

# Gender Pay Gap report - March 2026



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# Introduction

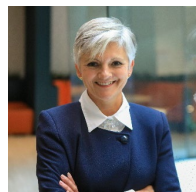
At DAC Beachcroft we remain committed to building a workplace where everyone has the opportunity to progress and succeed. Monitoring our gender pay gap each year provides an important way of understanding how pay and progression are experienced across the firm and helps us assess where further progress is needed. This report shows that, while the overall structure of our workforce remains broadly consistent, we continue to see gradual progress in several areas. Women remain strongly represented across much of our career pipeline, including the majority of promotions during the year and strong representation across the fee earning population. Female representation within the salaried partner group has also continued to strengthen, supporting a more balanced pipeline towards equity partnership.

At the same time, the report highlights that the gender pay gap is influenced by the distribution of roles across the firm, particularly at more senior levels where a higher proportion of the most senior fee earning roles continue to be held by men. As a result, improving representation in these roles remains an important priority for the firm.

Alongside our statutory reporting, we have again included wider analysis covering members of DAC Beachcroft LLP to provide a fuller picture of pay and bonus distribution across the firm.

We recognise that closing the gender pay gap requires sustained effort over time. Through continued focus on progression, leadership development and flexible working, we are continuing to strengthen the pipeline of women into senior roles and build a more balanced leadership population across the firm.

As required, I confirm that the information in this report is accurate.



**Virginia Clegg**  
Senior Partner

# About the report

## What is the pay gap?

- The gender pay gap measures the difference of the average hourly earnings between men and women (salary and bonus).
- This is different from equal pay, which is a separate legal requirement and focuses on whether men and women are paid equally for equal work.

## Approach to reporting

- We have included the figures based on employee data of all UK entities within the DAC Beachcroft Group, including DAC Beachcroft LLP, DAC Beachcroft Claims Limited, DAC Beachcroft (N.Ireland) LLP, DAC Beachcroft Scotland LLP, and DAC Beachcroft Claims Scotland LLP, with a snapshot date of 5 April 2025.
- We are also publishing wider analysis, which includes the remuneration gap for members of DAC Beachcroft LLP (i.e. the equity partner group), even though it is not a legal requirement to report on these figures.
- Members do not receive salary, instead they receive a share of the firm's profits. The Law Society guidance of England & Wales was followed as guidance for calculation purposes.



### Mean

The **mean** figure is calculated using the average of hourly pay rate (or bonus amount) of all the men and women. The difference between the two is the mean pay gap. This can be affected by outliers (unusually high or low data points).



### Median

The **median** figure is calculated using the mid-point hourly pay rate (or bonus amount) of all the men and women when ranked in numerical order. The difference is the median pay gap. This is less affected by outliers (unusually high or low data points).

# Statutory reporting

UK →



# Gender Pay Gap

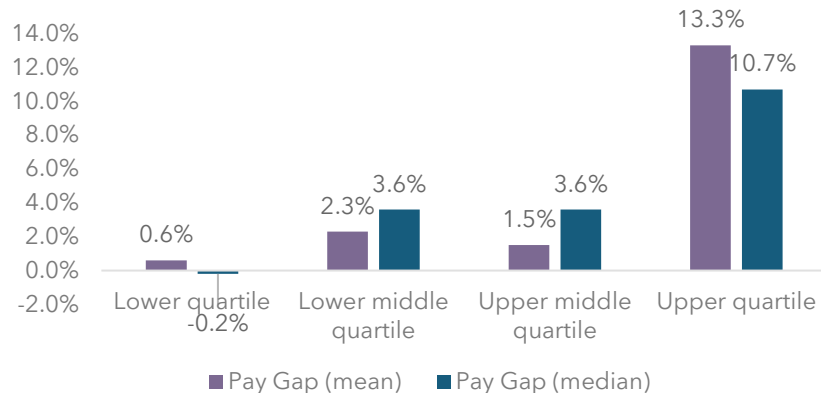
## Hourly Pay Gap

	2022	2023	2024	2025	Change since 2022
Mean	22.8%	21.6%	21.3%	21.5%	-1.3%
Median	21.3%	20.7%	21.5%	21.7%	0.4%

As at 5 April 2025, our employee population comprised 65% women and 35% men, broadly consistent with previous years. The total headcount is 2580.

The mean gender pay gap is 21.5% and the median gender pay gap is 21.7%. While the mean gap has increased slightly by 0.2 percentage points since 2024, it remains 1.3 percentage points lower than in 2022, suggesting some improvement over the longer term. The median gap has widened slightly over the same period, indicating that progress has not been uniform across the pay distribution.

## Pay Quartiles - Pay Gap



## Pay Quartiles

Pay quartiles show how men and women are distributed across the firm's pay range by dividing employees into four equal groups based on hourly pay.

Women make up 73.0% of the lower quartile, 70.4% of the lower middle quartile and 63.9% of the upper middle quartile. In the upper quartile, women represent 57.4% of the population, an increase on the previous year.

Across the first three pay quartiles, the pay gap remains relatively small, which suggests broadly comparable pay outcomes for men and women at these levels. The most significant variance continues to sit in the upper quartile, where differences in representation across higher paid roles have the greatest impact on the overall gap.

Group	Pay Gap (mean)	Pay Gap (median)	Percentage of Males	Percentage of Females
Lower quartile	0.6%	-0.2%	27.0%	73.0%
Lower middle quartile	2.3%	3.6%	29.7%	70.4%
Upper middle quartile	1.5%	3.6%	36.1%	63.9%
Upper quartile	13.3%	10.7%	42.6%	57.4%

Overall, the quartile profile remains broadly stable, with women continuing to be well represented across all four quartiles, including the highest paid quarter of the workforce. However, the persistence of a wider gap in the upper quartile shows that representation alone does not remove the impact of pay differences at the top of the distribution.

# Gender Pay Gap – Statutory reporting

## Bonus Gap

	2023	2024	2025	Change since 2023
Mean	48.3%	40.8%	48.0%	-0.3%
Median	25.5%	29.8%	30.3%	4.8%

The mean bonus gap for 2025 is 48.0%, broadly consistent with recent years and 0.3 percentage points lower than in 2023, although it has increased compared with 40.8% in 2024. The median bonus gap has risen to 30.3%, reflecting a 4.8 percentage point increase year on year.

Bonus gaps tend to fluctuate more than hourly pay gaps because they are influenced by both who receives a bonus and the value of bonuses awarded, particularly at more senior levels where bonus values are higher.

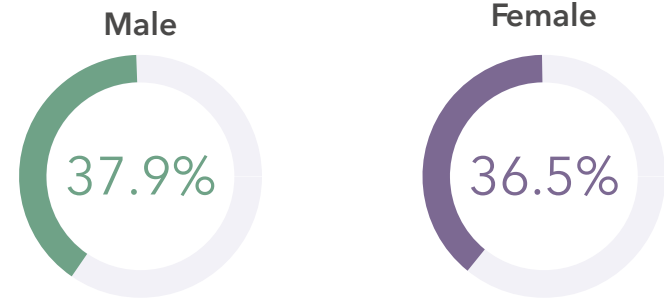
Across the firm, 36.5% of women and 37.9% of men received a bonus in 2025. This represents a reduction compared with the previous year for both groups and suggests that fewer bonuses were awarded overall, rather than a material change in the balance between men and women receiving them.

As in previous years, the gap is influenced by the distribution of roles across the firm. Women continue to be more strongly represented in areas of the business where bonuses are typically lower or less prevalent, such as business support roles, while higher value bonuses are more commonly associated with senior fee earning positions.

Because the bonus gap is calculated using actual bonus values rather than full time equivalent figures, it can also be affected by working patterns and by a small number of higher value bonuses, which can have a disproportionate impact on the mean.

Overall, the data suggests that structural factors such as role distribution and bonus values at senior levels continue to shape the bonus gap, while the proportion of men and women receiving bonuses remains broadly comparable.

## Proportion of female/male employees who received a bonus



*This is a 9% decrease from 2024*

*This is a 9% decrease from 2024*

# Wider analysis

UK and International



# Wider Analysis

Although not required under the statutory reporting framework, we also review pay and bonus gap data for the firm's members to provide a fuller picture of pay distribution across the firm.

For illustration, member remuneration has been simplified to include profit share and return on capital as "pay", and merit awards as "bonus". As at the snapshot date (**5 April 2025**), 25.5% of members were women and 74.5% were men, with female representation of 50% on the Group Board and 54.5% on the Executive Board. The UK headcount was 2721 for UK and 20 International. The International numbers are made up of Equity Partners only.

## Pay Gap comparison

The employee mean pay gap is 21.8%, with a median pay gap of 22.3%, both increasing slightly compared with 2024. In contrast, the member mean pay gap is 7.7%, representing a 2.8 percentage point decrease since 2024. The median pay gap for members is -3.2%, meaning that the midpoint of the distribution favours women and has improved by 3.2 percentage points since last year.

This reflects a more balanced distribution of member earnings, although the relatively small population means that movements in individual remuneration can have a noticeable impact on the reported gap.

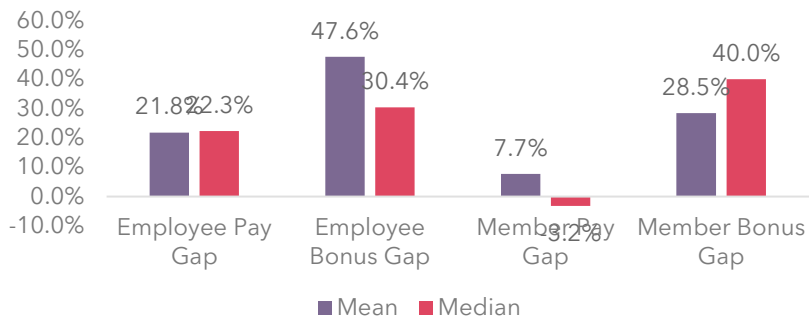
### Pay Gap, comparison employees & members

	Mean Pay	Change from 2024	Median Pay	Change from 2024
Employees	21.8%	0.5	22.3%	0.8%
Members	7.7%	-2.8	-3.2%	-3.2%

### Bonus Gap, comparison employees & members

	Mean Bonus	Change from 2023	Median Bonus	Change from 2023
Employees	47.6%	6.8%	30.4%	0.6%
Members	28.5%	27.7%	40%	40%

### Comparison of pay and bonus gaps, employees and members



### Bonus Gap comparison

Among employees, the mean bonus gap is 47.6% and the median bonus gap is 30.4%, representing increases of 6.8 percentage points and 0.6 percentage points respectively since 2023. For members, the mean bonus gap is 28.5% and the median bonus gap is 40%, both of which have increased significantly since 2023. As with pay, movements within the member population can have a greater statistical impact because of the smaller number of individuals included.

Overall, this comparison highlights that pay and bonus gap outcomes can vary between employees and members due to differences in population size, remuneration structure and the distribution of awards.

# Wider Analysis (cont'd)

A further perspective on the pay gap is gained by looking specifically at the fee earning population, removing the influence of the predominantly female business support and secretarial workforce.

This analysis shows smaller pay gaps overall, and in some cases gaps that favour women, highlighting the impact that workforce composition has on the firm wide pay gap figures.

Women represent 68% of the fee earning population, demonstrating strong representation across the legal career pipeline. Female representation among Salaried Partners now stands at 44.8%, indicating continued progress at senior levels.

When pay is analysed by lawyer role, the results show a mixed picture across levels. The mean pay gap for Salaried Partners is 9.1%, with a median gap of 3.4%. At Legal Director level, both the mean and median pay gaps are in favour of women (-4.6% and -3.2%), reflecting the distribution of pay within this group.

Across the Senior Associate / CSG Associate and Associate levels, the gaps remain relatively modest, while Solicitor / Chartered Legal Executive roles show no mean gap, although the median gap of 7.6% reflects variation within the distribution.

Overall, the analysis demonstrates that pay differences vary by career stage, and that the firm wide pay gap is influenced not only by pay differences within roles but also by how men and women are distributed across the wider workforce.

## Pay gap analysis by category of lawyer

Job Category	Mean Pay Gap	Median Pay Gap
Salaried Partner	9.1%	3.4%
Legal Director	-4.6%	-3.2%
Senior Associate/CSG Associate	1.4%	2.8%
Associate	5.2%	5.1%
Solicitor/Chartered Legal Executive	0.0%	7.6%

## Male/Female representation in lawyers (fee-earners)



# Workforce profile by gender / role

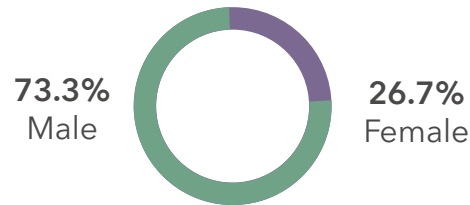
This section provides an overview of the firm's workforce profile as at **February 2026**, looking at how gender representation is distributed across roles.

The overall structure of the firm remains broadly consistent with previous years. Fee earners represent 69.5% of the workforce, while 30.5% work in business support roles. Within the salaried partner population, the gender split remains male weighted, with 53.4% men and 46.6% women.

Women make up 26.7% of members, a small increase compared with previous years, reflecting gradual progress in female representation at the most senior levels, although 86% of recent member recruitment in UK has been male.

The data also highlights the different gender distribution across role types. Business support roles remain predominantly female (69.7%), while men make up a larger proportion of fee earners, representing 72.6% of male colleagues compared with 68.0% of female colleagues.

Percentage of member population who are male/female



Percentage of salaried partner population who are male/female



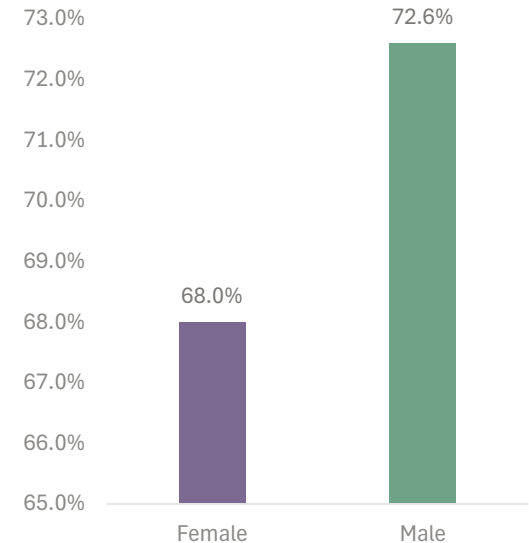
Percentage of total population who are fee earners/business support



Percentage of Business Support population who are male/female



Percentage of female and male population who are fee earners



# Talent pipeline

Tracking promotion outcomes helps us understand how progression opportunities are distributed across the firm and where progress is being made in strengthening the pipeline of women into senior roles.

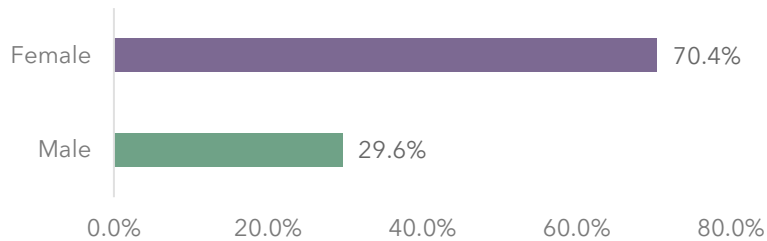
In FY25, women represented 70.4% of all promotions across the firm. In the more recent period May 2025 to January 2026, women continued to make up the majority of promotions, although the overall split is more balanced between women and men.

At a role level, women remain strongly represented in senior progression. Legal Director promotions increased to 76.2% women, up from 71.4% in FY25, showing continued momentum at this level. Salaried Partner promotions remain broadly consistent, with women representing 58.3% of promotions in the latest period compared with 60.0% in FY25.

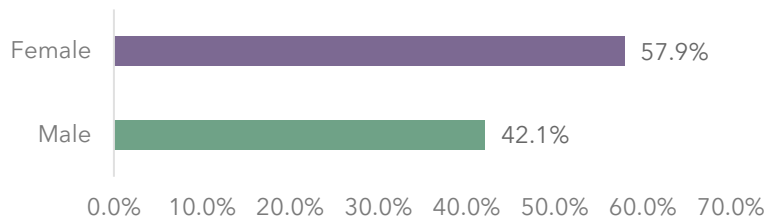
At Associate and Senior Associate level, women accounted for 58.8% of promotions, compared with 70.1% in FY25, reflecting a more even distribution of progression opportunities at this stage of the pipeline.

Overall, the data shows continued strong female representation in promotions across key career stages, supporting the development of the future leadership pipeline.

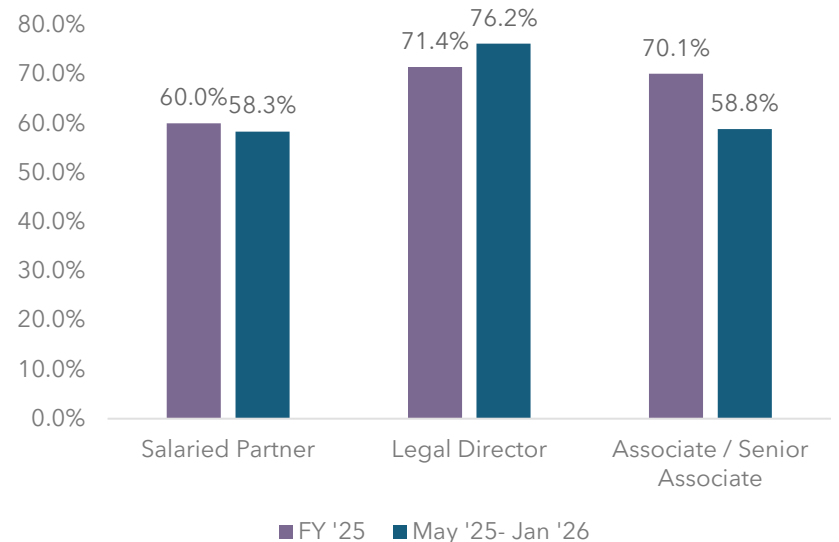
### Promotions May '24 to April '25



### Promotions May '25 to Jan '26



### Female Promotions 2025/2026



# Closing the gap

Achieving greater gender balance in higher paid roles remains an important focus for the firm. Improving representation across senior and leadership positions helps strengthen our talent pipeline and, over time, contributes to narrowing the gender pay gap.

We recognise that there is no single intervention that will resolve the gender pay gap. However, through a continued focus on progression, development and inclusive leadership, DACB aims to support more balanced representation across the firm.



## Monitoring the gender balance in our talent pipeline

We aim to strengthen gender balance across the firm's career pipeline, with a particular focus on progression into senior leadership roles.

Across DACB globally, including members, 25.47% of Equity Partners are women and 74.53% are men, while 44.80% of Salaried Partners are women and 55.20% are men, demonstrating a more balanced gender profile within the salaried partner population.

As at February 2026, we continue to see encouraging progress in the leadership pipeline, with 50% of participants in our Developing Leaders Programme being women.

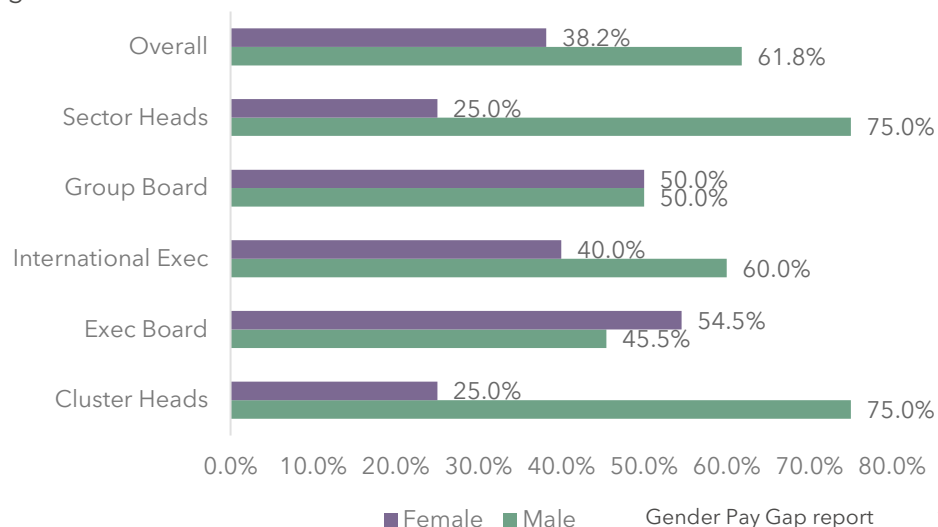


## Senior leadership - gender balance target

We previously achieved our target of 40% female representation in senior leadership ahead of schedule. However, changes to the composition of leadership teams over the last year have resulted in a reduction in representation based on the February 2026 snapshot.

During 2025 we made several female leadership appointments, including the appointment of a female Chief Operating Officer and Managing Partner. These have strengthened representation and support our continued progress towards a more balanced leadership population.

## Composition of senior leadership teams



*"Our Gender Pay Gap report is an important opportunity to reflect on our progress and to understand where further action is needed. By continuing to monitor our data and strengthen our talent pipeline, we remain focused on building a more balanced and inclusive workplace."*

Lucy Rogers, Head of People

# Closing the gap (cont'd)



## Women's leadership development

In 2025 we successfully concluded our inaugural DACB Women in Leadership Programme (launched in 2024) designed to support the development and progression of women across the firm. The programme focuses on building leadership capability, strengthening networks and supporting women to progress into senior leadership roles and into the membership.

This initiative forms part of our wider approach to strengthening the pipeline of future female leaders and ensuring colleagues are supported at key stages of their careers. We plan to launch a second programme during FY 27.



## Reconnect

Through Reconnect, our returners programme, we continue to support lawyers returning to private practice after extended career breaks, including those who have taken time out to raise a family.

In partnership with Career Returners, we recently delivered a targeted support programme for lawyers returning to the profession after a number of years away from practice. Many participants have applied to join our Reconnect programme, helping us widen access to experienced legal talent.



## Flexible working

We recognise that flexible working is critical to supporting colleagues and their families, particularly those with caring responsibilities.

Our Flex Forward policy gives colleagues greater control over how and where they work, helping to create a more inclusive and supportive working environment.

We also continue to advertise roles through the Working Families "Happy to Talk Flexible Working" scheme, reinforcing our commitment to flexibility across the firm.



# Closing the gap (cont'd)



## Transitioning back to work from Maternity Leave

We recognise the importance of supporting colleagues returning to work after maternity leave and ensuring a smooth transition back into their roles.

Our Back to Work mentor network connects returning colleagues with experienced mentors who provide guidance and support during the transition period. We continue to strengthen this support through clearer information, enhanced guidance for mentors and line managers and adjustments to early return to work expectations during the first few weeks back.



## Menopause Pledge and policy

DACB has signed the Menopause Workplace Pledge and introduced a firm wide menopause policy.

The policy aims to increase understanding of menopause in the workplace, encourage open and supportive conversations and ensure colleagues are aware of the support and resources available. By raising awareness and addressing stigma, we aim to create an environment where colleagues feel confident discussing menopause related support needs.



## Working families top 10 employer

For the second consecutive year, DACB has been recognised as a Working Families Top 10 Employer, reflecting our continued commitment to supporting flexible and family friendly working practices.

This recognition highlights the firm's focus on creating a working environment where colleagues can balance their professional and personal responsibilities while continuing to develop their careers.





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