



judge&priestley

EXPERT, PROFESSIONAL, FRIENDLY

J&P Gender Pay Gap Report - 2025

April 2026

1. Introduction

We are delighted to be reporting on our Gender Pay Gap as our inaugural year – a reflection of our year on year growth in employee headcount and the expansion of our J&P office network which now includes our London office. We have now exceeded the 250 total employee minimum which requires us to provide statutory reporting regarding our gender pay gaps.

In line with gender pay gap regulations, all of our analysis in this report reflects the employee population which excludes salaried partners. We have elected to share additional details on a voluntary basis later on in this report to be fully transparent on how our mean and median averages differ when salaried partners are added to the data – see later and ST to advise.

We are pleased to report that, compared to the latest **Office for National Statistics (ONS)** released in October 2025, Judge & Priestley's mean and median pay gaps are significantly lower by 8.2% and 6.5%, respectively. And even better, when compared against the **Legal and Accounting Activities** sub-sector, J&P's mean and median pay gaps are 15.7% and 15.3% lower, respectively.

2. About our Gender Pay Gap report

a. The definition of the Gender Pay Gap

The gender pay gap measures the average difference in hourly earnings between all of the women and all of the men within an organisation. This is different to equal pay, which focuses on pay for women and men doing the same work.

The gender pay gap calculation compares the basic hourly pay of all employees inclusive of cash payments and allowances, allowing a direct comparison of part-time and full-time earners, paid in the relevant pay period.

The UK has a gender pay gap of 12.8% (*median average, ONS Oct '2025) which translates to for every £1 the average working man earns in the UK, the average woman earns £0.87.

The reasons for a gender pay gap are complex. There are still far more men in higher paid senior roles across all industries and women still tend to be the majority in roles that attract comparatively low salaries. Things are changing and increased understanding of these issues helps us to remove obstacles and create opportunities for individuals to fulfil their potential.

The regulations ask for 2 measures of pay gaps to be reported; **mean** and **median**.

2. About our Gender Pay Gap report

b. Mean and Median

In this report we present both the mean and median results:

The **mean** represents the overall average of all pay values and helps illustrate the wider picture across the organisation.

The **median**, which identifies the midpoint of all salaries, shows what a typical employee earns and is less influenced by very high or very low pay – it is the median average used by the government when reporting on Gender Pay Gap as it is seen as most accurate - and is also used most commonly used by organisations nationwide in their Gender Pay Gap reporting.

c. Quartiles

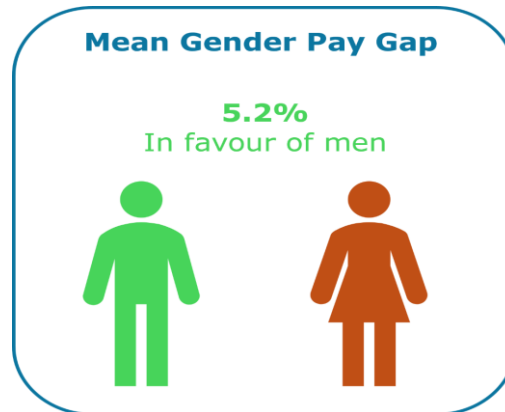
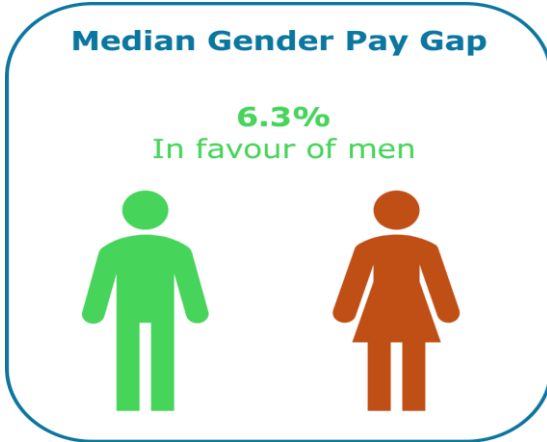
We have split the firm into 4 equal salary-based quartiles to illustrate how the gender balance of our organisation influences our mean pay gap. This means that we've ordered the entire range of salaries we pay (from the highest to the lowest) and split them equally into quarters, so the highest salaries make up the upper quartile and the lowest salaries make up the lower quartile. We have looked at the gender representation in each of these groups.

Quartiles are important when viewing data as they help us to understand the representation of the different groups at different levels within the firm, how this affects the gender pay gap and and how, if appropriate, we should focus efforts to drive further change.

3. Our 2025 employee pay and bonus gaps

a. Our gender pay gap based on salary

Our reportable mean gender pay gap for 2025 is **5.2%** in favour of men. Our reportable median pay gap is **6.3%** in favour of men.



b. The gender split of our employees

The % number of women this year was 65%.
The % number of men this year was 35%.



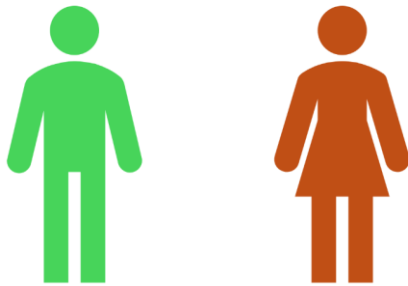
3. Our 2025 employee pay and bonus gaps

c. Our gender pay gap in our bonus payments

The **mean bonus pay gap** is almost non-existent and sits at 0.3% (in favour of men), while the **median bonus pay gap** is slightly wider and sits at -2.9% in favour of female employees.

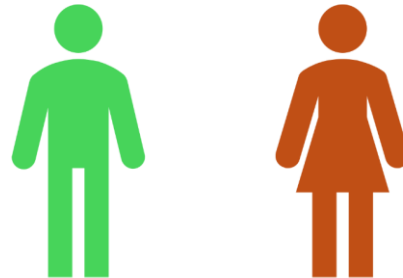
Median Gender Bonus Gap

-2.9%
In favour of women



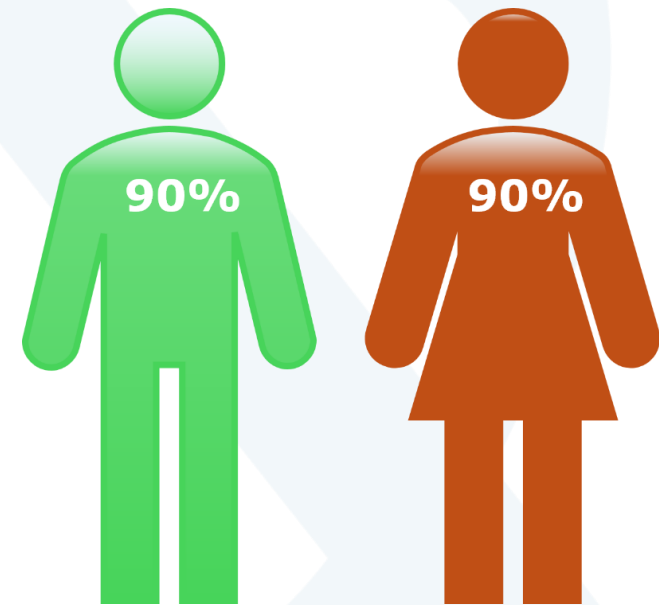
Mean Gender Bonus Gap

0.3%
In favour of men



d. The gender split of bonus recipients

In 2025, **90%** of women received a bonus and **90%** of men received a bonus



3. Our 2025 employee pay and bonus gaps

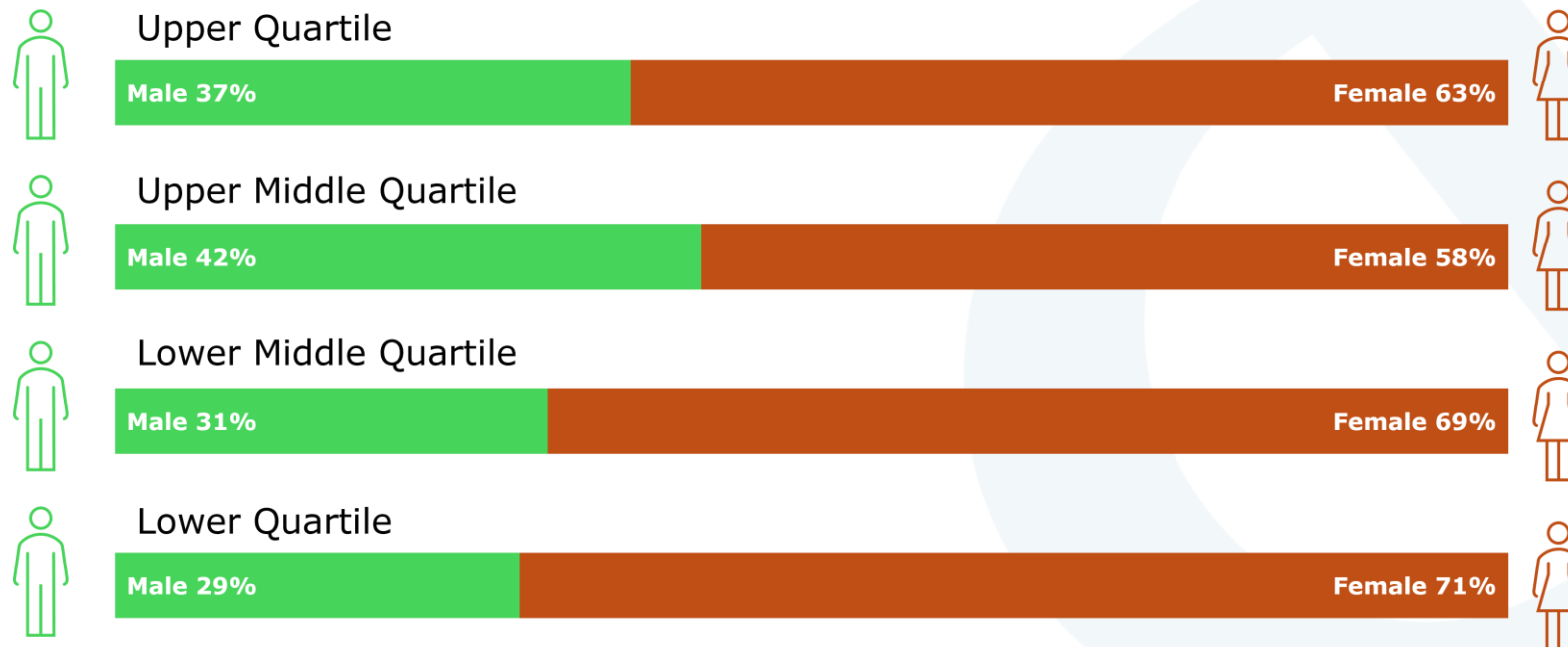
e. Our gender pay gap based on salary quartiles

We split employees into 4 equal salary quartiles to demonstrate how representation of women in different quartiles may affect the pay gap. To do this we order the entire range of salaries from top to bottom and split an equal number of those salaries into 4 quartiles. We then look at the gender representation in each of those quarters.

To summarise, each quartile contains 25% of full-pay relevant employees with the upper quartile encompassing the highest earning 25% of employees and the lower quartile the lowest earning 25% of employees.

Gender representation in quartiles is part of our reportable pay gap.

The proportion of male and female employees by pay quartiles is shown below:



4. Understanding our results

By analysing the four quartile pay quartiles, it helps to understand the main drivers for our albeit very small pay gaps.

All quartiles are weighted towards female employees which is to be expected given that our overall workforce is split 65% female employees and 35% male employees. The proportion of females in each of the four quartiles range from 58% to 71%.

Despite this, there is a ***higher % of all male employees*** in **both the upper quartile and the upper middle quartile** than the ***% of all female employees*** within these quartiles. 56% of all male employees sit in the top half of the organisation, whereas only 46% of female employees do. This is coupled with the fact that there is a ***higher % of female employees*** in the **bottom half of the organisation than male employees** – 54% to 44%. Naturally this impacts the pay gap in favouring male employees as males are in higher earning roles towards the top of the organisation than female employees.

4. Understanding our results (continued)

Nearly all pay gaps across the four quartiles are less than 5% and are of low concern, whether they favour male or female employees, which suggests that pay within each level is similar between men and women in the mid to lower end of the organisation.

The upper quartile is the only quartile where the gaps are slightly wider (11.7% median average in favour of male employees), with male employees being represented more in the higher paying positions within the organisation, hence being the main driver for the overall pay gap favouring male employees across the organisation.

<u>Quartile</u>	<u>% of all male employees</u>	<u>% of all female employees</u>	<u>Median gender pay gap within quartile</u>
Upper quartile	26%	24%	11.7% (M) in favour of men
Upper middle	30%	22%	-5.9% (F) in favour of women
Lower middle	23%	27%	-1.9% (F) in favour of women
Lower quartile	21%	27%	-1.1% (F) in favour of women

A closer analysis of our gender pay gaps by department also uncovers an additional reason why we have our gender pay gap. More women holding lower paid Support function roles impact both our mean and median Support function pay gaps. In relation to the median for example, a greater volume of women with lower pay will have shifted the female mid-point down in the pay distribution, causing the overall median pay gap to favour males.

5. Our Combined pay gap including Salaried Partners

Whilst the Gender Pay Gap reporting regulations require us to exclude Salaried Partners. When we include this group, this results in an improved Median average pay gap from 6.3% to 3.8% and a slight increase of the mean average pay gap from 5.2% to 6%

	<u>Excluding Salaried Partners</u>	<u>Including Salaried Partners</u>
Median GPG	6.3% in favour of men	3.8% in favour of men
Mean GPG	5.2% in favour of men	6% in favour of men

6. Summary

We are very pleased with our first year of reportable pay gap results and understanding the key findings and drivers of why we have a small pay gap.

Whilst the key driver for our pay gap in comparison with the national average and our sector is largely due to the higher % of male employees in the upper quartiles and the higher % of female employees within the bottom quartiles which naturally impacts the pay gap in favouring male employees who are in higher earning roles towards the top of the organisation, we are confident that our pay gap will remain low in future years and we remain committed to monitoring the gap.

As a firm, we have an active Diversity, Equity and Inclusion (DEI) committee in place and over the last 3 years since it's initial set up, new initiatives which have helped to facilitate the career progression of both male and female employees have been introduced to help ensure equality and fairness in the workplace. We look forward to further evolving these people first initiatives which include our J&P Mentoring scheme, our J&P Return to work coaching programme and our new J&P Family network and seeing further positive change for all.

I confirm that the gender pay gap information contained in this report is accurate and has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. I also confirm that appropriate governance and internal validation processes have been undertaken to ensure the integrity of the data.



Steven Taylor, Managing Partner

For and on behalf of Judge and Priestley LLP