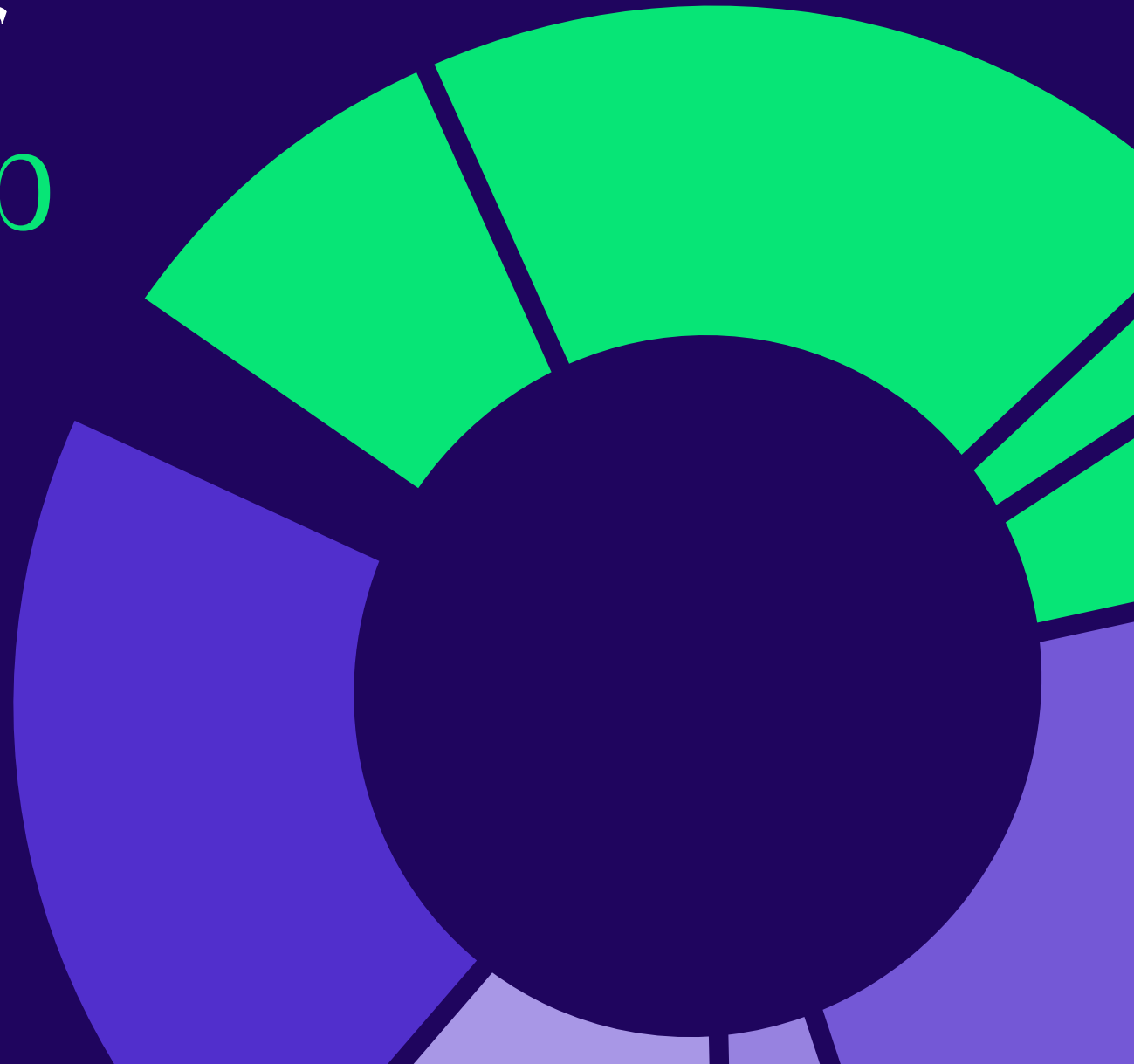


NOVEMBER

2025

Gender Pay Gap Report



Introduction

2025 is our fourth year of reporting on gender pay gap statistics. Over the past year, we have continued to prioritise the advancement of women into senior roles across the firm. Our focus remains on strengthening the impact of our Equity, Diversity and Inclusion (EDI) initiatives, supported by clear and ambitious targets, particularly those aimed at increasing female representation in leadership.

In 2025, our mean gender pay gap (excluding equity partners) stands at 1%, which is a notable improvement from 3% in 2024. This positive movement reflects our ongoing commitment to narrowing the gap, and supporting female representation at all levels of the firm. It reinforces the value we place on equal pay for equal work.

Female under-representation in the equity partnership, alongside a higher proportion of women in junior or administrative roles, remain the primary drivers of our gender pay gap. We are making strong progress in increasing female representation among equity partners, and we are committed to building on this momentum. By continuing to focus on advancing women into senior positions, we aim to further narrow our pay gap and achieve greater gender balance at the highest levels of our firm.

As with previous years, we include our equity partners, who are the owners of the business, in our gender pay and bonus gap reporting. This ensures that we remain truly focused on improving female representation at all levels of the business.

WHAT'S IN THE DATA?

We have chosen the snapshot date of 30 June 2025 for the purposes of our reporting requirements.

The Gender Pay Gap Information Act 2021 requires employers with 50 employees or more to publish a gender pay gap report. Arthur Cox has two legal entities with more than 50 employees each, Arthur Cox LLP (the "Firm") and Arthur Cox Unlimited Company (the "Company"). To improve the accessibility and relevance of this report, we have presented the information required on a consolidated basis, combining the data for the Firm and the Company.

Gender Pay Gap Summary

Our overall gender pay gap is 1%, a decrease on 2024 (3%)

Our mean gender pay gap is 1%,
excluding equity partners

This negligible gap and positive movement reflect our continued efforts to close the gap and promote female representation across all levels of the firm.

When equity partners are included, the mean gender pay gap stands at 58%, a decrease from 60% last year. As in previous years, this figure is shaped by the gender distribution at senior levels, particularly within the equity partnership, where male partners continue to outnumber female partners.

We remain committed to our long-term strategy to increase female representation at the most senior levels. We are especially encouraged by recent progress, including the appointment of six female partners, three of whom were promoted to the equity partnership.

As of 1 July 2025:

35% of our equity partners are women

54% of our fixed share partners are women

41% of the overall partnership are women

When we include equity partners,
the mean gender pay gap is 58%

These figures mean that we have already exceeded our gender targets of achieving 30% female representation in the equity partnership and 40% in the overall partnership by 2028.

We continue to promote male and female fixed share partners at the same level of post-qualification experience (PQE). Significantly, the average time for female fixed share partners to progress to equity partnership is shorter than for their male counterparts. However, the percentage of women progressing to equity partnership remains lower, underscoring the importance of maintaining our focus in this area and ensuring support and sponsorship for our female fixed share partners.

Gender Pay Gap Summary

+%

A positive percentage means that the data is **favourable to male employees**

-%

A negative percentage means that the data is **favourable to female employees**

Mean rate = average rate
Median rate = middle point in a range

GENDER PAY GAP – ALL EMPLOYEES, EXCLUDING EQUITY PARTNERS
("all employees" includes full-time, part-time and temporary employees)

MEAN GENDER PAY GAP	
2025	2024
1%	3%

MEDIAN GENDER PAY GAP	
2025	2024
2%	12%

GENDER PAY GAP – ALL EMPLOYEES, INCLUDING EQUITY PARTNERS
("all employees" includes full-time, part-time and temporary employees)

MEAN GENDER PAY GAP	
2025	2024
58%	60%

MEDIAN GENDER PAY GAP	
2025	2024
15%	23%

Gender Pay Gap Summary

Gender pay gap data for part-time and temporary employees

THE FIRM AND THE COMPANY:

MEAN GENDER PAY GAP: PART-TIME EMPLOYEES	
2025	2024
-5%	-24%

MEDIAN GENDER PAY GAP: PART-TIME EMPLOYEES	
2025	2024
1%	49%

MEAN GENDER PAY GAP: TEMPORARY EMPLOYEES	
2025	2024
2%	5%

MEDIAN GENDER PAY GAP: TEMPORARY EMPLOYEES	
2025	2024
0%	0%

THE COMPANY:

MEAN GENDER PAY GAP: PART-TIME EMPLOYEES	
2025	2024
-13%	-1%

MEDIAN GENDER PAY GAP: PART-TIME EMPLOYEES	
2025	2024
-25%	51%

MEAN GENDER PAY GAP: TEMPORARY EMPLOYEES	
2025	2024
22%	7%

MEDIAN GENDER PAY GAP: TEMPORARY EMPLOYEES	
2025	2024
-7%	0%

THE FIRM:

MEAN GENDER PAY GAP: PART-TIME EMPLOYEES	
2025	2024
-18%	N/A

MEDIAN GENDER PAY GAP: PART-TIME EMPLOYEES	
2025	2024
-6%	N/A

MEAN GENDER PAY GAP: TEMPORARY EMPLOYEES	
2025	2024
-2%	2%

MEDIAN GENDER PAY GAP: TEMPORARY EMPLOYEES	
2025	2024
0%	0%

Gender Bonus Gap Summary

Our gender bonus gap has increased by five percentage points this year.

Excluding equity partners, our mean gender bonus gap has increased over the past 12 months from 14% to 19%.

Including equity partners, the mean gender bonus gap remains significant at 77%, unchanged from last year.

This disparity is primarily driven by the structure of the law firm business model, which applies consistent performance metrics across the board. Flexible working arrangements and unpaid family leave, more commonly taken by female employees, can impact bonus outcomes and influence the overall gap.

We recognise the importance of our flexible working arrangements and progressive family leave arrangements, which are available to both men and women. These will continue to be a priority for the firm as good practice in offering choice for our employees as they navigate different life stages.

The most impactful factor in relation to our gender bonus gap remains the gender composition across the firm, particularly at senior levels. A higher number of male equity partners, combined with a majority female population overall, affects the mean bonus figures—diluting the influence of female equity partner remuneration.

We continue to review our bonus methodology and are committed to developing targeted action plans in 2026 to address the bonus gap in a meaningful and sustainable way.

GENDER BONUS PAY GAP – ALL EMPLOYEES, EXCLUDING EQUITY PARTNERS

("all employees" includes full-time, part-time and temporary employees)

MEAN BONUS PAY GAP	
2025	2024
19%	14%

MEDIAN BONUS PAY GAP	
2025	2024
19%	-1%

GENDER BONUS PAY GAP – ALL EMPLOYEES, INCLUDING EQUITY PARTNERS

("all employees" includes full-time, part-time and temporary employees)

MEAN BONUS PAY GAP	
2025	2024
77%	77%

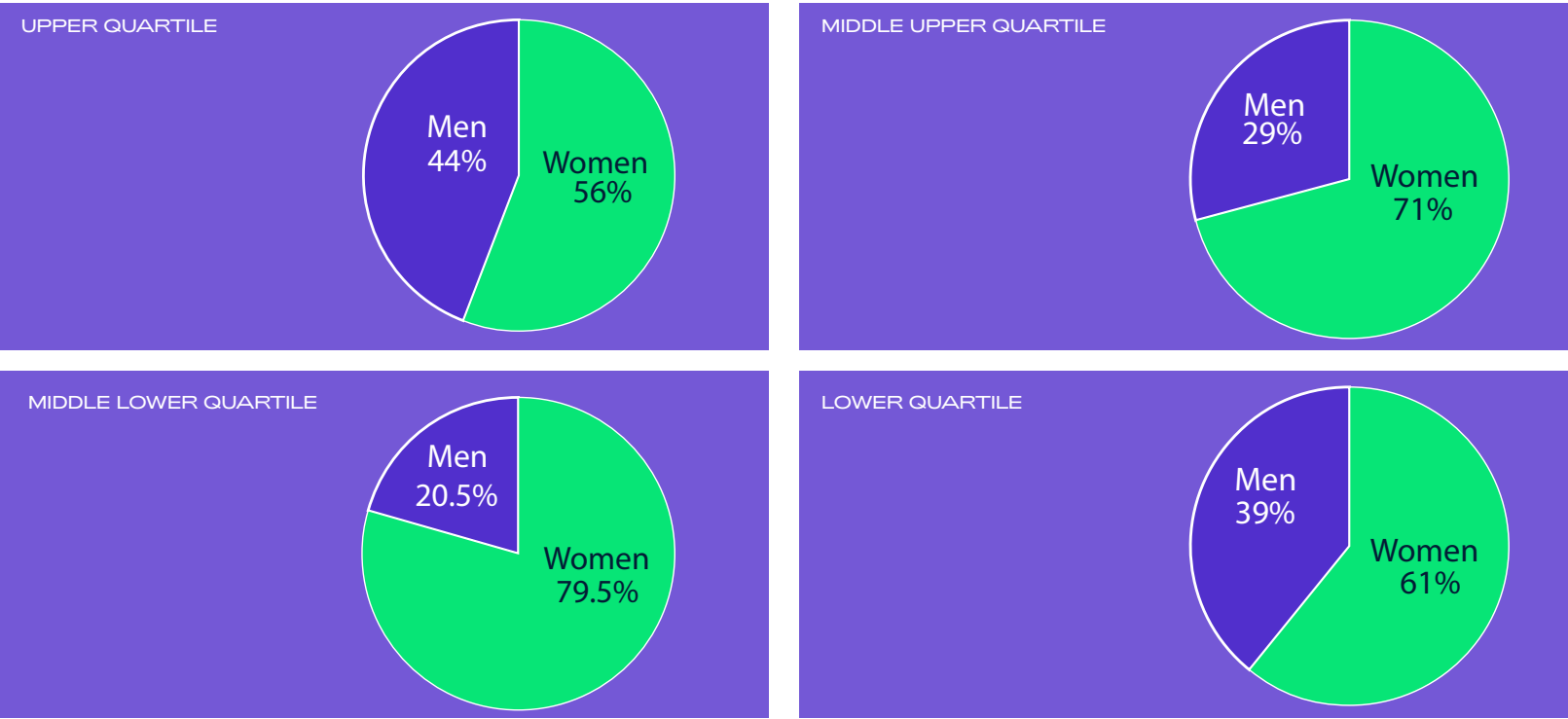
MEDIAN BONUS PAY GAP	
2025	2024
61%	43%

Quartiles

Including equity partners

Pay quartiles are calculated by dividing all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of male employees and female employees in each quartile shows the gender representation at different levels of the organisation. We have made good progress in terms of female representation in the upper quartile, which we hope to build on in future years.

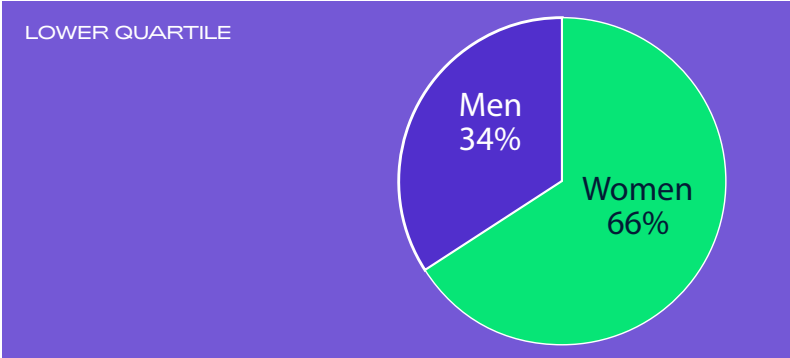
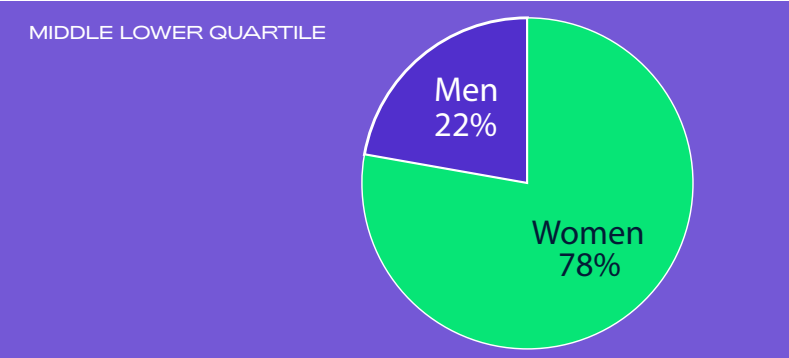
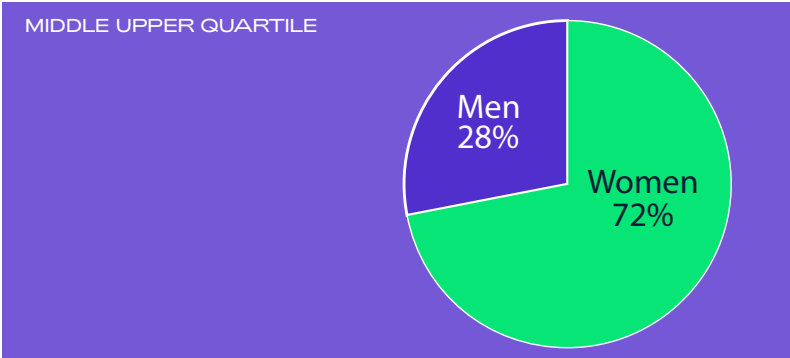
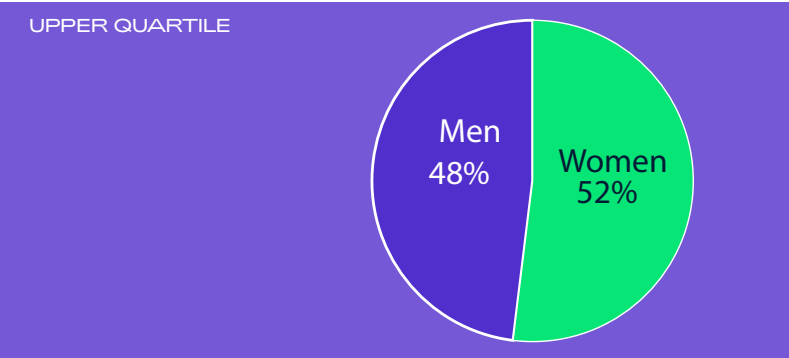
2025



Quartiles

Including equity partners

2024



Bonus and Benefits in Kind

We are also required to report the percentage of men and women who receive a bonus payment and benefits in kind (BIK) during the year. Our bonus and benefits in kind schemes are operated on an equal opportunity basis.

BONUSES RECEIVED	INCLUDING EQUITY PARTNERS	EXCLUDING EQUITY PARTNERS
% Male	83%	80%
% Female	85%	85%

BIK RECEIVED	INCLUDING EQUITY PARTNERS	EXCLUDING EQUITY PARTNERS
% Male	57%	64%
% Female	67%	69%

Our Action Plan

We remain committed to achieving equal gender representation across all levels of the firm. Our partnership, our Equity, Diversity & Inclusion sponsors, and our Gender Committee continue to drive the implementation and review of our actions that promote meaningful change.

PROGRESS OVER THE LAST 12 MONTHS

- **Family leave and childcare support:** Navigating periods of family leave and childcare support remain key areas of focus to support female progression to senior roles. We also recognise the growing impact of dual career navigation for both parents, making our progressive paternity leave and maternity leave policies increasingly important.
- **Maternity and paternity leave protocols:** We launched our maternity planning protocol in late 2024, and began work on our paternity planning protocol in 2025 to support fathers in planning around periods of leave. These protocols provide clear guidance for those taking leave. In the coming year we will enhance our tracking and surveying of the effective implementation of our protocols.
- **Childcare support pilot:** In summer 2024 we trialled a childcare support platform with a pilot group of partners, with positive feedback on its impact in supporting a range of childcare options for those taking part. We will be extending this service more broadly to our senior lawyers in 2026.
- **Sponsorship and mentorship:** Our associate sponsorship programme underwent a critical review this year by our Management and Gender Committees. A key learning is to ensure we have sufficient oversight and feedback mechanisms. We will relaunch this in 2026 with these improvements.
- **Gender in the firm sub-committee:** Led by two senior partners and rotating chairs among senior female leaders, this committee remains very active. The committee's focus has been on our maternity and paternity planning protocols, and planning spotlight events including marking both International Women's Day and International Men's Day.
- **Engagement with the 30% Club:** Our involvement continues through the Professional Services Group, which ran a survey of senior professional services females who have chosen to leave the sector so we can gather insights from their experiences. We will reflect on these in our strategy review in the coming months.
- **Partner appointments:** The appointment of 13 new partners, which includes six women (three of whom are equity partner promotions) and seven men, has enabled us to exceed our gender targets.



Looking ahead

EDI STRATEGY 2026-2028:

We are currently reviewing our EDI strategy for 2026 to 2028. We will focus on ensuring structured career progression support, a review of our bonus and reward processes, and progressive leave and childcare support policies. These efforts support our goal of closing our gender pay gap and achieving 50% female representation at partnership and executive levels.

Appendix

The LLP (the Firm) mainly remunerates those who do fee earning work for clients.

The Unlimited Company (the Company) mainly remunerates those who work in business services and support roles, as well as trainees.

Our equity partners are owners of the business and are remunerated differently to employees. Elements of their compensation are paid through both the Firm and the Company.

GENDER IN ARTHUR COX		
ENTITY	FEMALE	MALE
LLP (the Firm)	63%	37%
Unlimited Company (the Company)	67%	33%
Both entities combined	67%	33%

Appendix

TABLE WITH ALL DATA, INCLUDING EQUITY PARTNERS

		2022	2023	2024	2025	YOY
Mean Gender Pay Gap	Firmwide	54%	56%	60%	58%	-2%
	Unlimited Company	11%	15%	32%	26%	-6%
	LLP	52%	54%	57%	57%	-
Median Gender Pay Gap	Firmwide	9%	14%	23%	15%	-8%
	Unlimited Company	0%	2%	16%	11%	-5%
	LLP	17%	20%	58%	15%	-43%
Mean Bonus Pay Gap	Firmwide	72%	75%	77%	77%	-
	Unlimited Company	-37%	-31%	-14%	-8%	-6%
	LLP	39%	70%	72%	75%	+3%
Median Bonus Pay Gap	Firmwide	45%	53%	43%	61%	+18%
	Unlimited Company	-79%	-32%	-32%	9%	+41%
	LLP	31%	50%	47%	60%	+13%
% Males Receiving Bonus	Firmwide	89%	88%	90%	83%	-7%
	Unlimited Company	80%	55%	65%	62%	-3%
	LLP	79%	99%	85%	83%	-2%
% Females Receiving Bonus	Firmwide	87%	85%	89%	85%	-4%
	Unlimited Company	83%	71%	86%	79%	-7%
	LLP	92%	98%	86%	87%	+1%
% Males Receiving Benefits in Kind	Firmwide	30%	61%	57%	57%	-
	Unlimited Company	26%	46%	60%	72%	-8%
	LLP	35%	66%	46%	68%	+22%
% Females Receiving Benefits in Kind	Firmwide	32%	65%	63%	67%	+4%
	Unlimited Company	22%	57%	71%	71%	-
	LLP	38%	73%	52%	76%	+24%

Appendix

TABLE WITH ALL DATA, EXCLUDING EQUITY PARTNERS

		2022	2023	2024	2025	YOY
Mean Gender Pay Gap	Firmwide	0%	0%	3%	1%	-2%
	Unlimited Company	-9%	-7%	-4%	1%	+5%
	LLP	1%	1%	1%	1%	-
Median Gender Pay Gap	Firmwide	5%	13%	12%	2%	-10%
	Unlimited Company	-12%	-4%	-4%	-9%	-5%
	LLP	2%	5%	-4%	-2%	+2%
Mean Bonus Pay Gap	Firmwide	13%	9%	14%	19%	+5%
	Unlimited Company	-5%	-31%	-14%	-8%	+6%
	LLP	11%	12%	15%	23%	+8%
Median Bonus Pay Gap	Firmwide	4%	5%	-1%	19%	+20%
	Unlimited Company	-59%	-32%	-32%	9%	+41%
	LLP	26%	27%	35%	53%	+18%
% Males Receiving Bonus	Firmwide	87%	86%	88%	80%	-8%
	Unlimited Company	77%	75%	92%	83%	-9%
	LLP	99%	100%	84%	78%	-6%
% Females Receiving Bonus	Firmwide	86%	84%	89%	85%	+4%
	Unlimited Company	79%	76%	92%	83%	-9%
	LLP	97%	97%	85%	86%	+1%
% Males Receiving Benefits in Kind	Firmwide	54%	66%	62%	64%	+2%
	Unlimited Company	24%	50%	72%	71%	-1%
	LLP	42%	87%	52%	63%	+11%
% Females Receiving Benefits in Kind	Firmwide	33%	66%	65%	69%	+4%
	Unlimited Company	27%	59%	74%	70%	-4%
	LLP	40%	78%	55%	75%	+20%