

SHOOSMITHS

# Pay gap report

2026

FOR  
WHAT  
MATTERS

# Foreword from the CEO

We are pleased to share our ninth annual Pay Gap Report. Each year, this analysis gives us a clear view of where we are making progress and where we need to accelerate our efforts. Our goal remains the same: creating a workplace where everyone feels valued, supported, and able to thrive.

This year's data shows meaningful progress in several areas, particularly across employee gender and ethnicity pay gaps. At the same time, some partner-level variances remind us that pay gaps reflect long-term patterns and require sustained effort to shift. We continue to examine the underlying drivers of these outcomes and ensure that decisions about pay, progression, and opportunity are fair, consistent, and transparent.

Our refreshed brand and diversity, equity and inclusion (DEI) strategy both emphasise what makes our firm distinctive: we are human, pragmatic, progressive, and committed to creating opportunity for everyone. Over the past year, we have made this real through new leadership development programmes, strengthened talent processes, expanded skills training, and a deeper focus on ensuring technology adoption is equitable.



Across all parts of the firm, colleagues show strong engagement with our inclusion agenda. Our networks continue to flourish, our emerging leaders are stepping forward, and our people tell us they feel able to be themselves – a core value we are proud to uphold. Our latest engagement survey reinforces this, with 85% of colleagues saying the firm values diversity, a reflection of the culture we continue to build together.

At the same time, our detailed pay gap reporting helps keep us grounded. It reminds us that progress is never accidental; it is the result of deliberate choices and accountable leadership.

We remain committed to taking those choices every day.

**DAVID JACKSON**  
CHIEF EXECUTIVE OFFICER



# Our progress

Our DEI strategy continues to focus on three pillars – **Accountability**, **Community**, and **Opportunity**. Together, they guide how we embed equitable practices across the firm and ensure our actions lead to measurable change.

## 1. Accountability

Accountability sits at the heart of driving fair outcomes. We continue to embed clear, data led decision making across our processes, working from the principle that every leader plays an active role in creating equity.

### Key activity this year

#### **Board Ally role and leadership accountability**

We strengthened governance through the continued development of the Board Ally role, ensuring DEI remains a regular Board-level discussion topic. Our networks also met with the Executive Board and Shadow Boards, creating direct dialogue and visibility for diverse colleague experiences.

#### **Consistent talent processes**

We strengthened our core people processes – including calibrated promotion meetings and firmwide performance frameworks – so progression and recognition decisions are consistent and evidence-based.

Our promotion and calibration processes are now fully embedded and are supported by a new capacity management tool that provides greater transparency over work allocation.

#### **Responsible AI adoption**

We monitor AI usage by demographic to ensure equitable access to digital tools and to identify where additional support may be required. This work helps ensure every colleague benefits from innovation.

#### **Manager capability**

Our Manager Development Programme continues to upskill leaders across the business, building capability and confidence in inclusive day-to-day leadership.

#### **Wellbeing and safety**

We delivered the next phase of our externally hosted Talking About Suicide training and continued to work closely with partner Inclusive Employers to benchmark our progress.

These actions help ensure that our systems, processes, and leadership behaviours remain fair, transparent, and consistent.

## 2. Community

A strong sense of belonging enables people to be themselves, speak openly, and contribute fully. Our networks continue to create spaces where colleagues connect, share experiences, and raise awareness of issues that matter.

### Network activity this year

- **Women in AI panel** for International Women's Day, supporting confidence and skills development for women in emerging technologies
- **Diwali celebrations** alongside clients, strengthening cultural understanding and community ties
- **Black History Month**, spotlighting the contribution of Commonwealth veterans
- **National Inclusion Week**, with a firmwide library and resources to support all colleagues
- **Pride marches across the UK** and a firmwide webinar on allyship, reinforcing our commitment to LGBTQ+ inclusion
- **new social mobility network**, accompanied by bringing together two of our existing networks to create a joined space for mental health, disability, accessibility and neurodiversity
- **Pride in Leadership sessions**, including an event on finding your queer voice
- **menopause café**, offering a safe and open space for discussion and support.

These activities play a key role in helping colleagues feel connected and supported, and they provide platforms for stories, shared experiences, and allyship.





### 3. Opportunity

Ensuring fair access to development and progression opportunities remains central to achieving equitable outcomes. This year we invested in inclusive leadership, structured development pathways, and wider access routes into the profession.

#### Key activity this year

##### Inclusive leadership and upskilling

- Executive Board and Partnership Council members completed Race and Ethnicity Allyship training, reinforcing expectations of inclusive leadership from the top
- we introduced a four-module mandatory Manager Development Programme for over 300 people leaders, strengthening capability and consistency across the firm
- we invested in specialist training for both our Talent Acquisition and HR Advisory teams, delivered through dedicated sessions focused on tackling racial discrimination. This reflects our commitment to continually upskilling HR and strengthening inclusive, equitable people practices across the organisation.

##### Career pathways

- we expanded structured development for high-potential and underrepresented groups, including our new Amplify programme.

##### Widening access to the profession

- our Discover Placement continues to widen access to the legal profession, with five training contract offers made this year to individuals who previously completed the programme. Our solicitor apprentice pathway also continues to grow, expanding into new locations
- we launched a new partnership with GROW Mentoring to help improve access to the legal profession. Over 40 colleagues have already signed up as mentors, and alongside the structured 1:1 mentoring, all participants attended an in-person insight afternoon.

# Gender pay gap report

Employee gender pay gap					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
15.5%	27.9%	23.4%	32.3%	22.8%	34%

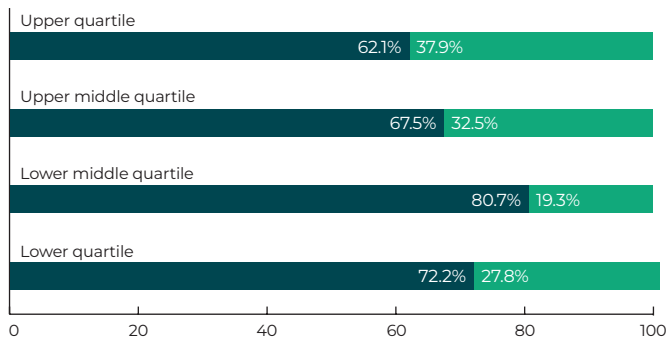
Partner gender pay gap					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
13.1%	18.4%	13.2%	10.0%	8.5%	14.7%

All gender pay gap					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
42.9%	34.8%	44%	37.1%	40.2%	41.3%

## Pay quartiles

KEY Female Male

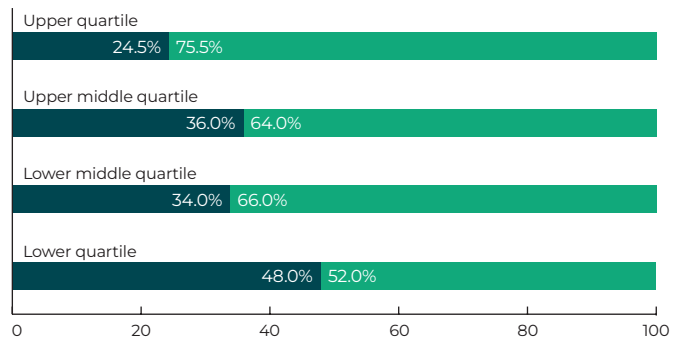
### Employees



## Pay quartiles

KEY Female Male

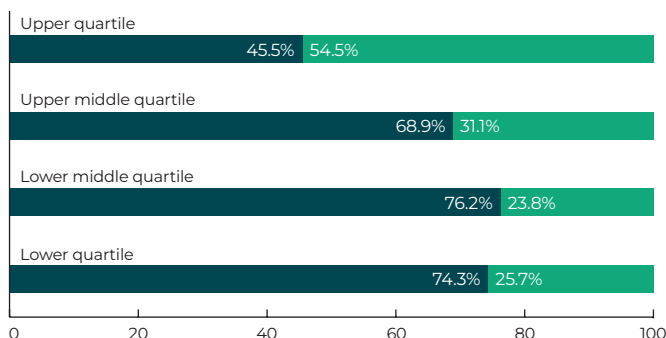
### Partners



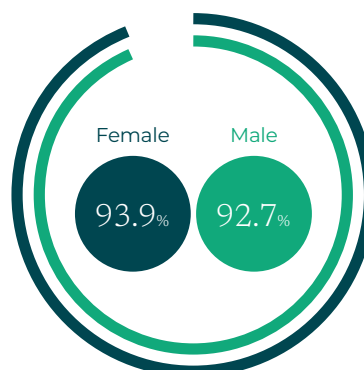
## Pay quartiles

KEY Female Male

### All



## Proportion receiving a bonus



# Ethnicity pay gap report

Employee ethnicity pay gap					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
16.5%	29.9%	19.9%	23.9%	18.4%	17.2%

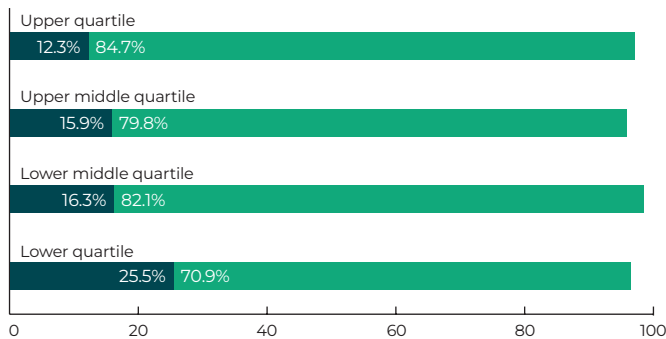
Partner ethnicity pay gap					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
-3.4%	-11.4%	-3.3%	-9.5%	0.9%	3.1%

All ethnicity pay gap					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
30.1%	39.4%	31.0%	33.8%	29.3%	29.4%

## Pay quartiles

KEY Ethnically diverse White

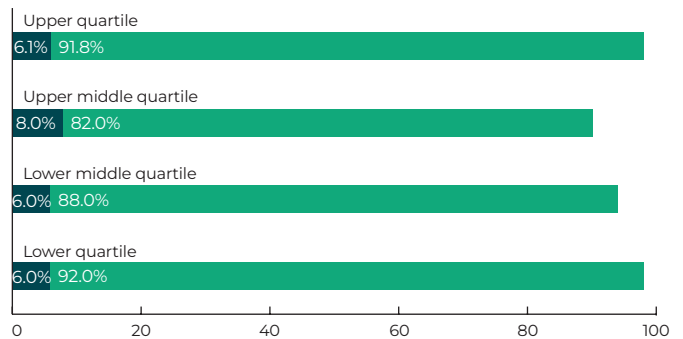
### Employees



## Pay quartiles

KEY Ethnically diverse White

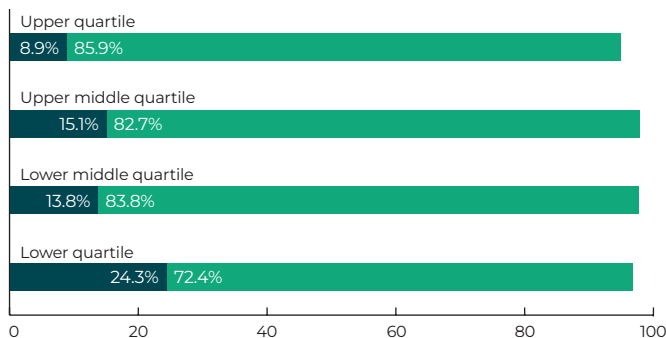
### Partners



## Pay quartiles

KEY Ethnically diverse White

### All



## Proportion receiving a bonus



# LGBT+ pay gap report

Employee LGBT+ pay gap					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
10.8%	24.8%	11.2%	25.4%	12.1%	16%

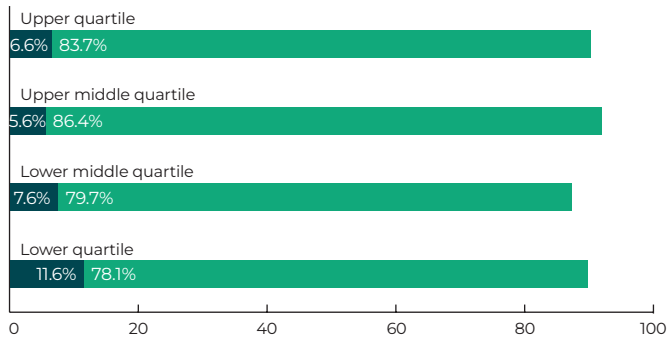
Partner LGBT+ pay gap					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
-17.2%	-43.8%	13.2%	10.0%	13.3%	15.5%

All LGBT+ pay gap					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
11.4%	30.6%	13.3%	29.5%	17.8%	24.2%

## Pay quartiles

KEY █ LGBT █ Non-LGBT

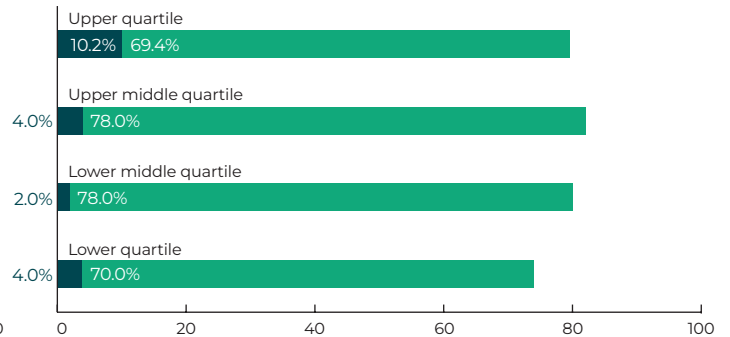
### Employees



## Pay quartiles

KEY █ LGBT █ Non-LGBT

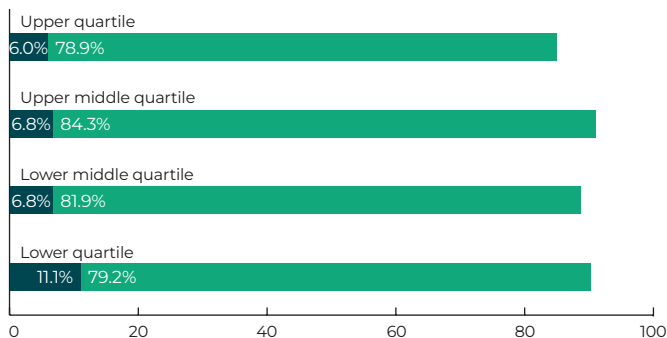
### Partners



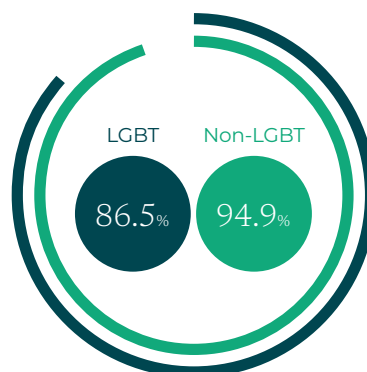
## Pay quartiles

KEY █ LGBT █ Non-LGBT

### All



## Proportion receiving a bonus



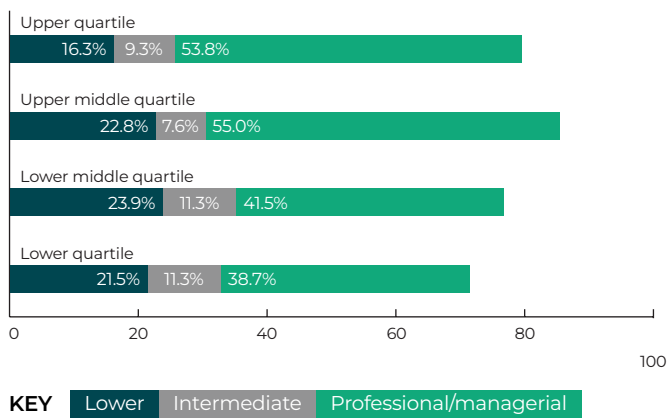
# Socio-economic background pay gap – Employee

Lower vs. professional/managerial					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
13.0%	23.5%	13.1%	21.8%	11.7%	16.2%

Intermediate vs. professional/managerial					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
2.9%	31.5%	4.9%	29.1%	-14.2%	12.5%

Lower vs. intermediate					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
10.4%	-11.8%	8.6%	-10.3%	22.6%	4.2%

## Pay quartiles



## Proportion receiving a bonus



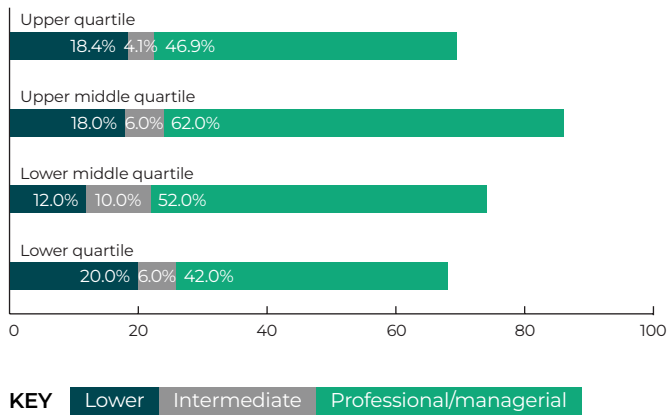
# Socio-economic background pay gap – Partner

Lower vs. professional/managerial					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
-2.2%	-3.6%	-5.4%	-1.5%	1.1%	0.0%

Intermediate vs. professional/managerial					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
6.7%	10.7%	8.0%	11.5%	13.6%	14.0%

Lower vs. intermediate					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
-9.5%	-16.0%	-14.5%	-14.7%	-14.5%	-16.3%

## Pay quartiles



## Proportion receiving a bonus



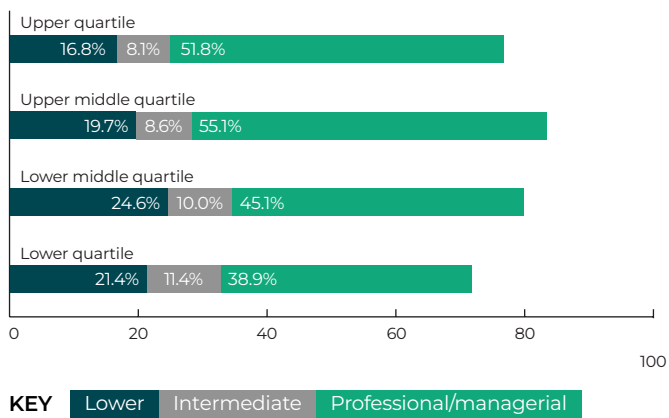
# Socio-economic background pay gap – All

Lower vs. professional/managerial					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
14.2%	22.0%	15.2%	23.8%	14.3%	27.7%

Intermediate vs. professional/managerial					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
16.2%	29.9%	18.3%	36.8%	7.9%	29.4%

Lower vs. intermediate					
2025		2024		2023	
Mean	Median	Mean	Median	Mean	Median
-2.4%	-11.2%	-3.8%	-20.6%	6.9%	-2.4%

## Pay quartiles



## Proportion receiving a bonus



# Bonus pay gaps

Gender						
	2025		2024		2023	
	Mean	Median	Mean	Median	Mean	Median
Employee bonus pay gap	<b>24.8%</b>	<b>11.6%</b>	<b>18.9%</b>	<b>16.6%</b>	<b>13.5%</b>	<b>9.7%</b>
Partner bonus pay gap	<b>29.8%</b>	<b>0.0%</b>	<b>32.2%</b>	<b>0.0%</b>	<b>42.3%</b>	<b>23.6%</b>
All bonus pay gap	<b>77.3%</b>	<b>28.4%</b>	<b>72.1%</b>	<b>28.9%</b>	<b>77.7%</b>	<b>22.1%</b>

Ethnicity						
	2025		2024		2023	
	Mean	Median	Mean	Median	Mean	Median
Employee bonus pay gap	<b>39.0%</b>	<b>27.9%</b>	<b>33.3%</b>	<b>20.0%</b>	<b>28.6%</b>	<b>13.8%</b>
Partner bonus pay gap	<b>-31.4%</b>	<b>-7.4%</b>	<b>-26.6%</b>	<b>-39.0%</b>	<b>-10.7%</b>	<b>-4.2%</b>
All bonus pay gap	<b>47.1%</b>	<b>35.4%</b>	<b>44.4%</b>	<b>25.7%</b>	<b>48.1%</b>	<b>19.4%</b>

LGBT+						
	2025		2024		2023	
	Mean	Median	Mean	Median	Mean	Median
Employee bonus pay gap	<b>18.1%</b>	<b>18.7%</b>	<b>23.6%</b>	<b>22.8%</b>	<b>25.5%</b>	<b>14.1%</b>
Partner bonus pay gap	<b>-77.1%</b>	<b>-19.1%</b>	<b>-56.0%</b>	<b>2.5%</b>	<b>0.4%</b>	<b>17.0%</b>
All bonus pay gap	<b>-33.2%</b>	<b>24.9%</b>	<b>-8.9%</b>	<b>26.6%</b>	<b>17.4%</b>	<b>15.4%</b>

# Bonus pay gaps CONTINUED

## Socio economic – Employee

	2025		2024		2023	
	Mean	Median	Mean	Median	Mean	Median
Lower vs. Prof/Mgr	15.4%	2.9%	19.5%	11.2%	14.1%	3.2%
Intermediate vs. Prof/Mgr	-16.5%	29.3%	35.8%	35.4%	16.8%	15.6%
Lower vs. Intermediate	27.4%	-37.4%	-25.4%	-37.4%	-3.2%	-14.7%

## Socio economic – Partner

	2025		2024		2023	
	Mean	Median	Mean	Median	Mean	Median
Lower vs. Prof/Mgr	-64.3%	-28.2%	-31.5%	-7.0%	-41.1%	-8.9%
Intermediate vs. Prof/Mgr	-16.6%	6.0%	-0.7%	7.3%	59.9%	19.2%
Lower vs. Intermediate	-40.9%	-36.4%	-30.5%	-15.4%	-251.4%	-34.7%

## Socio economic – All

	2025		2024		2023	
	Mean	Median	Mean	Median	Mean	Median
Lower vs. Prof/Mgr	-12.8%	9.1%	7.9%	13.4	-5.2%	10.6%
Intermediate vs. Prof/Mgr	22.8%	36.9%	32.9%	34.0%	67.3%	18.1%
Lower vs. Intermediate	-46.2%	-44.0%	-37.2%	-31.2%	-221.3%	-9.2%

