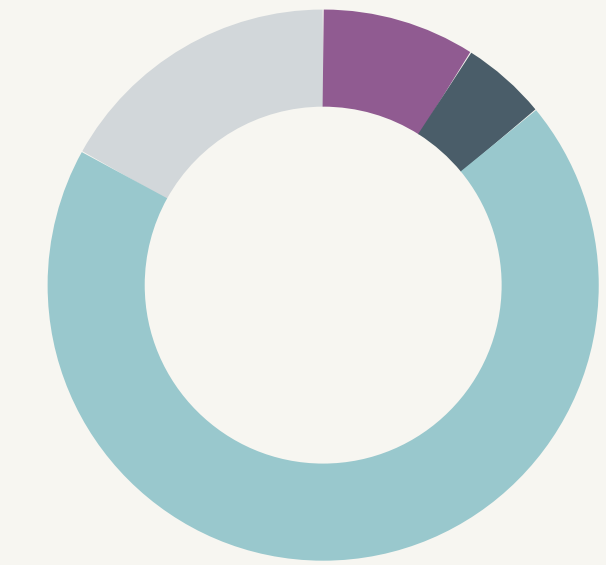
GENDER

Women	27%
Men	73%



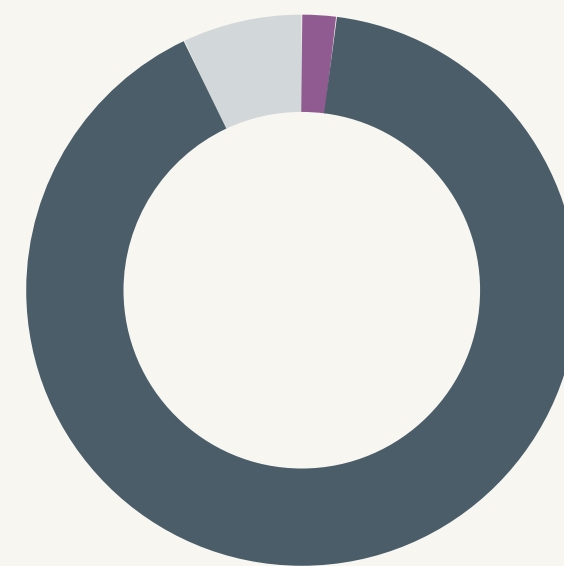
ETHNICITY

Ethnic minority	12%
White	84%
Undisclosed	5%



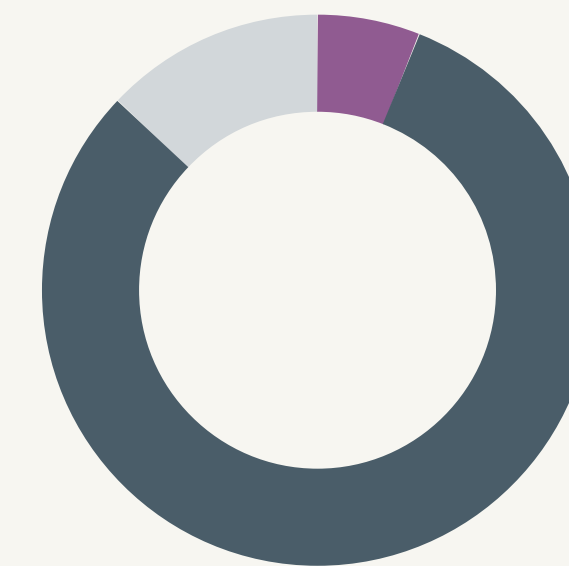
SOCIO-ECONOMIC BACKGROUND

Lower	9%
Intermediate	5%
Professional	69%
Undisclosed	17%



DISABILITY

Disabled	2%
Non-disabled	93%
Undisclosed	5%



SEXUAL ORIENTATION

LGBTQ+	6%
Heterosexual	82%
Undisclosed	13%



Progress Against Our Targets 2025

These targets demonstrate our commitment to fairness, where all individuals have an equal opportunity to succeed.

Gender target

In the 10 years to 2027, a minimum of 40% of the firm's equity partner promotions globally will be women.



In 2018, 24% of our global equity partnership was made up of women. In 2025, 29% of our global equity partnership is made up of women.

Ethnicity target

Between May 2020 and April 2025, a minimum of 15% of equity partner promotions in London and Brussels will be from ethnic minority backgrounds.



In 2020, 5% of equity partners in London and Brussels were from an ethnic minority background. In 2025, 12% of equity partners in London and Brussels are from an ethnic minority background.

Social mobility targets¹

By 2033, 25% of our total population will be from a lower socio-economic background.



By 2033, 15% of our lawyer population will be from a lower socio-economic background.



By 2033, 40% of our Business Services population will be from a lower socio-economic background.



¹ The indicator we use for socio-economic background is "parental occupation at age 14". For lower socio-economic backgrounds this includes technical and craft occupations; routine, semi-routine manual and service occupations; and long-term unemployment.



Benchmarks, Signatories and Awards

We are committed to bringing about change and continuing to improve the experiences of our people, which is integral to creating a culture of belonging.

Race Fairness Commitment

We are founding signatories to the Race Fairness Commitment. Designed by Rare Recruitment to help firms create a fair and inclusive work environment for Black and ethnic minority employees, and opportunities for everyone, from all backgrounds to succeed.

Sunday Times Open Letter

The Times Open Letter is a commitment by businesses to hold themselves to account to tangible measures on Black inclusion. We are signatories alongside more than 30 CEOs.

Halo Code

The Halo Code is a campaign pledge, signed by schools and businesses that promises members of the Black community that they have the 'freedom and security to wear all afro-hairstyles without restriction or judgement'. We are signatories to the Halo Code.

Social Mobility Employer Index

We ranked 11th in the 2025 list which looks at how employers are accessing and progressing talent from all class backgrounds.

Stonewall

We ranked 16th in the 2024 list which assesses organisations' LGBTQ+ inclusion activity.

ROLE MODEL LISTS



Andrew Jolly
Partner

Empower 50 Advocates Role Model List



Gayathri Kamalanathan
Partner

Empower 100 Executives Role Model list



Lorna Nsoatabe
Partner

Empower 100 Executives Role Model list



Uzma Hamid-Dizier
Sustainable Business Director

Empower 100 Executives Role Model list



Elizabeth Oladunni
Associate

Empower 100 Future Leaders Role Model list



Eniola Oyesanya
Associate

Empower 100 Future Leaders Role Model list



Jane Edwards
Partner

Heroes 100 Executives Role Model list