

KINGSLEY NAPLEY

WHEN IT MATTERS MOST

# Gender Pay Gap Report 2025



# An Introduction from our Senior Partner

**At Kingsley Napley, Diversity, Equity & Inclusion is not just a collection of targets and metrics; we believe it is a foundation of excellence and central to our long-term success as a Responsible Business.**

Our firm's success has been shaped by a legacy of exceptional female leadership, whose vision, resilience and ambition have shaped who we are today. Their influence is woven into every part of our journey, and it continues to guide our path forward. With women representing 70% of our workforce, we are proud to uphold a legacy of championing women in the workplace.

We also recognise that our work is ongoing. This report is part of our commitment to transparency and accountability, a detailed and nuanced view of factors underpinning our pay gap.

Although many of our practice areas and business services teams have made good progress in reducing their gender pay gaps, our overall organisational gap has increased since 2024. This is mainly because of changes in the makeup of our workforce over the year. Around 80% of all new starters were women, with a high percentage of women coming into junior to mid level roles which typically sit in the lower to middle pay quartiles. This means we now have a higher proportion of women in lower paid roles, which widens the overall gender pay gaps, even though pay gaps within departments are improving.

At the same time, while we have seen encouraging reductions in the pay gap across our business services teams, non-qualified roles and several associate levels, these improvements are not large enough to offset the impact of more women entering lower paid roles. This is why the overall gap has risen slightly, despite areas of the business having made positive progress.

We are equally proud to demonstrate our commitment to gender equality at the highest levels of leadership. Our Managing Partner, Matt Meyer, has joined the board of [Global 50/50](#) to support its review of gender equality within the global justice system. Global 50/50 is an independent research charity that brings together academic insight, practical policy expertise, and strategic communications to drive meaningful progress in gender equity worldwide. This partnership reflects our ambition to contribute to the evolution of our profession and to advocate for positive impact beyond our own firm.

With our shared commitment, I am confident that we will continue to shape a future defined by equality, empowerment, and collective success. Thank you to every member of Kingsley Napley for being part of this journey.

James Fulforth  
Senior Partner



# Diversity, Equity & Inclusion at Kingsley Napley

We are proud to continue building on this work and remain committed to the value that Diversity, Equity and Inclusion (DEI) brings to our people and our firm. Our DEI Networks play a central role in shaping our culture, and include:

- Enable (Disability including Neurodiversity)
- KN Families & Carers
- LGBTQ+ & Allies
- Race Ethnicity and Cultural Heritage (REACH)
- Social Mobility

## Our Recent Progress:

- Strengthened colleague support through an updated reasonable adjustments process, enhanced by our Enable Network.
- Achieved Stonewall Proud Employer Accreditation, reinforcing our commitment to LGBTQ+ inclusion.
- Expanded our work on race equity, including a targeted insight day for Black and Black mixed-heritage men.
- Built cultural awareness by marking key DEI events such as South Asian Heritage Month, International Men's Day and Ramadan.

## Data-Driven Inclusion:

- We introduced a new Applicant Tracking System with Rare Technology to support fairer and more inclusive hiring through advanced diversity analytics.
- We have enhanced employee voice through listening sessions and the launch of our Culture Amp engagement survey, gaining better insight into colleague experiences across key diversity characteristics.

## Our Ongoing Commitment:

We are refreshing our Responsible Business and DEI strategies to ensure long-term, sustainable impact, supported by the next phase of education and development for our people. These efforts reflect our continued commitment to creating a more equitable workplace and driving the long-term progress needed to close our gender pay gap.

# Our Pay Data

Data is at 5 April 2025

Bonus data is from the period of 6 April 2024 to 5 April 2025

The gender pay gap shows the difference in average pay between all men and women in an organisation. A positive percentage represents a gap which favours men and a negative percentage represents a gap that favours women.

	Mean 2025	Mean 2024
Hourly Rate of Pay	16.9%	16.2%
Bonus	59.2%	71.5%

	Median 2025	Median 2024
Hourly Rate of Pay	29%	26.2%
Bonus	37.5%	79.5%

Since reporting our data in April 2024, we have seen a slight increase in both the mean and median gaps for all employees. We are proud of our efforts in this space over the years, but there is still room for improvement. The mean gap for hourly rate of pay has increased by 0.69% and the median gap by 2.82%.

## Pay Quartiles

The table below show the distribution of male and female employees in each quartile, based on their hourly earnings.

Pay Quartiles	2025		2024	
	Male	Female	Male	Female
Upper	40.8%	59.2%	34.3%	65.7%
Mid-Upper	22.5%	77.5%	27.6%	72.4%
Mid-Lower	15.7%	84.3%	15.3%	84.7%
Lower	26.2%	73.8%	25.3%	74.7%

*\*These figures refer to employees only. Partners are not included.*

# Our Gender Pay Gap

## Workforce Structure and Trends

Between the snapshot date of 6 April 2024 and 5 April 2025, our overall recruitment was 80% females and 20% males. Whilst the percentage of female recruitment overall was higher than that of male recruitment, just over half, 56% of the roles that were recruited for fell within our junior to mid-level roles across the business. Of that 56% of junior to mid-level recruitment, 90% of those were female recruits.

## Structural Drivers of Gender Pay Gap

As in previous years, the gender pay gap reflects the structural makeup of the firm and the distribution of men and women across different job levels. Business Services roles remain the clearest area of imbalance, with a higher proportion of women in the lower, mid-lower and mid-upper quartiles, and fewer in the upper quartile. Encouragingly, the mean and median gaps within Business Services & Practice Support have reduced by 5.4% and 12.7% respectively, and within Business Services & Non-qualified roles by 6.9% and 9.3%. Progress is strong, though further improvement is needed.

## Pay Gaps Across Senior Roles

Across associates and partners, the gender pay gap is significantly smaller, and within the senior associate group, pay is in favour of women on both a mean and median basis. Recruitment of lawyers during the reporting period was broadly balanced (53% women vs 47% men), which supports the smaller gap seen at these levels.

## Bonus Data

Bonus data shows that 85.4% of women and 88.8% of men received a bonus at the snapshot date, with 85.9% of employees receiving a bonus overall. This small difference indicates that bonus eligibility across the firm is broadly equitable, with only a marginal gap between men and women. We will continue to monitor this to ensure outcomes remain equitable.

## Influence of Parental Leave on Reporting

6% of women were excluded from the reporting period because they were on unpaid or statutory parental leave, which also influences the overall gender pay position.

## Flexible Working

The firm continues to offer flexible working options, with 15% of employees working flexibly; of these, 92% are women and 8% are men, most of whom work part-time. The high take-up among women highlights the importance of maintaining flexible working practices to support retention and progression.

## Commitment to Fairness

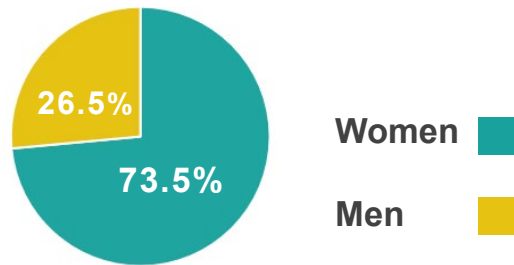
We are committed to fair and transparent compensation through a rigorous, market-informed annual review process that benchmarks each role, rewards performance, and ensures pay decisions are consistent, equitable and aligned with industry standards - supporting our wider aim to address pay gaps and promote workplace equity.

# Our Pay Data Breakdown

At Kingsley Napley we are committed to being as open as possible and going beyond the legislative reporting requirements, therefore we have provided a breakdown of our data to show the pay gaps for our fee earners, partners and business and practice support team members is at 5 April 2025 with bonus data covering the period of 6 April 2024 to 5 April 2025.

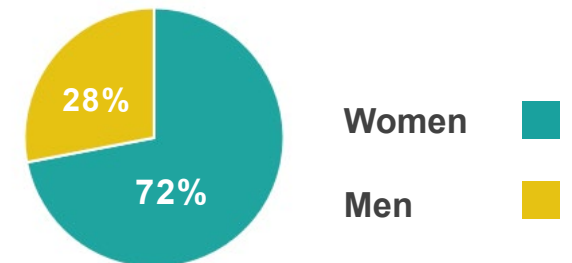
## Qualified Fee Earners

	2025		2024	
	Mean	Median	Mean	Median
<b>Hourly Rate of Pay</b>				
<b>All Associates</b>	3.2%	9.1%	1.7%	2.2%
<b>Junior Associates</b>	4.5%	3.2%	4.8%	2.7%
<b>Mid-Level Associates</b>	-1.7%	5%	0.3%	4.9%
<b>Senior Associates</b>	-3.6%	-0.2%	-0.4%	3.2%

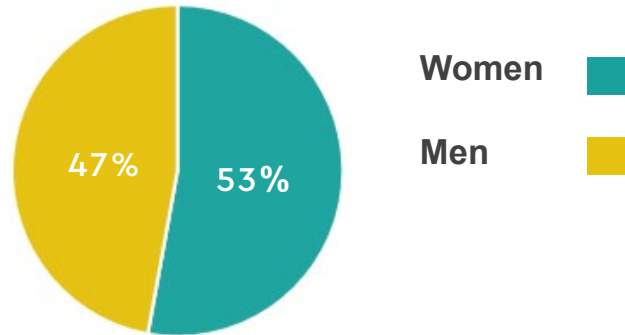


## Business Services including Practice Support Team

2025		2024	
Mean	Median	Mean	Median
27%	24.9%	32.5%	37.7%



# Partner Data Breakdown



## Full Equity Partners

	2025		2024	
	Mean	Median	Mean	Median
Hourly Pay	10.6%	19.5%	-8.9%	-1.3%
Bonus	-247.3% *	-247.3% *	-2.1%	0%

\*As a small group, one or two higher individual payments significantly skew the averages, resulting in a large negative gender bonus gap that appears to favour women.

## All Partners – Pay & Bonus

	2025		2024	
	Mean	Median	Mean	Median
Hourly Pay	10.4%	8.1%	6.4%	11.1%
Bonus	8.2%	7%	-2.8%	0%

## Fixed Share Equity Partners

	2025		2024	
	Mean	Median	Mean	Median
Hourly Pay	6.2%	1.6%	11.4%	0.9%
Bonus	13.6%	8%	0%	0%

# Looking Forward

We believe that diverse perspectives and lived experiences enrich our work, strengthen our thinking, and enable us to be not only exceptional lawyers but also exceptional colleagues. Even as the global conversation around DEI evolves, we know that our people and the top talent we attract are inspired by an environment that celebrates inclusion. We are determined to lead by example, to contribute to the positive evolution of our profession, and to continue advocating for meaningful, lasting change.

We continue to invest in expanding our understanding of the issues affecting our colleagues and the communities we serve. To deepen our insights, we have implemented enhanced systems that allow us to analyse diversity data from recruitment through to engagement and progression. This supports our ongoing focus on embedding a data driven and Responsible Business approach to DEI.

Moving into FY27, we are conducting a full reward review to ensure our pay, bonus and recognition structures are fair, transparent and applied consistently, with all decisions reviewed through a gender-equity lens to help reduce our gender pay gap.



Our other priorities include improving representation in areas of underrepresentation, understanding and addressing pay disparities across all underrepresented groups, and ensuring transparent, equitable career pathways. We remain dedicated to developing inclusive and ethical leadership at every level, recognising that our long-term success depends on creating an environment where opportunity is accessible to everyone.

We are committed to closing our gender pay gap focusing on fairness and rigour across our pay and progression processes, and we will continue to scrutinise our approach and the decisions we make, informed by the insights highlighted in this report.

Together, these efforts reflect our belief that Responsible Business and DEI are integral to our sustained success and our promise to lead with integrity, purpose, and care.



**Matt Meyer**  
Managing Partner



**Jemimah Cook**  
Chief People & Culture  
Officer

*We confirm that the data reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap) Regulations 2017*

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[www.kingsleynapley.co.uk](http://www.kingsleynapley.co.uk)  
[info@kingsleynapley.co.uk](mailto:info@kingsleynapley.co.uk)  
T: +44 (0)20 7814 1200  
F: +44 (0)20 7490 2288  
DX22 Chancery Lane

Kingsley Napley LLP, 20 Bonhill Street, London, EC2A 4DN  
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