



Gender and Ethnicity Pay Gap report April 2025

For what comes next
tlt.com



Foreword

We are pleased to share our ninth Gender and Ethnicity Pay Gap Report, reflecting our commitment to creating and maintaining an inclusive and diverse workplace, underpinned by the use of data to inform our strategy and actions.

At TLT, our people are central to our success. We encourage our people to be curious and collaborative in creating opportunity and delivering innovative solutions for our clients and each other.

We believe that diverse perspectives and different experiences strengthen our thinking and help us better reflect and understand our clients and the communities in which we operate, and results in creating an environment where everyone can contribute and thrive.

Equality and inclusion sit at the heart of our strategy, underpinned by clear, measurable commitments. These include achieving 50% female representation at partner level by 2029 and 35% ethnic minority representation across early careers roles by 2030, supported by targeted and sustained action.

Over the past year, our gender strategy has focused on women's health and wellbeing, recognising its impact on career progression. We are proud to be among the first UK law firms to partner with the women's health charity Wellbeing of Women to advance workplace health initiatives.

We are also founding partners of, and accredited by, The Family Friendly Workplace, developed with national charity Working Families to set new benchmarks for family friendly workplaces. Our flexible working approach, TLT World, alongside enhanced benefits for parents and carers, enables our people to work at their best.

We have confidence in the positive impact of our actions, and we continue to closely monitor the trends in our data over time. Whilst we have seen a slight increase in our gender pay gap, we're pleased to report that the bonus gap continues to reduce.

We continue to voluntarily publish our ethnicity pay gap, and we're encouraged that the median pay gap and mean bonus gap continue to decrease. We are pleased to see further growth in the number of ethnically diverse colleagues across the firm, which we remain focused on translating into retention and progression. We have also published details of our Menopause actions ahead of the requirements of the forthcoming Employment Rights Act.

Our report underscores our commitment to progress, and to progression, regardless of background, at TLT. We look forward to continuing to share this.

We confirm the data reported is accurate.



John Wood
Managing Partner



Helen Hodgkinson
Chief People Officer

Pay gaps explained

A pay gap is not to be confused with equal pay, which is an employer's legal duty to ensure the pay of male employees and female employees doing the same or equivalent jobs is equal. This is systemically supported at TLT through our reward processes such as annual pay reviews and fixed salary bandings.

Pay gaps compare the average earnings of one demographic, such as female employees, with the pay of another demographic across an organisation, such as male employees, regardless of the individual jobs being performed. Pay gaps are used to measure progress towards more equal and inclusive access to work, progression, and reward.

There are two measures used within the pay gap: mean and median. Both figures are important as they can highlight the different causes of a pay gap. The mean (average) is calculated by adding all individual employees' hourly rate of pay and dividing by the total number of employees. The median is calculated by listing all employees' hourly rate of pay and finding the midpoint.

As well as at an organisational level, pay gaps can also be calculated across a variety of industries, occupations, and the national labour market to provide the National Gender Pay Gap.

We want to be a truly inclusive employer and take our responsibility towards our non-binary and gender-fluid colleagues seriously. Gender Pay Gap regulations mean we must identify our colleagues as male or female; however, we actively support our colleagues of all gender identities through our inclusion strategy and our Affinity networks.



12.8%

In the UK, the Office of National Statistics tracks the median gender pay gap, which was 12.8% in 2025.

The mean (average) is calculated by adding all individual employees' hourly rate of pay and dividing by the total number of employees.



The median is calculated by listing all employees' hourly rate of pay and finding the midpoint.



Our gender pay gap

TLT has two employing entities: TLT LLP and TLT (NI) LLP hereafter referred to as 'TLT NI'.

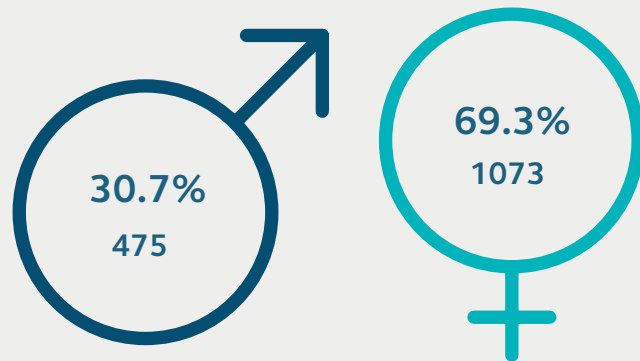
It is our statutory duty to only report on TLT LLP, which is provided below and relates only to pay data of all relevant employees of TLT LLP at 5 April 2025 and for bonuses awarded during the 12 months prior to that date.

However, we have also provided gender pay gap analysis inclusive of our TLT NI population as it is most representative of the firm. This data, which also includes the partner pay gap, can be found on page five of this report.

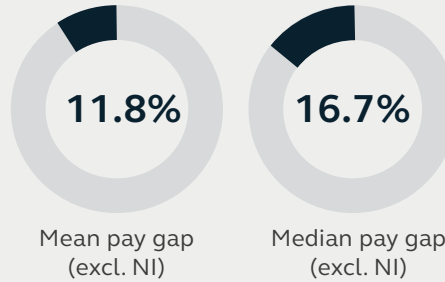
Gender split (excl. NI)

As at 5 April 2025

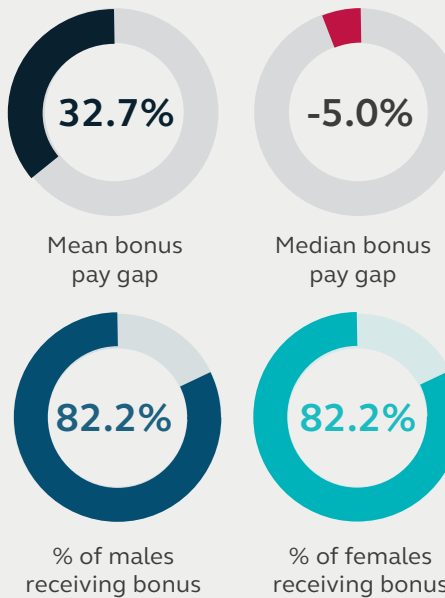
● Male ● Female



All UK Employees (excl. NI) Gender pay gap - Salary

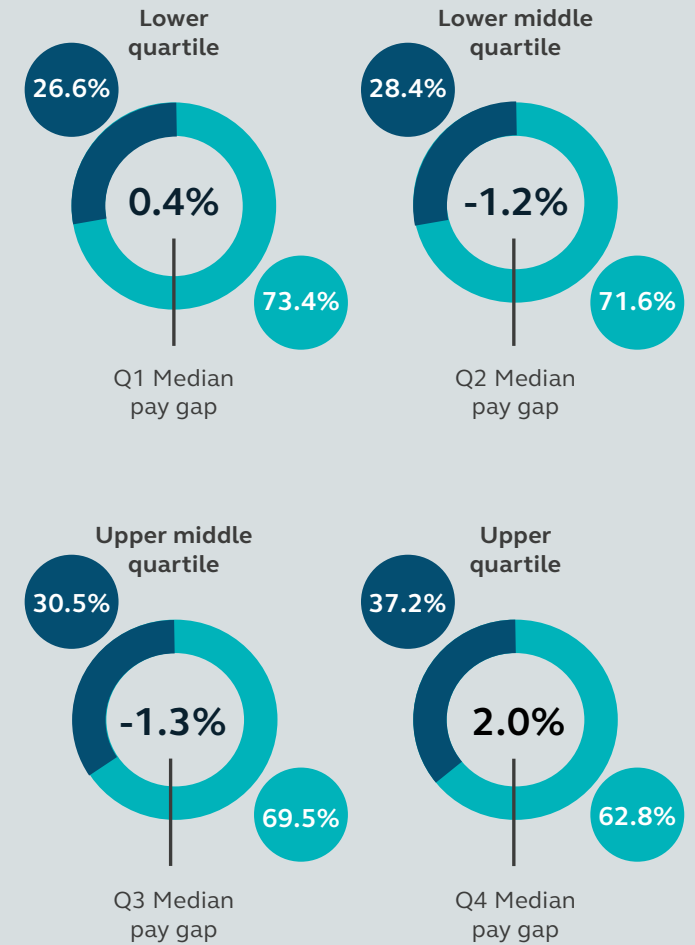


Gender pay gap - Bonus



Pay quartiles

This is the TLT LLP workforce split into four pay quartiles showing the proportion of males and females in each, including the median gender pay gap of each quartile.

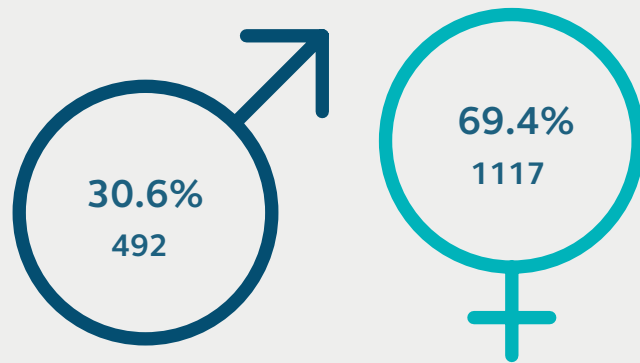


Our gender pay gap including TLT NI and Partners

Gender split

All UK Employees as at 5 April 2025

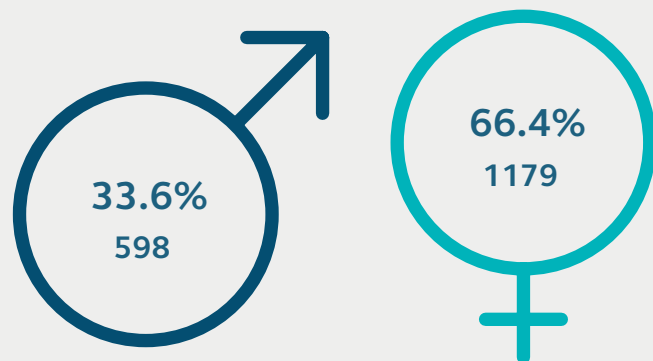
● Male ● Female



Gender split

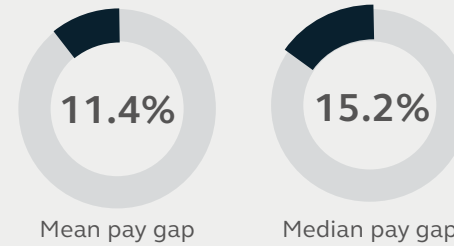
All UK Employees and Partners as at 5 April 2025

● Male ● Female



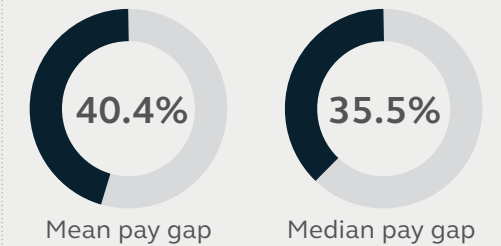
All UK Employees

Gender pay gap - Salary

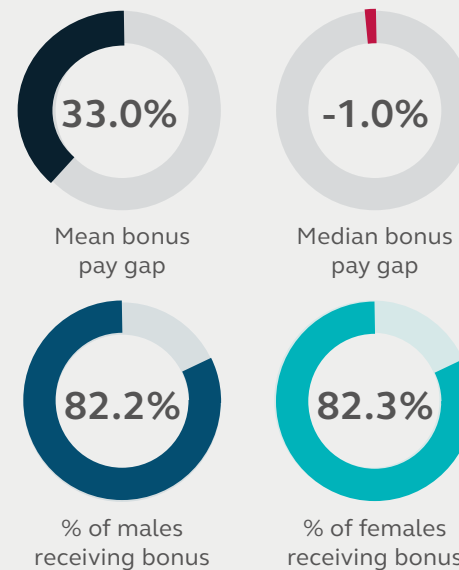


All UK Employees and Partners

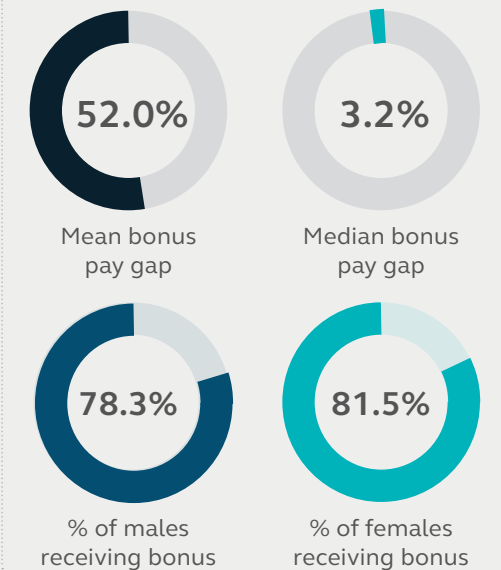
Gender pay gap - Salary



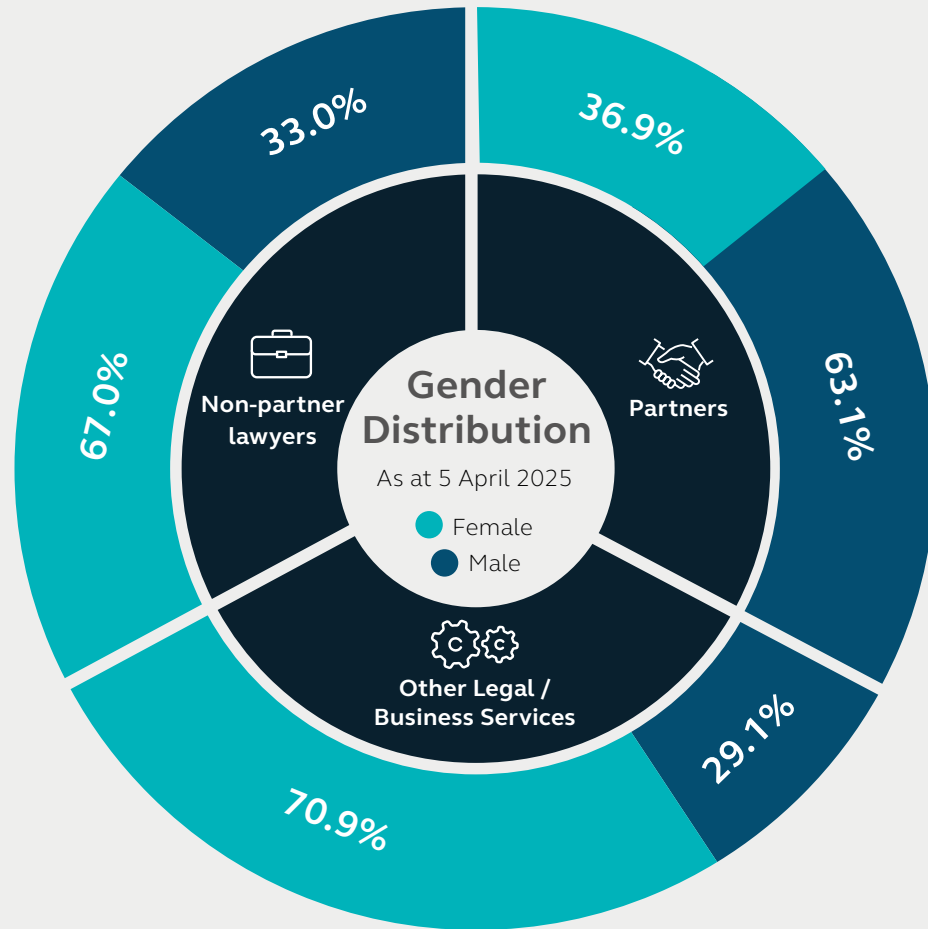
Gender pay gap - Bonus



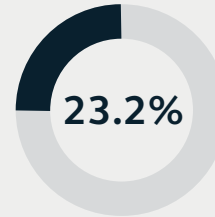
Gender pay gap - Bonus



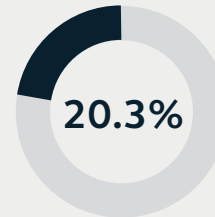
Our gender pay gap by job role



Partners



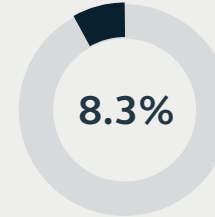
Mean pay gap



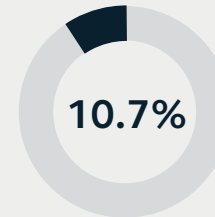
Median pay gap



Non-partner
Lawyers



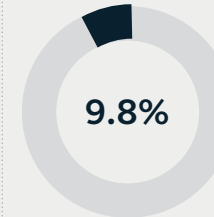
Mean pay gap



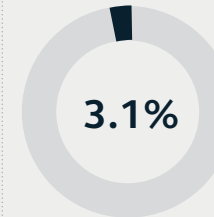
Median pay gap



Other Legal /
Business Services

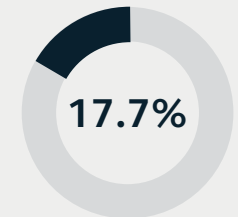


Mean pay gap

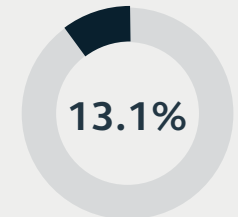


Median pay gap

Bonus pay gap – Partners



Mean bonus pay gap



Median bonus pay gap

Understanding our gender pay gap

This is our ninth year of reporting. For 2025 (including TLT NI), our mean gender pay gap is 11.4% and our median pay gap is 15.2%. Both pay gaps have increased compared to last year, the mean by 2.0% and the median by 8.2%. Whilst this is the second consecutive year of increase, both remain below our 2022 figures, after which we saw a significant drop.

Overall, female representation in the firm has not changed significantly (up by just 0.3%). However, their representation across the pay scales has. The lower quartile has more female employees and fewer male employees, with male representation down 3.3% compared to last year. At the same time, male representation has increased in the upper quartile by 1.2%. These shifts are contributing factors to the widening pay gap.

Last year, we saw a significant increase in male representation in the lower and lower middle quartiles, with male representation increasing across peer groups such as Paralegals. Interestingly, we have seen the reverse this year, with more females joining the firm in junior roles such as Office Assistant, Paralegal roles and Apprenticeship positions, which has contributed to more female employees in the lower quartile.

As with previous years, the upper quartile continues to have the biggest impact on the mean pay gap. Our analysis shows that geography continues to play a role in driving the increase in male representation in the upper quartile, with locations that command higher salaries, such as London, having a higher proportion of male colleagues in comparison to our other office locations. Encouragingly, the other three pay quartiles are helping to reduce the overall gap, indicating it is a small number of outliers in the upper quartile distorting the overall mean pay gap.

When we look at the median pay gap by each pay quartile, we see that this has decreased across three out of the four quartiles and notably, there is a gap of only 2% or less across all four quartiles. With no concerning pay gaps by quartile, the increase in the TLT-wide pay gap is mainly due to the increase in the proportion of female employees in the lowest pay quartile, which lowers the overall median pay for female employees compared to male employees.

Although likely impacting female representation in the upper quartile and our overall mean pay gap, we are pleased that female representation within the partnership continues to grow. Encouragingly, the mean pay gap for partners has fallen by 1.7% this year, and the median pay gap has dropped by 4.9% after a small increase last year. Both gaps are now the lowest they've been in five years marking a positive step forward as we progress towards our target of 50% female Partners by 2030.



Bonus pay gap

The data provided below relates to pay data of all employees of TLT LLP and TLT (NI) LLP as at 5 April 2025.



11.8%

Our mean bonus pay gap has decreased once again this year, by 11.8% (including TLT NI).

Whilst it is encouraging to see the continued reduction, there are two drivers of the overall bonus pay gap of 33% with a small proportion of male outliers that distorts the average coupled with the Chargeable Hours and Exceptional Performance Bonus schemes being calculated as a percentage of salary.

Working arrangements play a role in this. More female employees work part-time, which means it is more likely a female employee will receive a pro-rated bonus. In April 2025, around 18% of women worked part-time compared to 3.5% of men. This difference has narrowed slightly (19.5% of female vs 4% male worked part-time in 2024), helping to reduce the gap.

For the first time, the median bonus gap now favours females. This can be attributed to internal awards like the TLT Recognition payment and Exceed! Awards, which boosted median bonus values for female employees and reaffirms our inclusive culture.



While the mean bonus gap for Partners has increased slightly, it is positive to see that the median gap has reduced, helped by a more balanced gender mix in mid-level pay ranges.

Closing our gender pay gap

This section highlights the meaningful actions we've taken over the past 12 months in support of a culture that champions gender equality and inclusivity.

These measures are intended to support us in retaining and advancing female employees of all job roles within the firm, including those approaching Partner, which will help us to achieve our public target of 50% female representation at partnership level by 2029. Highlights include:

- Became one of the founding partners of the UK's first accreditation scheme designed to set new benchmarks for family-friendly workplaces. The Family Friendly Workplace accreditation, developed in partnership with national charity Working Families, the UK's national charity for working parents and carers, sets new standards for inclusive employers.
- Proudly one of the first law firms in the UK to join a strategic partnership with Wellbeing of Women, a leading women's health charity, to advance workplace health initiatives. Looking after the wellbeing of colleagues plays a vital role in ensuring every individual can perform at their very best, every day, both for our clients and in our teams.
- Committed to a variety of benefits improvements, including introducing day-one enhanced neonatal care leave, going beyond statutory requirements to provide fully paid leave for unexpected life events, expanding our parental and carers support.

As part of our continued action, we will:

- Improve our reporting to capture carer status enabling us to understand more about our colleagues who are carers and provide greater support for them.
- Continue to promote flexible working through TLT World to tackle barriers facing female employees in the workplace and hindering progress on gender equality.

We are voluntarily reporting actions taken to support colleagues going through menopause, including:

- We have a line manager menopause toolkit to aid managers in supporting their colleagues.
- Our Women's Equality network have a menopause support group that all colleagues can join.
- TLT fully funds Bupa's Menopause Plan and for colleagues with over six months' service, we also provide access to Peppy, Vitality's digital menopause support service.



Our ethnicity pay gap

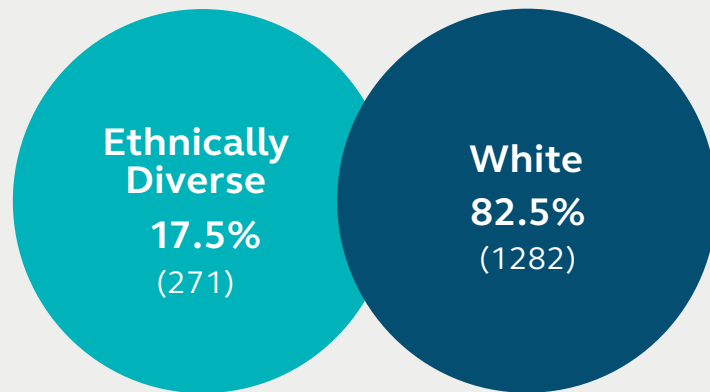
It is not a statutory duty to only report on TLT LLP, so the data provided below relates to pay data of all employees of TLT LLP and TLT (NI) LLP as of 5 April 2025 and for bonuses awarded during the 12 months prior to that date.

The pay gap has been calculated by reference to two groups: Ethnically Diverse and White for the purposes of a meaningful interpretation, as well as for ease of consistent benchmarking and reporting with existing ethnicity pay gap publications. Those who have not disclosed their ethnicity are excluded from the calculation.

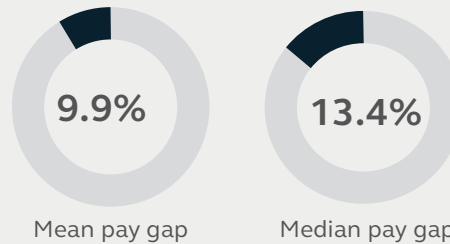
As at 5 April 2025

● Ethnically Diverse ● White

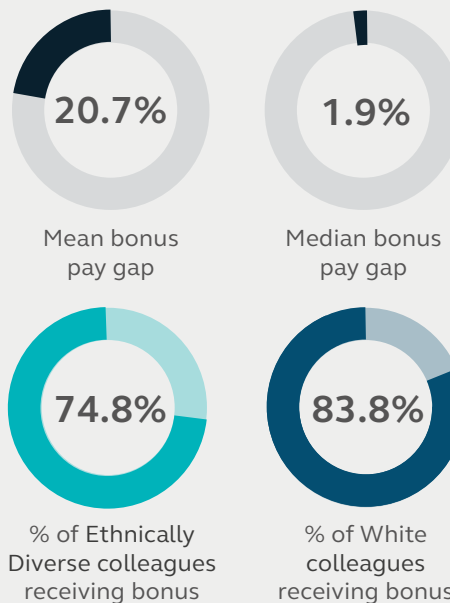
Ethnicity breakdown



Ethnicity pay gap - Salary

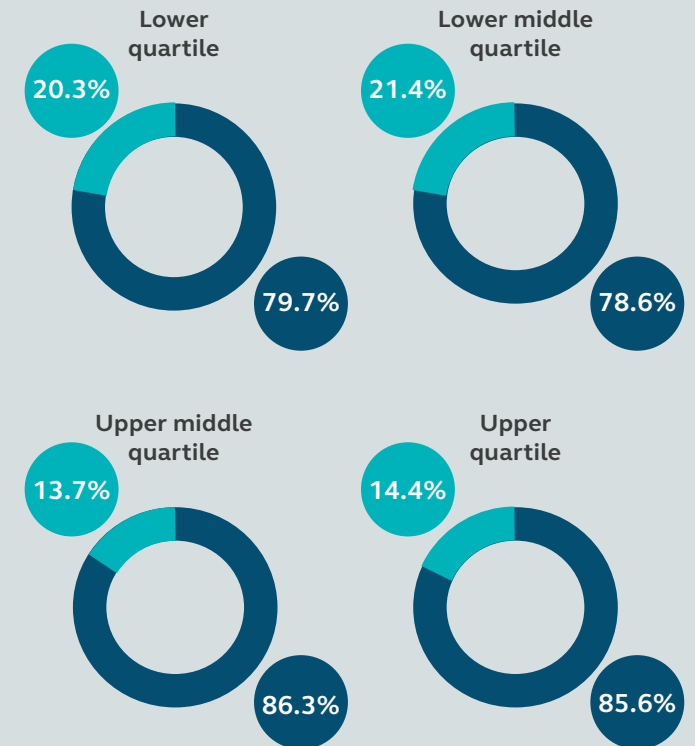


Ethnicity pay gap - Bonus



Pay quartiles

This is the TLT LLP workforce split into four pay quartiles showing the proportion of Ethnically Diverse and White colleagues in each quartile.



Understanding our ethnicity pay gap

The ethnicity median pay gap has decreased by 4.2%, while the mean pay gap has increased by 2.1%.

It is encouraging to see continued growth in the number of ethnically diverse colleagues across the firm. However, as in previous years, most ethnically diverse colleagues remain within the lower and lower middle pay quartiles, and there has been a notable increase (4.1%) in representation within the lower quartile.



14.4%

Representation in the upper quartile has improved (14.4% in April 2025 compared to 13.7% in April 2024), but this quartile remains the largest contributor to the mean pay gap. This indicates that better representation of ethnically diverse colleagues at senior levels is still needed.

However, ethnically diverse colleagues, in particular female employees, are disproportionately represented in the lower quartile, which has contributed to the rise in the mean pay gap this year.

Despite this, we have seen some positive movement with ethnically diverse colleagues progressing through pay bands. This is mainly due to pay increases linked to career progression through job roles such as apprentices and trainees moving to their next years, as well as promotions. These changes have helped to reduce the median pay gap.

It is positive to see the mean bonus pay gap continue to decrease, although the median bonus pay gap has increased, it remains very low. The number of ethnically diverse colleagues receiving a bonus has also increased by 3.5%, at a similar rate to white colleagues.



Closing our ethnicity pay gap

We are pleased that diversity across the firm continues to improve, although representation is still highest within the lower and lower middle pay quartiles.

Whilst it is positive that the representation within the upper quartile is increasing, it is still hugely important that we continue to focus on progressing ethnically diverse colleagues through to the upper half of the pay scale to continue to close the pay gap. Over the past year, we have taken several actions aimed specifically at closing the ethnicity pay gap.

We are pleased to highlight the following:

- Continued progress on our public target of 35% ethnic minority representation across our early career's roles (trainees and apprentices) by October 2030 – driving an increase in ethnically diverse representation in early career roles from 1 in 5 to 1 in 3.
- Invested further in our diversity access programme, Beyond, aimed at eliminating barriers to entry into the legal progression for aspiring ethnic minority lawyers and improving diversity in early careers.
- Furthered our inclusion interventions by scaling our 'Creating an Inclusive Culture' programme across the partnership, focusing on areas including inclusive leadership behaviours, bias, psychological safety and tackling real barriers to inclusion.

In the forthcoming year, as part of our continued action, we will:

- Work alongside and invest in our early careers' partnerships including the Social Mobility Business Partnership, and Springpod, encouraging young people from diverse backgrounds across the UK to learn about a career in law and promote TLT as future employment option.
- Progress with our Reciprocal Mentoring programme pairing senior leaders with colleagues from underrepresented groups. Undertaken as part of Inclusive Leadership training, junior colleagues learn from our senior leaders whilst sharing their own lived experiences aiding mutual understanding and fostering inclusion.
- Keep supporting and investing in our Ethnic Diversity and Social Mobility networks. They help colleagues from diverse backgrounds build confidence, overcome challenges, and develop their careers at TLT.



tlt.com/contact

Belfast | Birmingham | Bristol | Edinburgh | Glasgow | London | Manchester | Piraeus

TLT LLP and TLT NI LLP (a separate practice in Northern Ireland) operate under the TLT brand and are together known as 'TLT'. Any reference in this communication or its attachments to 'TLT' is to be construed as a reference to the TLT entity based in the jurisdiction where the advice is being given. TLT LLP is a limited liability partnership registered in England & Wales number OC308658 whose registered office is at One Redcliff Street, Bristol, BS1 6TP. TLT LLP is authorised and regulated by the Solicitors Regulation Authority under ID 406297.

In Scotland TLT LLP is a multinational practice regulated by the Law Society of Scotland.

TLT (NI) LLP is a limited liability partnership registered in Northern Ireland under ref NC000856 whose registered office is at River House, 48-60 High Street, Belfast, BT1 2BE

TLT (NI) LLP is regulated by the Law Society of Northern Ireland under ref 9330.

TLT LLP is authorised and regulated by the Financial Conduct Authority under reference number FRN 780419. TLT (NI) LLP is authorised and regulated by the Financial

Conduct Authority under reference number 807372. Details of our FCA permissions can be found on the Financial Services Register at <https://register.fca.org.uk>

