

Anthony
Collins

Gender and Ethnicity Pay Gap Report 2025





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At the core of our identity as a social purpose law firm lies a deep commitment to equity, diversity and inclusion. We are driven by a passion to challenge the status quo and ensure everyone at Anthony Collins achieves their potential. We recognise this must include fair and equitable remuneration and opportunities for progression. We are dedicated to cultivating a workplace that is authentically diverse, inclusive, and equitable.

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Following the launch of our ambitious three-year ED&I strategy, 2025 has been a pivotal year for embedding its principles and pressing ahead with meaningful change. Guided by our vision, we continue to build a culture where everyone feels they truly belong, believes in their ability to succeed, knows they are respected, and trusts that their voices are heard and represented.

2025 has seen a slight increase in our gender pay gap (2% in the mean and 0.8% in the median) and a slight increase in our ethnicity pay gap (0.65% in the mean and 0.03% in the median). Whilst these are modest increases, we are acutely aware that this is a widening gap, rather than the narrowing gap we are striving for. These figures galvanise our determination to take meaningful action to reduce disparities and promote fair, inclusive pay across all areas of our firm.

Analysis of our pay quartile data reveals an increase in ethnically diverse representation at both the higher and lower ends of the pay structure. Whilst we are encouraged by the growth in the upper quartile, which signals progress in senior-level representation, the concentration in the lower quartile highlights the need for continued focus. We remain committed to empowering and supporting colleagues to progress. We are also mindful of the need to ensure greater representation across the middle pay bands, where opportunities for advancement must be more accessible and inclusive.

2025 presents a positive outlook regarding gender bonus pay gaps, with both the mean and median gaps showing a reduction.

Reducing both the gender and ethnicity pay gaps and continuing the implementation of our ED&I strategy remain our priority. Based on insights from this year's analysis, our key commitments for 2026 include:

- **Mentoring and coaching:** offering targeted support to women and ethnically diverse future leaders, aiming for 50%+ participation.
- **Flexible working:** reviewing our current flexible working framework and expanding flexible options.
- **Enhancing pay transparency** around how pay is structured and determined at AC.
- **Inclusive recruitment:** ensuring blind CVs, balanced panels, inclusive advertising, and candidate support are standard practice.
- **Further support for ethnically diverse colleagues:** focused on nurturing performance and career progression.

Throughout this report for brevity of language we refer to people who identify from ethnically diverse communities as 'those who are ethnically diverse' (defined as those who do not identify as White British). We recognise language is continually evolving and potentially contentious and adopt this terminology as the most respectful and appropriate at this time.

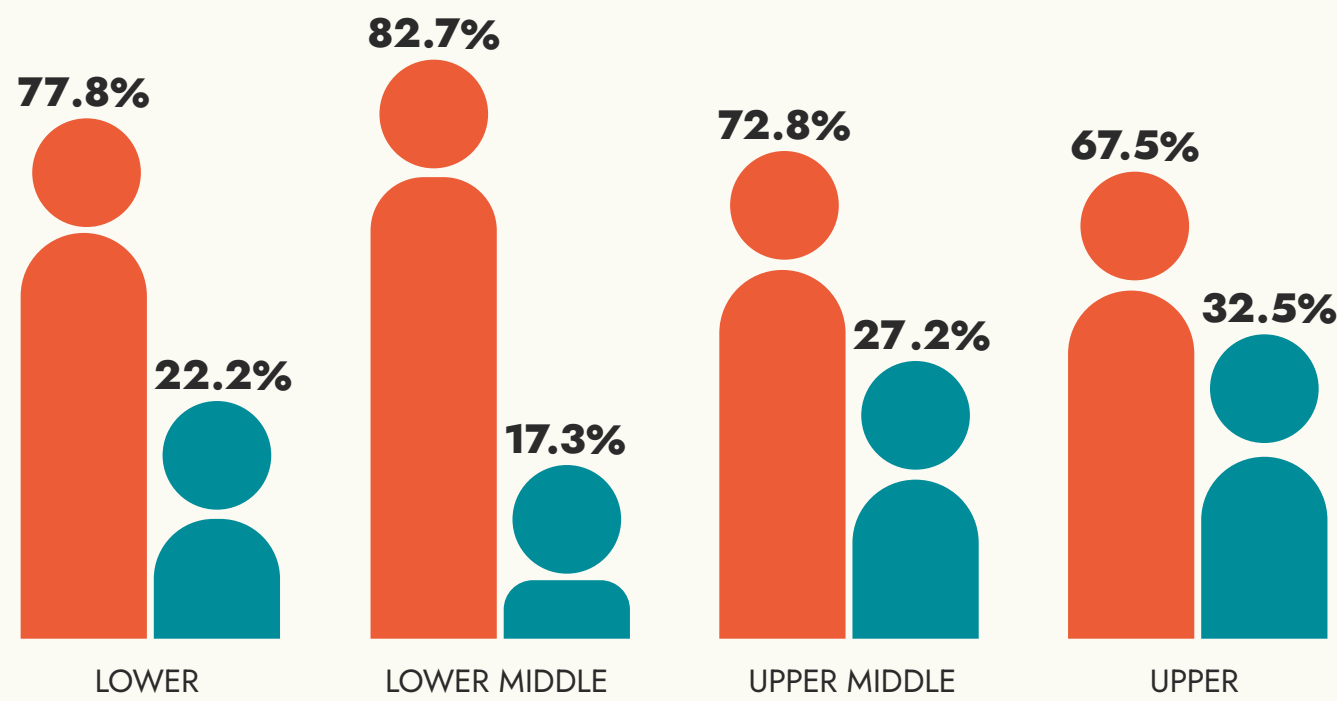


I confirm that the data reported is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

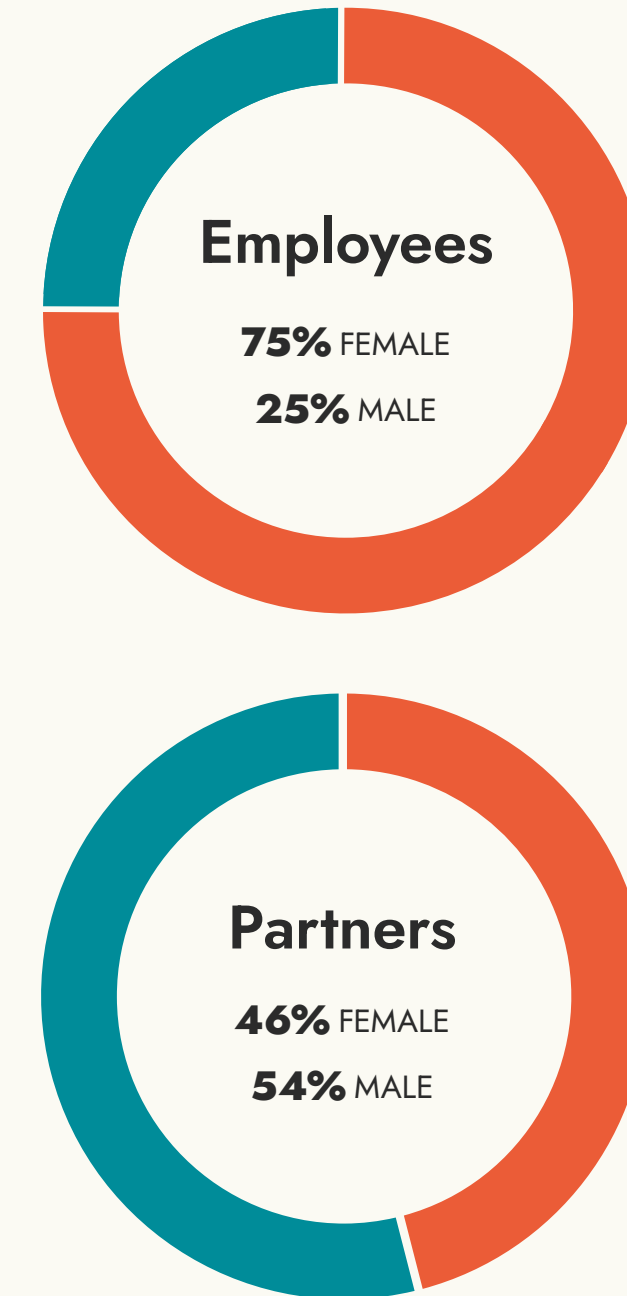
Our 2025 Gender Pay Gap data

FEMALE MALE

Proportion of men and women across AC quartile pay band



Proportion of men and women across AC



Gender Pay Gap by role

	MEAN 2025	MEDIAN 2025
PARTNERS	8.9%	11.4%
LEGAL ADVISORS Fee earners and trainees	6.9%	6.2%
BUSINESS SERVICES AND SECRETARIES	23.7%	6.6%

Proportion receiving bonuses

	FEMALE	MALE
	87.2%	81.3%

Gender Pay Gap mean, median and combined

	MEAN 2025	MEAN CHANGE FROM 2024	MEDIAN 2025	MEAN CHANGE FROM 2024
PARTNERS	8.9%	▲ 1.6%	11.4%	▲ 5.1%
EMPLOYEES	15.6%	▲ 2%	31.1%	▲ 0.8%
COMBINED	29.5%	▲ 0.8%	37.3%	0%

Employee bonus Gender Pay Gap

	2025	CHANGE FROM 2024
MEAN	17.5%	▲ 136.3%
MEDIAN	12.9%	▲ 87.9%

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Understanding the Gender Pay Gap

This year, we've seen a slight rise in both our mean and median Gender Pay Gap (GPG), with the mean increasing by 2% to 15.6% and the median by 0.8% to 31.1%.

This shift reinforces our determination to push harder, think differently and act boldly to close the gap. Especially in light of last year's positive momentum, we're more motivated than ever to accelerate change.

Role-specific highlights

- **Legal advisors** continue to show encouraging signs, with the **mean GPG falling by 2.8% to 6.9%**, marking the second consecutive year of improvement. However, the **median GPG rose by 3.2% to 6.2%**, indicating a need for deeper analysis.
- In our **business services teams**, the **mean GPG increased by 6.4%**, but the **median GPG now stands at -7%**, meaning **female employees earn more on average** than their male colleagues. This is a notable shift worth celebrating.

Bonus pay gap: a positive turn

We're seeing real progress in bonus equity:

- **Mean bonus GPG: 17.5%** – the **lowest in three years**
- **Median bonus GPG: 12.9%** – the **lowest since reporting began**

Leadership and advancement

- **48% of our partners are now female**, up 2% from last year. While this is a step forward, the **mean GPG among partners rose to 8.9% and the median to 11.4%**, prompting a deeper review of our senior-level pay structures.
- During the last 18 months, over **70% of promotions went to female employees**, a strong indicator of progress that we expect to positively impact future GPG figures.
- Encouragingly, **15% of male employees** now work flexibly, a **2.5% increase** – signalling a cultural shift towards more inclusive working practices.

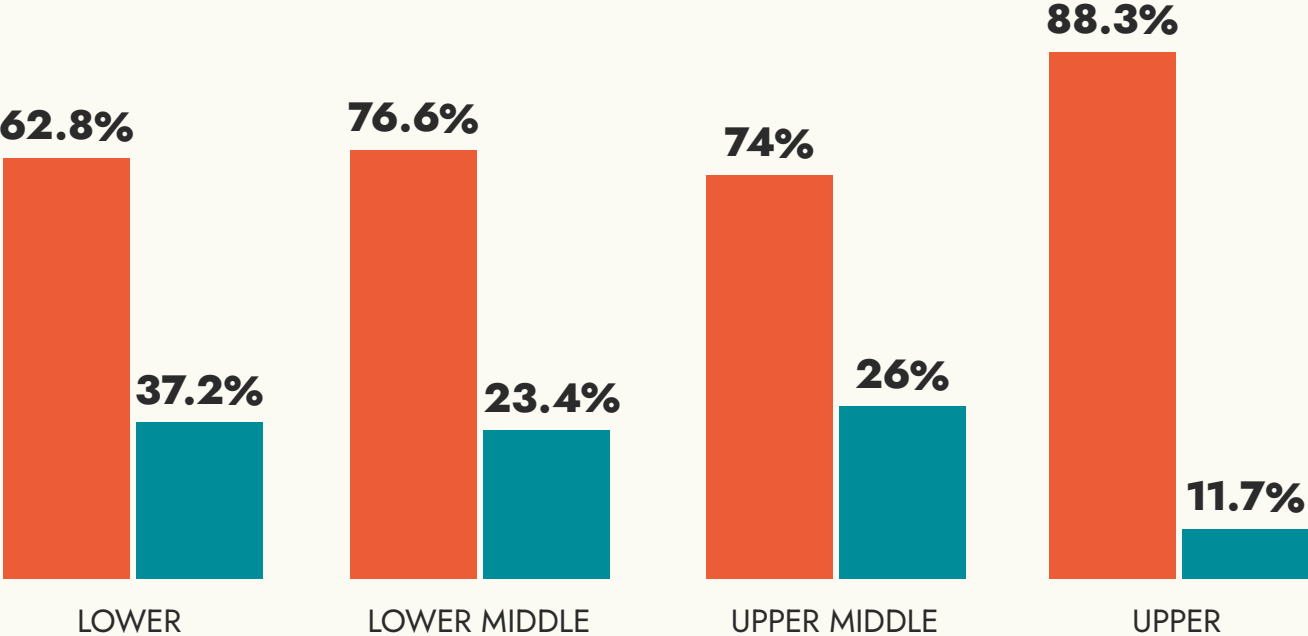


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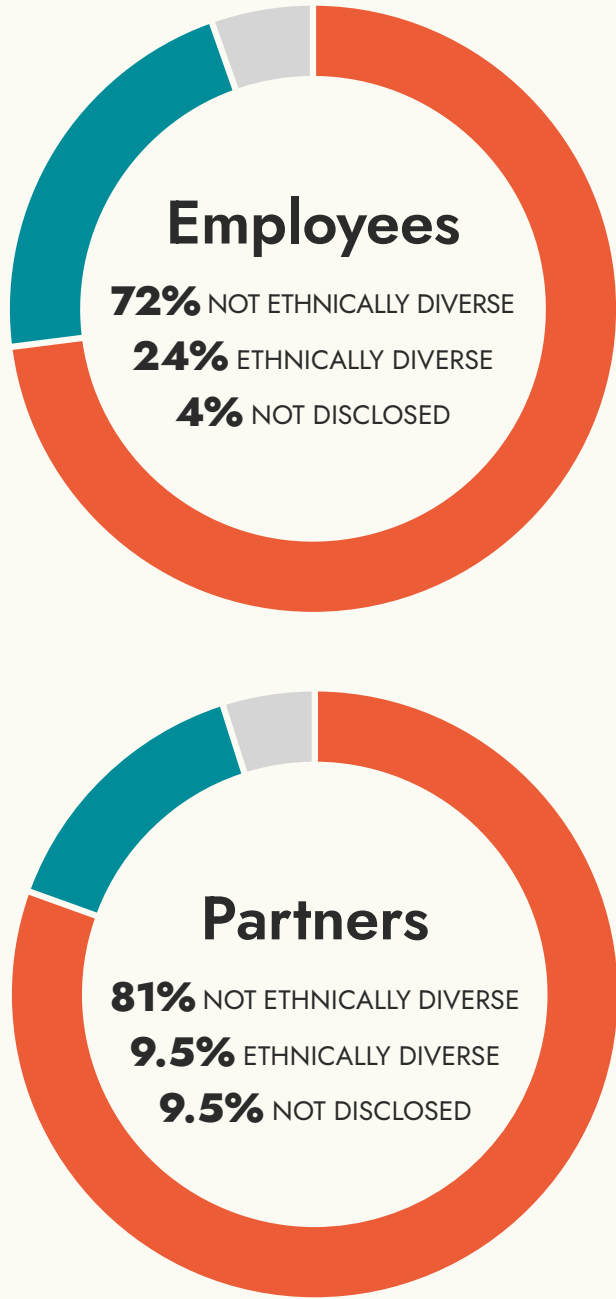
Our 2025 Ethnicity Pay Gap data

■ NOT ETHNICALLY DIVERSE
 ■ ETHNICALLY DIVERSE
 ■ NOT DISCLOSED

Proportion of ethnically diverse employees in each quartile pay band



Proportion of ethnically diverse employees across AC



Employee bonus ethnicity pay gap

	2025	CHANGE FROM 2024
MEAN	25.5%	325.5%
MEDIAN	11.5%	311.5%

Proportion receiving bonuses

	NOT ETHNICALLY DIVERSE	ETHNICALLY DIVERSE
	88.4%	75%

Ethnicity Pay Gap mean, median and combined

	MEAN 2025	MEAN CHANGE FROM 2024	MEDIAN 2025	MEAN CHANGE FROM 2024
PARTNERS	1.9%	▼ 0.5%	-0.1%	▼ 6.4%
EMPLOYEES	18.9%	▲ 0.6%	15.3%	0%
COMBINED	26%	▲ 5.4%	35.9%	▲ 7.1%

Understanding the Ethnicity Pay Gap

This year's Ethnicity Pay Gap (EPG) data gives us a clearer picture, thanks to a **95.6%** completion rate. This is up 1% from last year and we received **13 additional disclosures**.

Headline figures

- **Mean EPG: 18.9%** (+0.7%)
- **Median EPG: 15.3%** (+0.3%)

While the increases are modest, they highlight the importance of continued focus, especially as we see more ethnically diverse employees represented in both the **upper and lower quartiles**. The rise in the upper quartile is a **positive sign of progress**, but the concentration in the lower quartile underscores the need to strengthen progression pathways through the middle pay bands.

Bonus Pay Gap

- **Mean bonus EPG: 25.5%**
- **Median bonus EPG: 11.5%**
- **75% of ethnically diverse employees** received a bonus, compared to **88.4% of non-ethnically diverse employees**; a gap we're committed to closing.

Looking ahead

We're confident that the **targets and commitments** outlined in the last section of our report will help us drive meaningful change. By focusing on **pay equity, progression, representation, and inclusive culture**, we aim to reduce both our gender and ethnicity pay gaps.



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Meet Donna Holmes

As part of our ongoing commitment to transparency and progress on equity, diversity, and inclusion, we spoke with Donna Holmes, partner, to hear more about her career journey and her reflections on AC and ED&I.

Can you share the story of your career journey at AC?

I was fortunate to join AC as a trainee very soon after completing my LPC. I started in clinical negligence, followed by seats in probate and charity law. Although I initially thought I'd pursue family litigation, I quickly discovered a real passion for estate planning and Court of Protection work. Over time, I've specialised in Court of Protection, acting as a financial Deputy and estate planning for families with disabled children and I've never looked back.

In terms of progression, I've followed the traditional path: solicitor to associate, then senior associate, and in 2015, I joined the partnership eight years after qualifying. It was a relatively quick journey, and along the way, I learned the importance of finding your feet in each role and not rushing based on others' timelines. AC has always encouraged me to grow at a pace that felt right for me.

How has the firm supported you throughout your career?

AC has supported me enormously. I've never had to look elsewhere for opportunities; I've always been supported to identify and embrace opportunities and try new things. From early access to training on the Mental Capacity Act when I first qualified to having the opportunity to be a department manager, I've consistently felt valued. Even in networking spaces, where I was often the only woman in the room, I was never left to deal with those situations alone. I've also been very fortunate that the people I've worked with along the way have shared their insight and wisdom. That support made a huge difference.

I've also benefited from being included in events and given the freedom to build my profile. That visibility helped me grow professionally and personally. The firm has always made me feel like I belonged, and that sense of inclusion has been key to my development.



Meet Donna Holmes

Tell us about your involvement with the Women in Business Association (WiBA) Committee and the impact it's had within the workplace.

WiBA has been fantastic. At the start, it was refreshing to walk into a room full of women, many of whom had also been the only woman in other settings. The group is informal and relationship-focused, which suits me far more than traditional networking formats. Over time, I built a strong network, gained referrals, and developed leadership skills. I've been on the committee for around eight years now, and it's given me more than I ever expected in terms of confidence, visibility and a real sense of belonging.

While WiBA isn't a formal mentoring organisation, there's a lot of informal wisdom-sharing. Whether it's recommending a podcast or offering advice, there's always someone willing to share experience with an issue you may be facing. During the Covid pandemic, it became a safe space for women to discuss the pressures of balancing professional and personal responsibilities. It's also helped me develop public speaking skills and the confidence to walk into a room and know I belong there.

How does the firm's ED&I strategy aim to work towards closing the gender and ethnicity pay gaps?

AC has always felt inclusive to me, but in recent years we've become much more vocal and proactive. When I joined, there were fewer women partners and now we're almost at a 50/50 split. We've embraced visibility, whether that's celebrating religious festivals, supporting Pride, or hosting events for International Women's and Men's Days. Our REACH subgroups have made a huge impact by raising awareness and celebrating the diversity within our firm.

We've moved from quietly supporting inclusion to actively promoting it. That shift has made a real difference in how people experience the workplace and how the firm is represented externally.

Why are these initiatives so important for the firm and the wider legal profession?

Because our clients are diverse. Whether corporate or private, they're individuals with unique circumstances. To serve them well, we need to reflect that diversity ourselves, being genuinely representative, inclusive, and visible. People need to know they can come to AC and be seen, heard, and supported.

We're here to serve our clients as best we can, and that means understanding different perspectives, backgrounds, and experiences. The legal profession has a responsibility to be inclusive. This isn't just internally, but in how we engage with the communities we serve.

Is there anything else you'd like to mention?

There's always more to do. I genuinely believe AC wants to keep improving. Today there is a particular focus on gender and ethnicity; tomorrow it might be neurodiversity, parenting, or something we haven't even considered yet. We need to stay curious and willing to listen, be challenged and act on feedback.

We've come a long way, but the journey isn't over and that's a good thing. We want people to speak up, help us identify blind spots, and be part of building a more inclusive future. That's how we've made progress so far, and it's how we'll continue to keep doing this in the future.

[Find out more](#)

Closing the gap

Embedding equity and fairness across our organisation

We recognise that equity and fairness go far beyond gender and ethnicity. This broader understanding is central to our ED&I strategy. Over the past year, we've taken meaningful steps to create a more inclusive and equitable workplace by:

Addressing under-representation

We've taken targeted action to improve representation across all levels of the firm:

- **Board membership:** We have a much stronger gender balance on the Board following the appointment of two additional women as full Board members early in 2025, as one man also stepped down. In addition, the implementation of the new **critical friend** position at Board meetings has helped to broaden perspectives and inclusion.
- **Reverse mentoring:** Board members are now engaged in diverse reverse mentoring enhancing awareness and inclusive decision-making.
- **Flexible working:** We have extended our offering, including the trial of extended compressed hours and actively promote flexibility via internal campaigns.
- **Inclusive recruitment:** We specifically advertise to ethnically diverse communities and have invested in recruitment tools that support social mobility and strengthen partnerships with non-Russell Group universities.

Supporting wellbeing and culture

We've prioritised wellbeing and cultural awareness across the firm:

- **Wellbeing support:** Hosted wellbeing events and launched individual wellness action plans.
- **Coaching and mentoring:** Extended coverage and budgets to offer opportunities to all colleagues.
- **External commitments:** Continued engagement with initiatives like the *Women in Law Pledge*.
- **Cultural celebrations:** Marked a wide range of cultural events, festivities, and awareness days internally and externally throughout the year.



Closing the gap

Ensuring pay equity

We've embedded fairness into our pay processes:

- **External benchmarking:** Salaries are frequently assessed relative to similar roles in competitor firms.
- **Moderated performance ratings:** Ratings inform salary reviews to ensure firmwide consistency.
- **Fair pay decisions:** Decisions always consider individual contribution, equity across protected characteristics.
- **Equity checks:** Analysis is critical to the pay review process to identify and address disparities.

Inclusive learning and development

We've ensured our development programmes and learning initiatives are accessible and inclusive for all colleagues:

- **Online delivery:** Most programmes are delivered online, removing barriers related to location or personal circumstances.
- **Engaging formats and flexible access:** Sessions incorporate varied tools, such as PowerPoint, polls, breakout groups, whole-group discussions and in-person options, to support different learning styles.
- **Accessible eLearning in-person:** Our platform includes training videos, written materials, exercises, podcasts, and book recommendations to suit diverse preferences.

Monitoring workforce trends

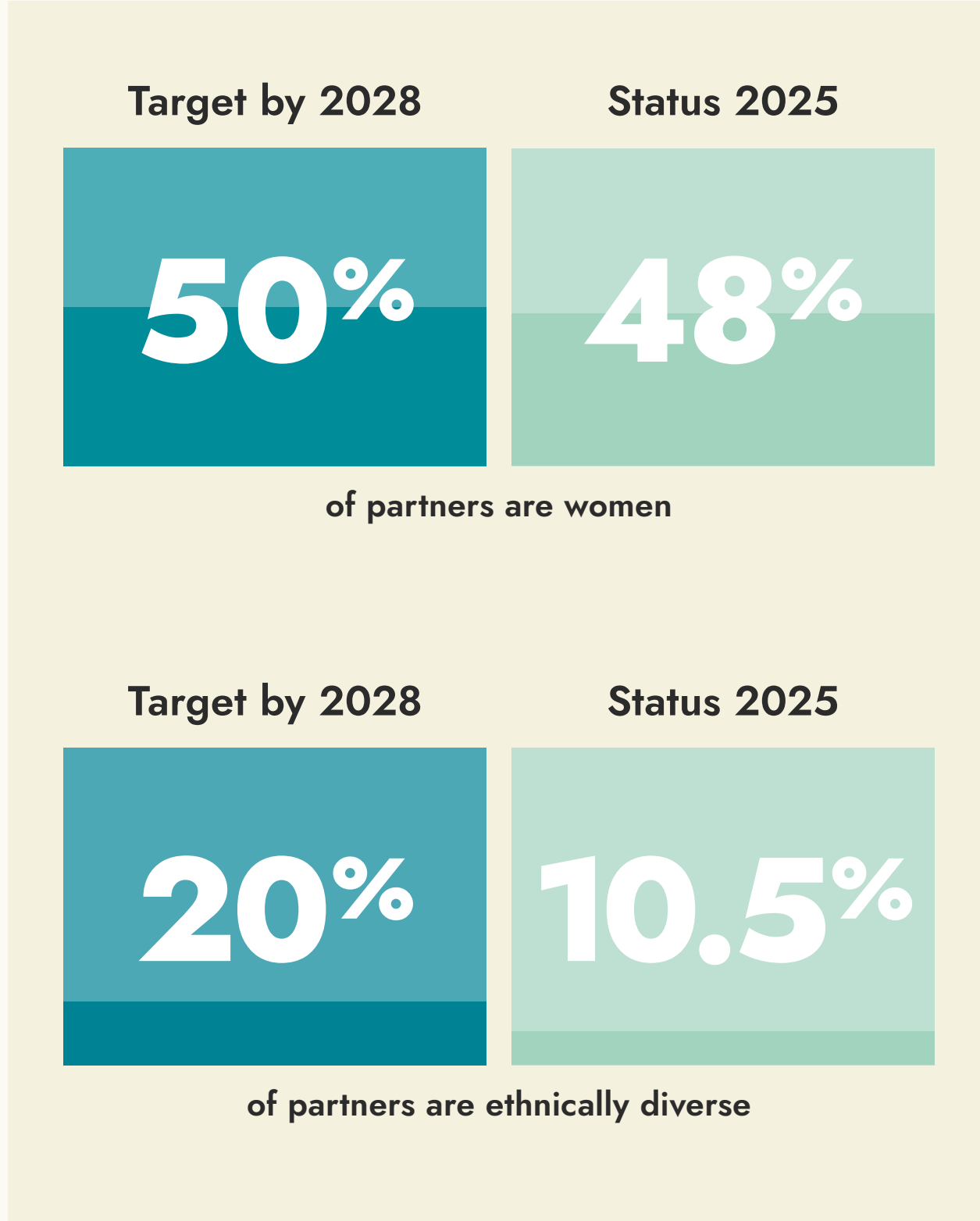
We actively monitor workforce data to identify and address potential inequalities:

- **Exit interviews:** Conducted confidentially and regularly to understand reasons for leaving and to identify patterns.
- **Insight sharing:** Feedback is shared with relevant teams who are held accountable for implementing improvements.
- **Focus on key groups:** Special attention is afforded to trends among specific groups, such as recent maternity returners.

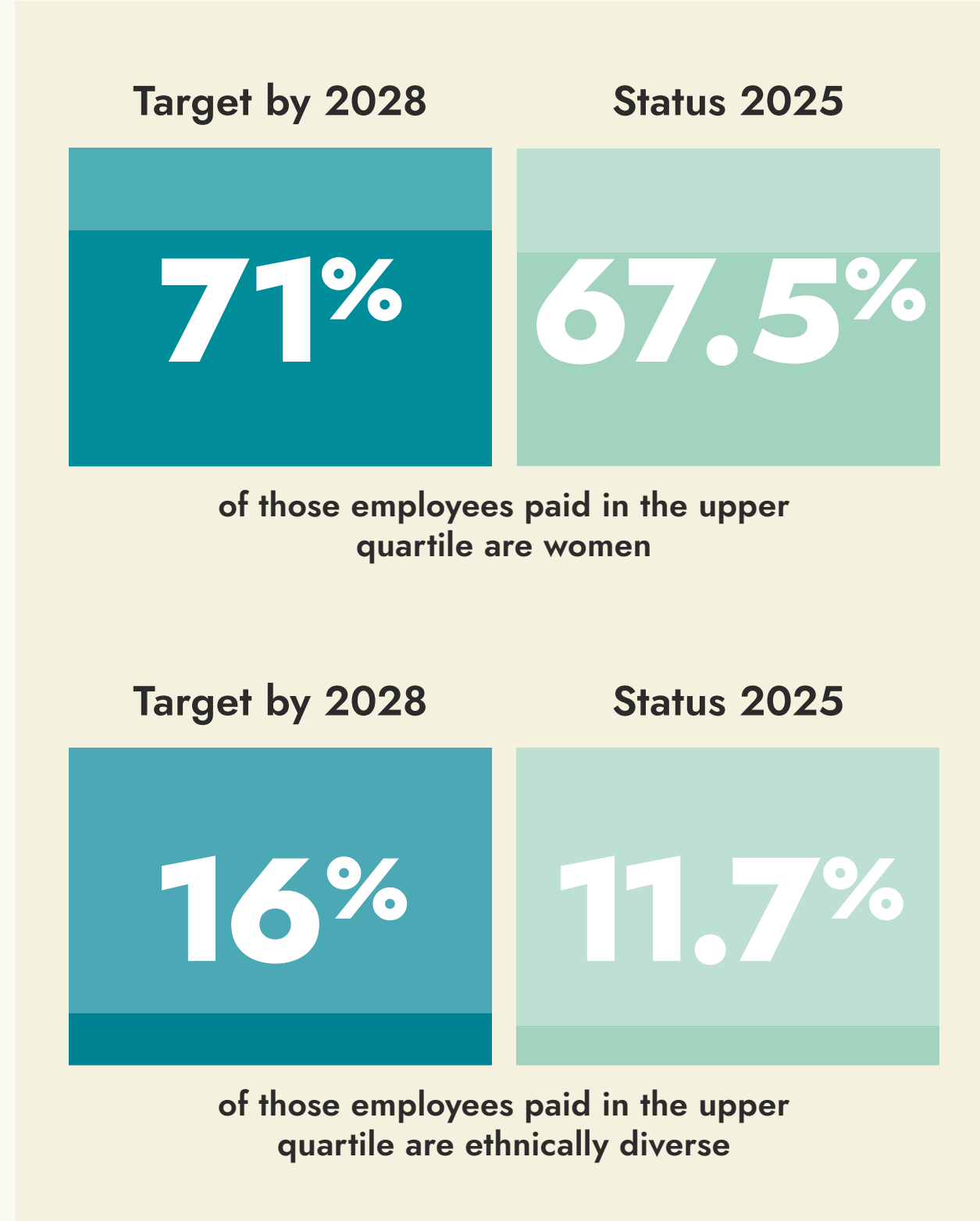


2025 diversity progress

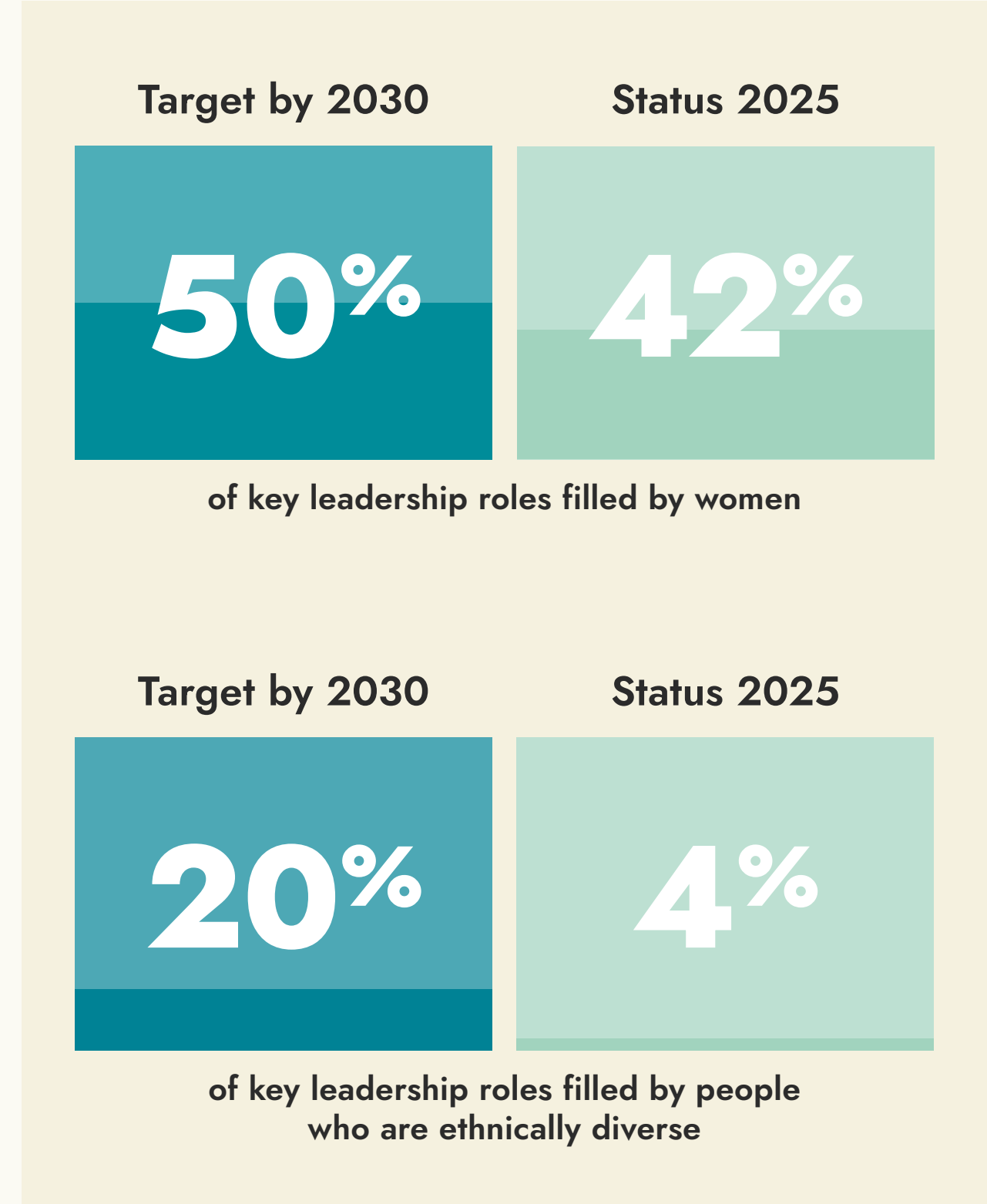
Partner targets



Quartile targets



Senior leadership targets*



*Key leadership includes 26 positions, including Board members, department and sector leads, and our senior management team

Commitments for 2026

Below are our 2026 commitments aimed at reducing pay gaps. We are dedicated to taking meaningful actions that positively impact everyone across our organisation:

Targeted mentoring and coaching

We will offer dedicated mentoring and coaching opportunities to all women and people from an ethnically diverse background who are identified as future leaders. We will strive for a 50+% increase on the participation rate in 2026.

Extended flexible working options

We are committed to broadening access to flexible working arrangements for all. We will review the outcomes of our current compressed hours pilot, with a view to extending this option to a wider group of colleagues.

Pay transparency engagement

We will actively engage with our people to understand their perspectives on publishing pay bands, with the aim of enhancing transparency around how pay is structured and determined at AC. We will make a decision regarding publishing pay bands by the end of 2026.

Inclusive recruitment

We are dedicated to ensuring that all aspects of our recruitment process are equitable and inclusive. We recognise particular focus on gender and ethnicity is necessary at that time. We will ensure our practices always include: consistent use of blind CVs, gender and ethnicity balanced interview panels, targeted advertising through inclusive job boards, and robust collection of equal opportunity data. We will also ensure representation of candidates across gender and ethnicity at application and interview stages. Additionally, we will invite all candidates to ask for any support or adjustments they may need to participate fully and successfully in the recruitment process.

Further support for colleagues from ethnically diverse backgrounds

We will provide further support focused on nurturing performance and career progression of colleagues from an ethnically diverse background. We are committed to ensure such interventions are effective and meets our colleagues' needs and hope they can include elements such as career sponsorship and leadership development.



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“As a law firm with a strong social purpose, we recognise that diversity is essential to achieving outstanding outcomes for our clients. Embedding equity, diversity, and inclusion at the heart of our culture enables us to attract exceptional talent from a wide range of backgrounds. By embracing their unique insights, skills, and passions, we work collaboratively with clients to create meaningful change for individuals, communities, and society as a whole.”

Matt Wort, senior partner





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