

WALKER
MORRIS



GENDER PAY REPORT 2025

April 2026

We are committed to fostering an inclusive and diverse workplace and welcome the opportunity to report our gender pay gap under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Hourly Pay Gap

	2025	2024	2023	2022	2021	2020	2019	2018
Mean	7.2%	8.2%	6.1%	12.2%	11.1%	9.3%	17.2%	17.0%
Median	38.6%	28.1%	26.1%	31.6%	21.7%	28.7%	30.1%	29.0%

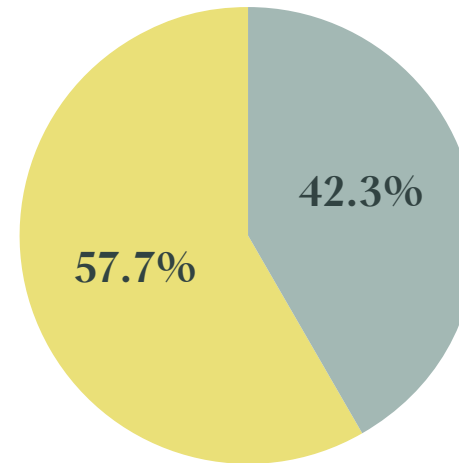
The table shows our mean and median hourly pay gap over recent years. In 2025, our mean hourly pay gap has reduced to 7.2% (from 8.2% in 2024), reflecting a continued narrowing of the overall average gap. However, our median hourly pay gap has increased to 38.6% (from 28.1%), indicating a widening at the midpoint of the pay distribution.

These outcomes continue to reflect the overall shape of our workforce, including the distribution of roles across the firm. In particular, we have a higher representation of women within business services and support roles, which typically fall within lower pay bands. Movements in the median figure are especially sensitive to changes in workforce composition, progression and hiring across roles at the centre of the pay range.

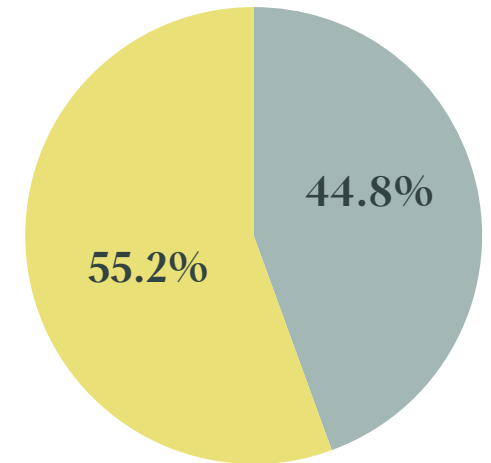
The mean pay gap is calculated as the difference between the average hourly earnings of men and women, whilst the median pay gap measures the difference at the midpoint of the pay distribution. It is important to note that the gender pay gap is distinct from equal pay. We have robust processes in place to ensure pay decisions are made fairly and consistently, and we are confident that men and women are paid equally for performing equivalent roles.

Pay Quartiles

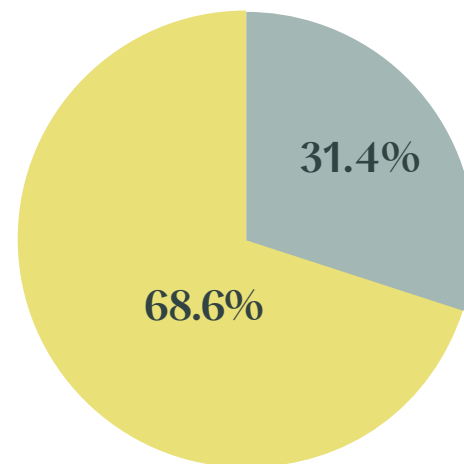
UPPER QUARTILE PAY BAND



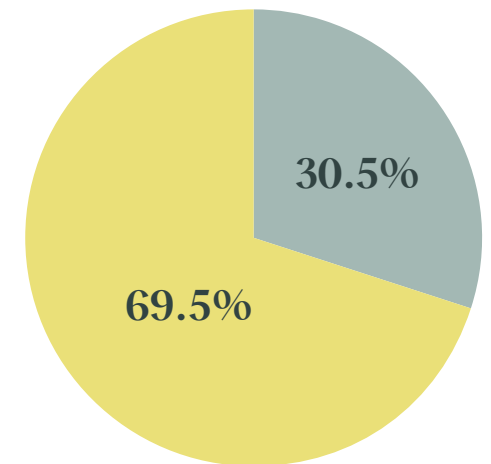
UPPER MIDDLE QUARTILE PAY BAND



LOWER MIDDLE QUARTILE PAY BAND



LOWER QUARTILE PAY BAND



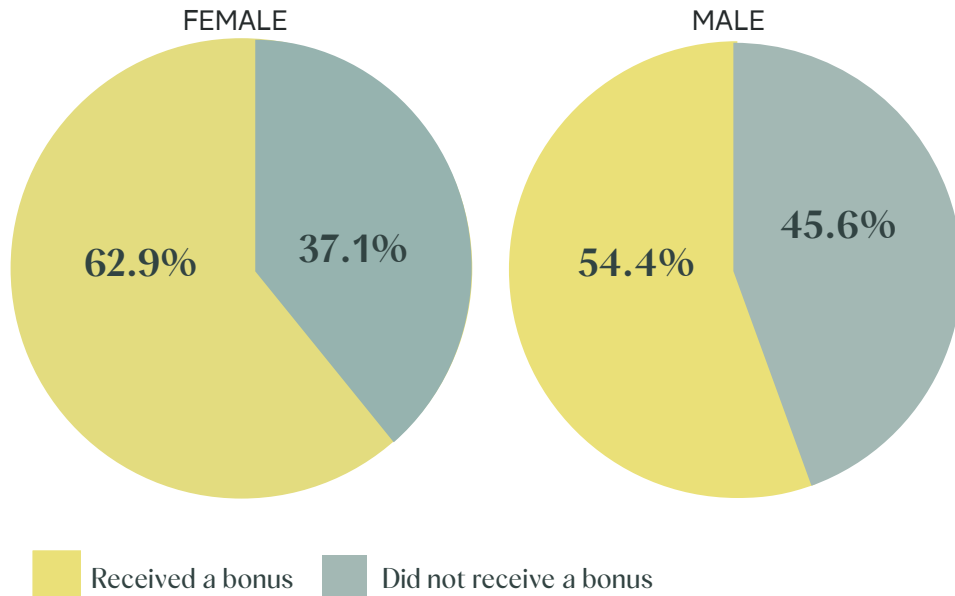
Bonus Pay Gap

	2025	2024	2023	2022	2021	2020	2019	2018
Mean	10.6%	15.9%	11.3%	26.1%	44.5%	37.1%	65.4%	54.4%
Median	27.2%	13.0%	14.4%	48.0%	73.3%	60.8%	87.5%	50.0%

The table shows our mean and median bonus pay gap for the 12-month period. Over 8 consecutive years our mean bonus gap has reduced from 54.4% in 2018 to 10.6% in 2025. We believe this is due to the fair application of a revised bonus scheme for our solicitor population where changes have been put in place to make the bonus targets more equitable (to reflect family leave, for example).

The median bonus pay gap has increased to 27.2% (from 13.0%), reflecting a wider distribution of bonus outcomes at the midpoint this year.

The bonus gap remains influenced by the structure of our reward framework. Bonuses within business services and support roles — where we have a higher proportion of female employees — are typically lower in value than those available to fee earners. Our fee earner bonus scheme is based on clear, consistent and objective criteria, which are applied uniformly across eligible employees.



Solicitor Gender Pay Gap (Voluntary Disclosure)

We continue to publish this information on a voluntary basis to provide additional insight into pay outcomes within comparable legal roles. A negative figure indicates that the pay gap is in favour of women.

Across our solicitor population, outcomes remain broadly consistent with prior years, with some movement between levels. At Director level, the mean pay gap has shifted further in favour of women (from -0.3% in 2024 to -5.6% in 2025).

As in previous years, these figures should be considered in the context of relatively small cohorts, where changes such as promotions, joiners and leavers can have a significant impact on year-on-year results.

	Mean	Median
All Solicitors	-1.73%	1.9%
Directors	-5.6%	-4.8%
Senior Associates	-4.2%	-2.9%
Associates	1.4%	1.2%



Ethnicity Pay Gap

We have chosen to voluntarily publish our ethnicity pay gap using the same methodology as our gender pay gap reporting. On 5 April 2025, our ethnic minority employees were paid, on average, 11.7% less than non-minority employees, representing an improvement from 18.3% in 2024. This improvement can be attributed to more ethnically diverse solicitors and partners being recruited and promoted within the firm.

Mean	Median
11.7%	39.9%

Partner Gender Pay Gap

Whilst partner pay is not included within the statutory gender pay gap reporting requirements, we continue to publish this information on a voluntary basis.

This year, the partner gender pay gap has shifted to a male favourable position, with a mean gap of 5.16% (2023/24), compared with a female favourable position in the prior period (-10.1% for 2022/23). This can be attributed to the retirement of some senior female equity partners. Due to the small population, partner pay outcomes can vary year-on-year due to changes in the composition of the partnership. Partner data is reported one year in arrears, reflecting the timing of remuneration.

	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
Mean	5.16%	-10.1%	-11.1%	-6.0%	-15.3%	-18.4%	-9.0%
Median	51.7%	-26.7%	-35.7%	-16.7%	-45.2%	-33.5%	-13.6%

Commitment to Transparency

We are committed to transparency and believe that reporting beyond statutory requirements supports greater understanding and accountability across pay, progression and opportunity. Our results reflect the current composition of our workforce and the structure of roles across the firm.

Commitment to Improvement

We remain focused on addressing the underlying drivers of our gender pay gap over the long term, including representation across all levels and career progression. As the composition of our workforce evolves - through recruitment, development and progression - we expect to see continued movement in our results and will maintain our focus on sustainable, meaningful improvement.

We confirm the data reported is accurate:

J. Burgess **Jeanette Burgess**
Managing Partner

T. Foley **Tracy Foley**
Head of HR

