

# UK Gender Pay Gap Report

Carpmaels & Ransford Services Ltd

2025 Report

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This report summarises our gender pay gap data in accordance with the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Employers with over 250 employees in the UK are required to publish their gender pay gap data annually.

Our gender pay gap data is reported within 12 months of a 'snapshot date'. Our snapshot date is 5th April each year and this date has been used to calculate all employee numbers in this report.

The gender pay gap in this context is the difference between the average earnings of men and women, expressed relative to men's earnings.

## Introduction

At Carpmaels & Ransford, we are committed to creating an environment where everyone has equal opportunity for development and progression.

We recognise diversity of thought is vital to our business, enabling us to approach challenges differently and offer our clients creative and original solutions.

The gender pay gap data in this report is compiled in accordance with statutory reporting methodology and is based on the snapshot date of 5 April 2025.

Bonus data is calculated on the 12 months reference period up to 5 April 2025.

### Methodology

The gender pay gap is defined as the difference between the mean or median hourly pay rate that men and women receive;

The mean pay gap is the difference between hourly earnings for men and women, taking the sum of all hourly rates, divided by the total number of men or women in the sample;

The median pay gap is the difference between the midpoints in the ranges of hourly earning between men and women. It takes all salaries in the sample, in order from lowest to highest and picks the middle-most salary;

A negative percentage figure indicates a pay gap in favour of women; and

This report covers all employees of Carpmaels & Ransford Services Ltd (Carpmaels).

The data is being provided as required by the regulation and we confirm the data in the report is accurate.



Gary Small  
Director  
Carpmaels and Ransford Services Limited

## Key Findings

### Hourly Pay Figures

The mean hourly pay gap between men and women as at the snapshot date was 18.2% (20.9% in 2024) and the median was 26.6% (30% in 2024). These figures reflect the difference in average pay between men and women across the firm as a whole and do not compare pay for the same roles.

We believe that the difference in mean and median pay is largely due to the distribution of men and women across different levels of the firm, with a higher female representation in the lower pay quartiles and a higher male representation in the upper pay quartiles. This difference is predominantly driven by the distribution of roles within our Business Services population, where there is a higher proportion of women in a number of roles that sit within the lower and middle pay quartiles. Within our fee earner population, where pay structures are more standardised and progression pathways are more clearly defined, the gender pay gap is comparatively balanced.

It is important to note that the gender pay gap is different from equal pay. Equal pay relates to men and women being paid the same for performing the same or similar roles, or work of equal value. We believe that our approach to pay ensures that men and women are paid equally for performing the same or equivalent roles across the firm.

We are encouraged that both our mean and median pay gaps have reduced compared to the previous reporting period. While we recognise that progress can take time, we remain focused on initiatives that support the development, progression and retention of women across the firm.

### Bonus Pay Figures

The mean bonus gap between men and women as at the snapshot date was 27.6% (47.7% in 2024) and the median 9.4% (13.3% in 2024).

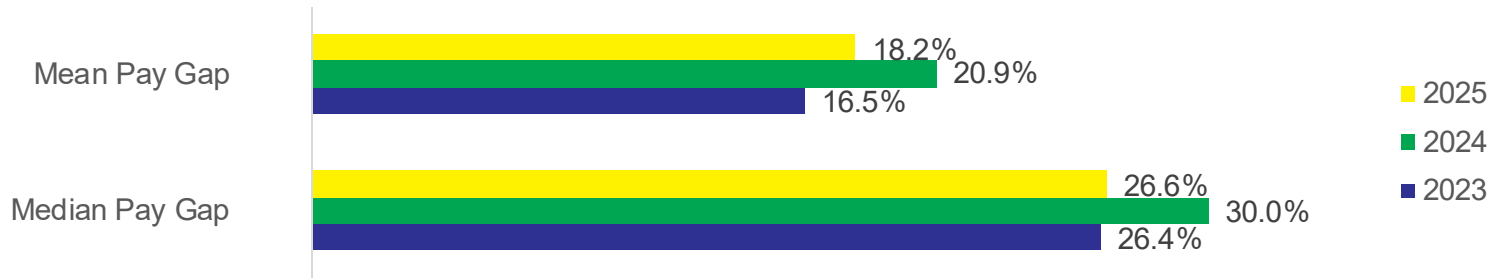
The bonus gap is calculated from actual bonuses paid during the year, unlike pay figures, which are based on an hourly rate.

We believe that a number of factors could be contributing to the bonus gap such as:

- the bonus calculation does not consider that bonuses are pro-rated for part time employees. For the relevant period, all of the part time employees at our firm were women;
- Carpmaels operates a bonus scheme for all employees based upon tenure. New joiners, when eligible, receive smaller bonuses. 64% of our new joiners during the relevant period were women; and
- senior staff usually receive bonuses for exceptional contributions which can be aligned to their base salaries. Therefore, this may be impacted by the underlying pay gap figures reported above.

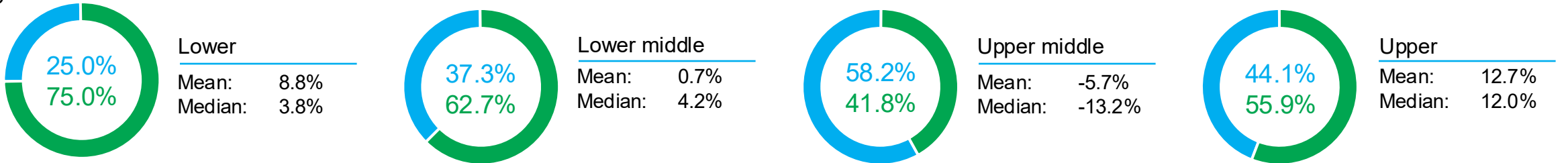
# Gender Pay Gap Summary – All Employees

## Hourly pay gap

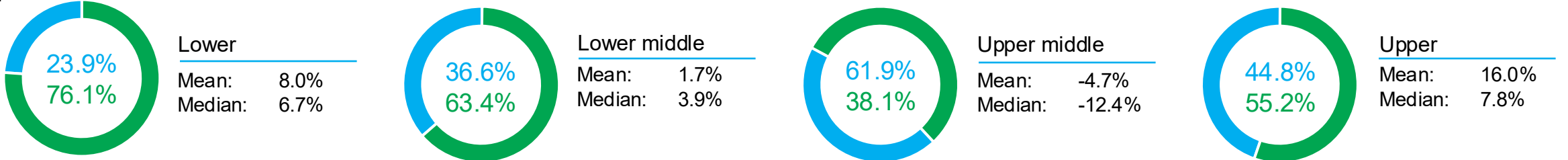


## Gender distribution of pay quartiles and quartile pay gap

2025

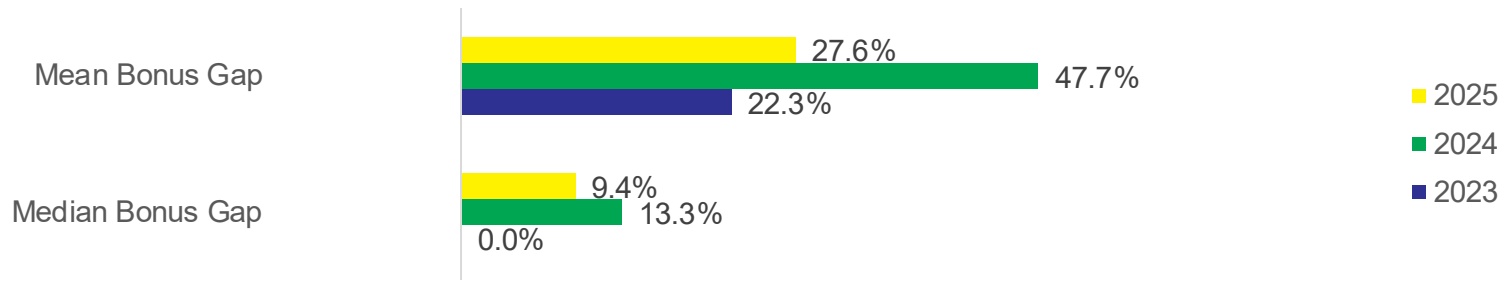


2024



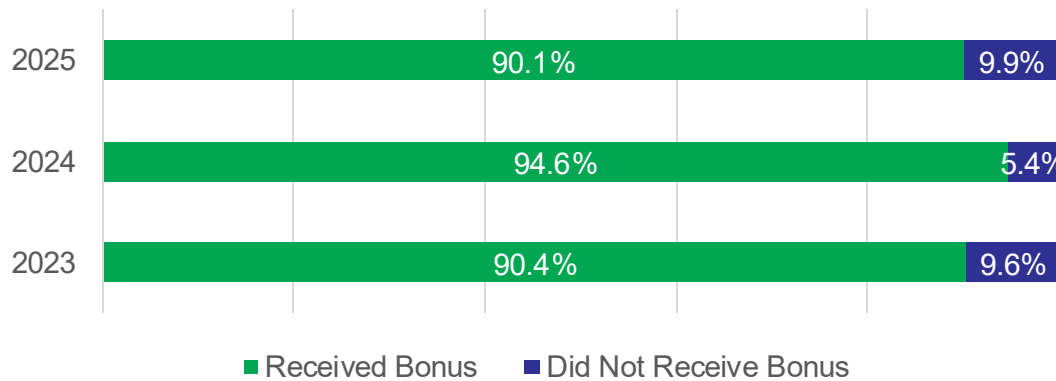
# Gender Bonus Gap Summary – All Employees

## Bonus gap

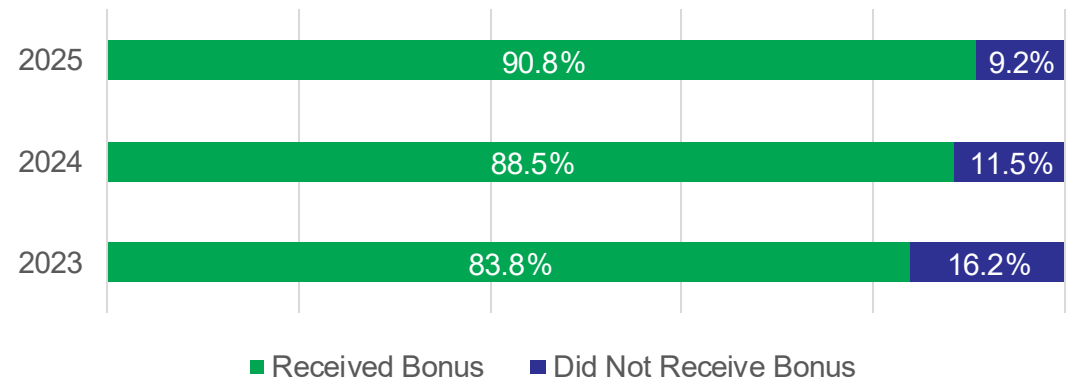


## Proportion of men and women who received bonus in the period

### Men

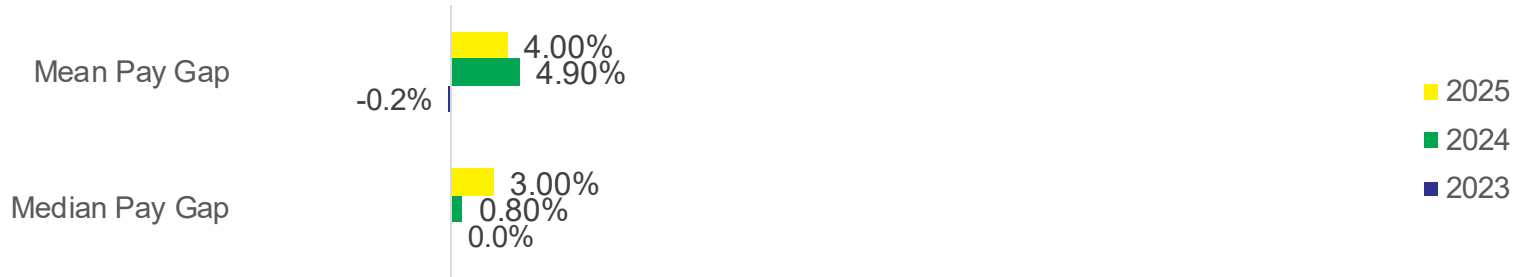


### Women



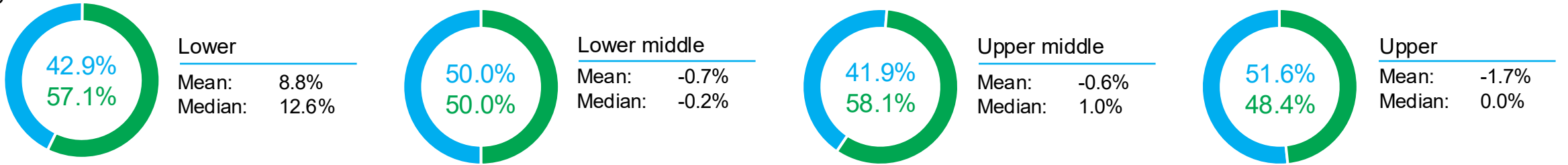
# Gender Pay Gap Summary – Fee Earners

## Hourly pay gap

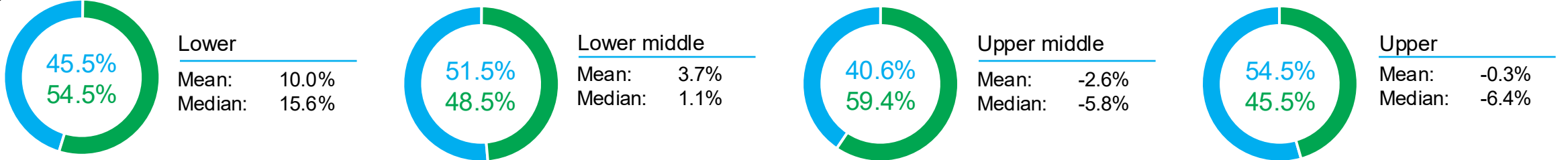


## Gender distribution of pay quartiles and quartile pay gap

2025



2024



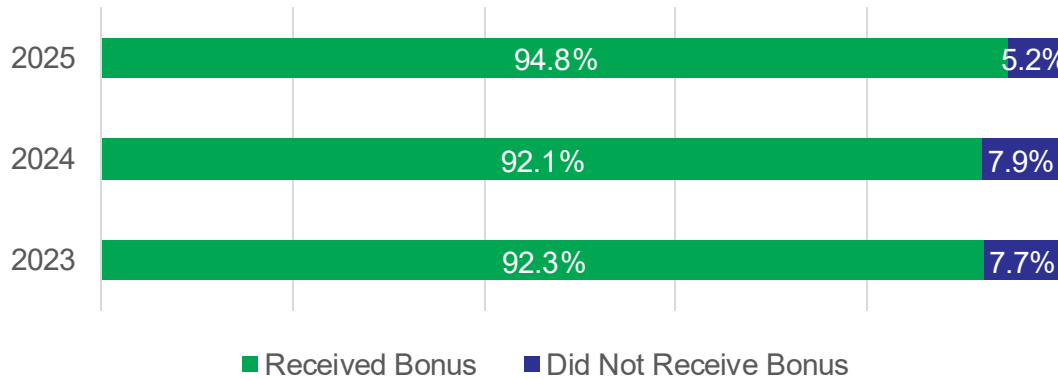
## Gender Bonus Gap Summary – Fee Earners

### Bonus gap

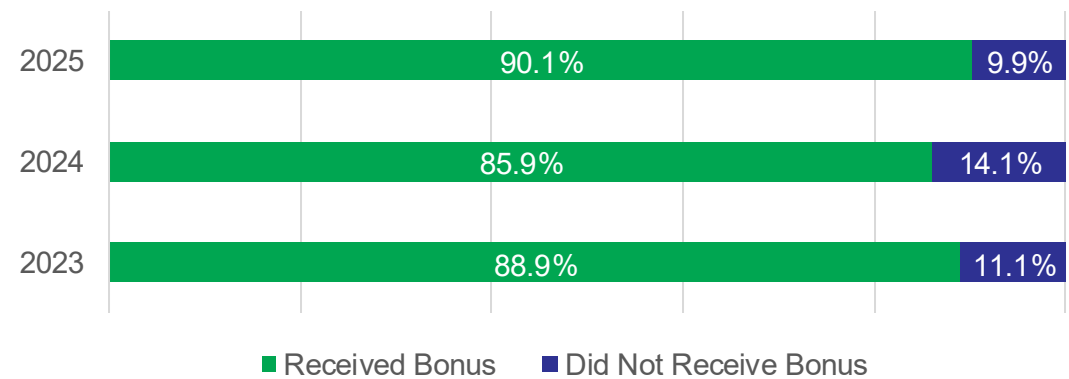


### Proportion of men and women who received bonus in the period

#### Men

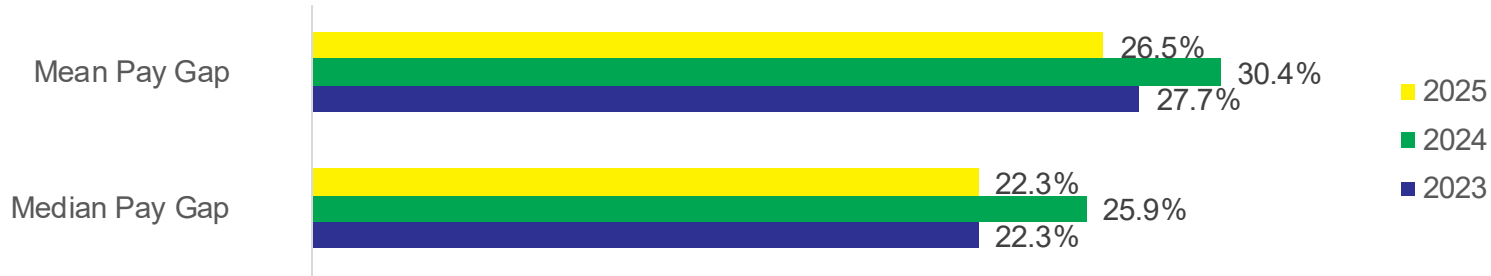


#### Women



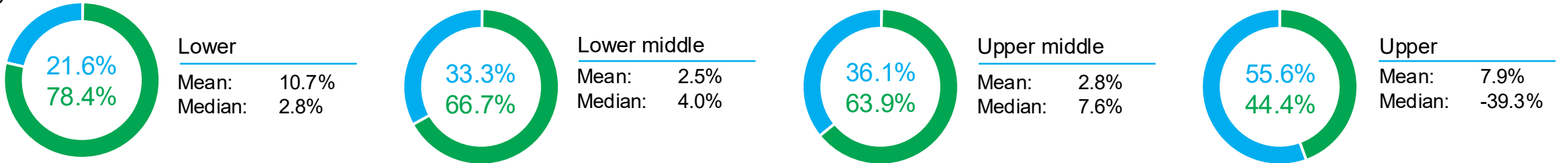
# Gender Pay Gap Summary – Business Services

## Hourly pay gap

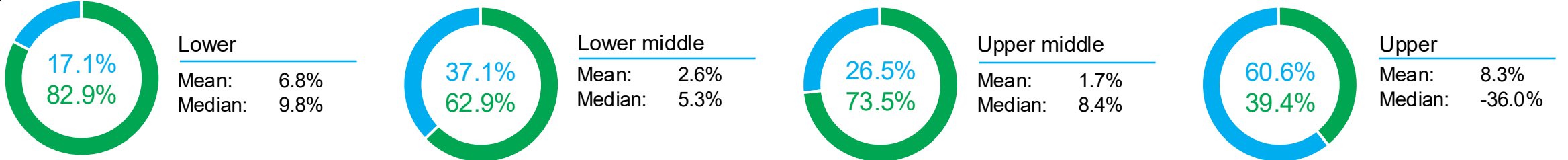


## Gender distribution of pay quartiles and quartile pay gap

2025

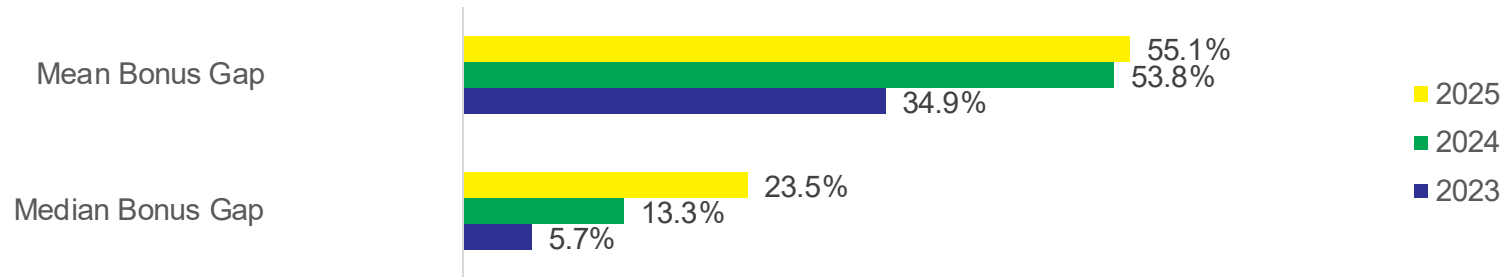


2024



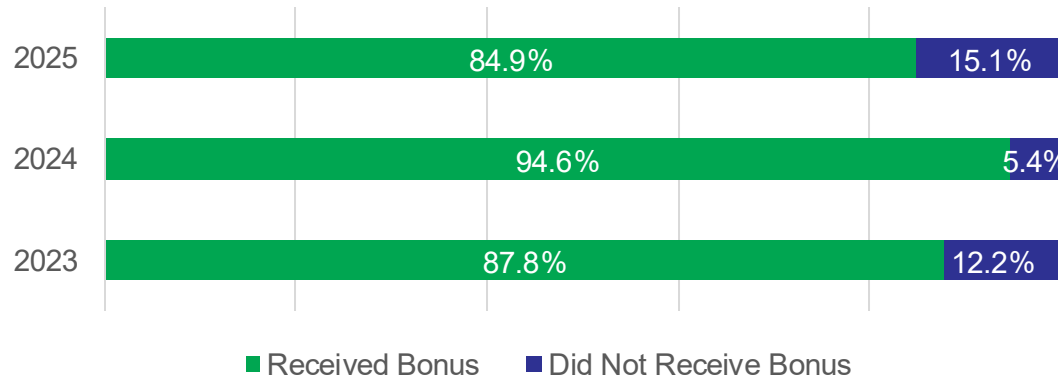
# Gender Bonus Gap Summary – Business Services

## Bonus gap

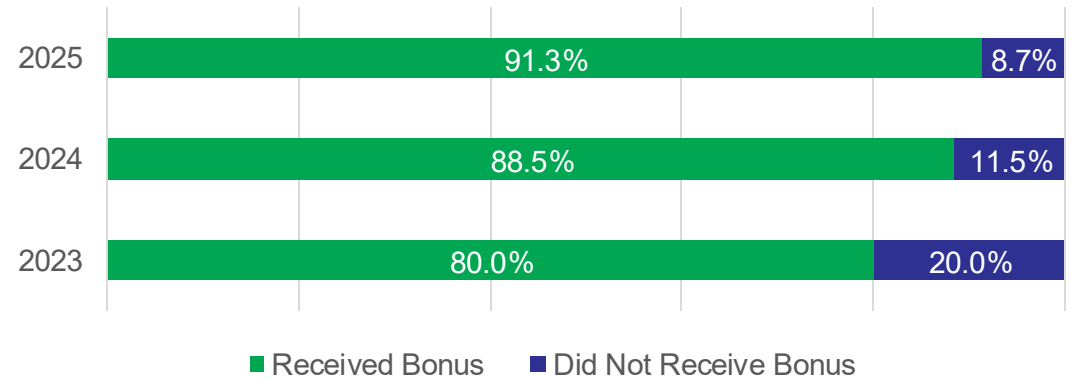


## Proportion of men and women who received bonus in the period

### Men



### Women

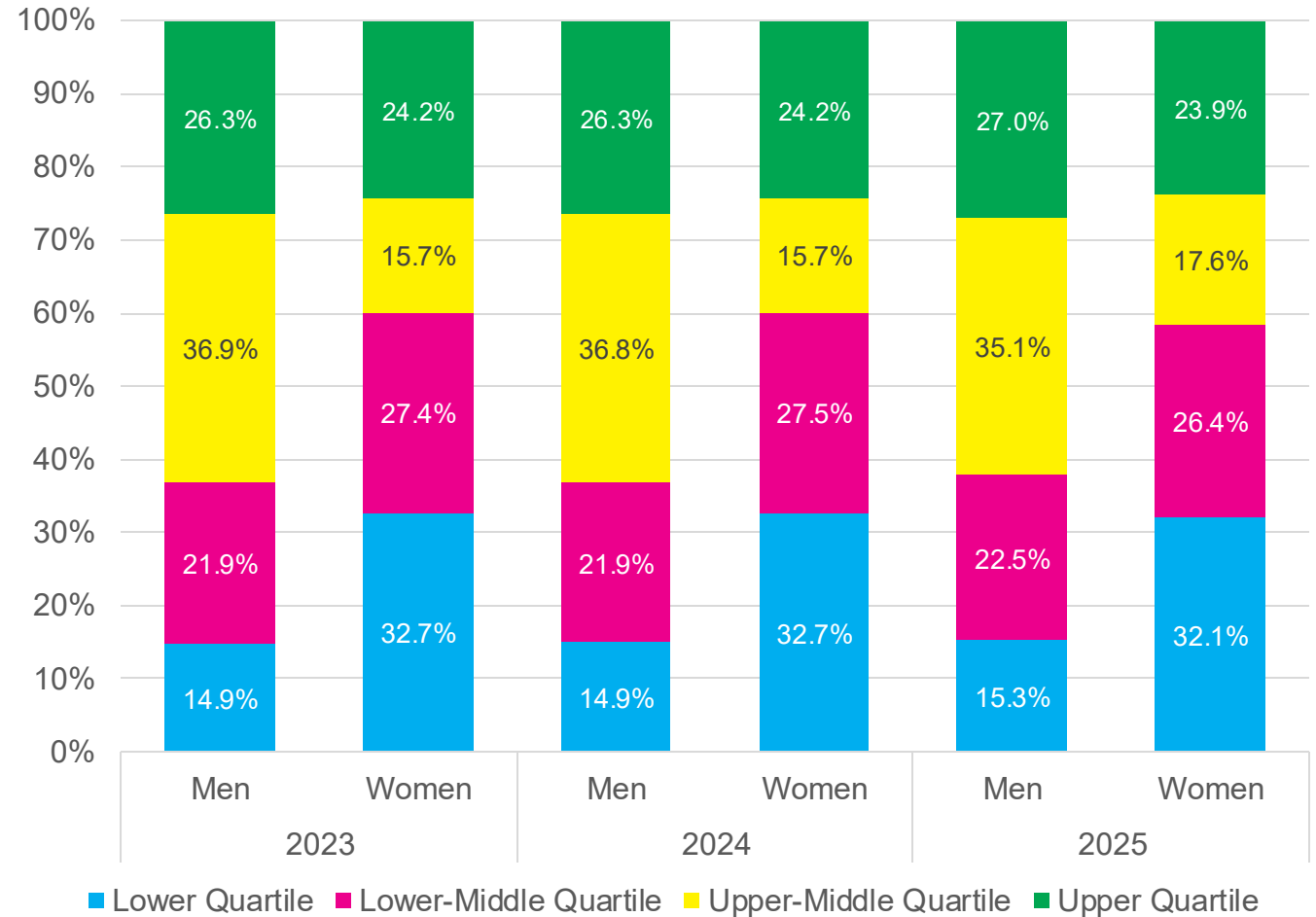


## Pay Quartile Distribution

This graph shows the gender split, when we categorise the workforce by hourly rates of pay from highest to lowest and then group pay by four equal quartiles.

The greater proportion of women within the lower and lower middle quartiles is reflective of the higher number of women within junior support roles.

Various factors influence these proportions year on year, including grade mix variations resulting from progression of trainees along qualification routes, promotions, and joiners/leavers across the firm.



## How we are addressing the gap

We are committed to fostering a diverse and inclusive working environment where everyone has the opportunity to develop, succeed and realise their potential.

Our approach to diversity and inclusion considers the full employee experience, from recruitment and onboarding through to development, performance and reward, career progression and key life stages. We recognise the importance of creating an environment where inclusive behaviours and equitable opportunities are embedded in everyday working practices and leadership decisions.

Promoting awareness and encouraging open dialogue around inclusion remains a key priority for

Carpmaels. Throughout the year, we have supported a range of initiatives and events aimed at increasing understanding and engagement across topics including the progression of women into senior roles, LGBTQ+ inclusion, race and ethnicity, wellbeing, and mental health.

We recognise that meaningful progress requires sustained focus and action. We will continue to review our practices, listen to our people, and invest in initiatives that support greater inclusion and opportunity across the firm. Over time, we expect these efforts to support continued improvement in gender representation and contribute to addressing the gender pay gap highlighted in this report.



## How we are addressing the gap

We continue to take a proactive approach to identifying and addressing factors that may contribute to the gender pay gap. During the reporting period, we progressed a number of initiatives aimed at supporting fairness, transparency and career development across the firm. While these initiatives are intended to enhance the overall employee experience and strengthen our people practices, they are also expected to support improved gender balance and, over time, contribute to reducing the gender pay gap.

We have also identified further initiatives that we intend to implement as part of our ongoing efforts to support positive change across the firm.

### Career Development & Progression

Key actions:

- Implementing structured career development frameworks across the business

- Conducting regular talent reviews for all fee earners
- Continuing to invest in leadership development programmes
- Planning the introduction of a new Performance and Development Review (PDR) process and system

During the reporting period, we began implementing structured career development frameworks across the business. These frameworks provide greater clarity around role expectations, development opportunities and progression pathways, helping to ensure that advancement decisions are transparent and consistent.

They also support more consistent performance and promotion discussions and enable managers to have more structured career conversations with their teams, helping to identify talent early and support individuals to access development and stretch opportunities that prepare them for progression.

We also work with leaders across the firm to conduct regular talent reviews for all fee earners. These reviews provide an opportunity to discuss performance, development needs and future potential in a structured and consistent way, supporting a strong and diverse pipeline of future leaders.

We continue to invest in leadership development programmes to build leadership capability and support the development of future leaders.

Looking ahead, we aim to introduce a new Performance and Development Review (PDR) process and system. This will provide a more consistent framework for setting objectives, reviewing performance and discussing career development, helping to ensure that progression and reward decisions are based on clear and transparent criteria.

## How we are addressing the gap

### Fair & Transparent Reward

Key actions:

- Reviewing reward and pay structures to ensure fairness and transparency
- Ensuring pay practices remain aligned with market benchmarks

We are reviewing our approach to reward and pay structures to ensure they remain fair, transparent and aligned with market practice.

### Employee Voice & Inclusive Working Practices

Key actions:

- Strengthening employee listening and feedback programmes
- Reviewing policies in line with developments in employment legislation
- Supporting flexible working and family leave policies

We have strengthened our employee listening and

feedback programmes to better understand the experiences of our people and identify any barriers to progression, development or retention.

We also continue to review and implement changes arising from developments in employment legislation, including those relating to family leave and flexible working. Policies that support employees in balancing work and caring responsibilities are an important factor in supporting the retention and progression of women in the workplace.

### Looking Ahead

Over the coming year, we will continue to build on the initiatives outlined in this report, with particular focus on:

- embedding our career development frameworks across the firm

- introducing the new Performance and Development Review (PDR) process and system
- continuing to support leadership development and strengthen the pipeline of future leaders
- maintaining a focus on fair and transparent reward practices

We will continue to review our progress, listen to feedback from our people and consider further initiatives that support an inclusive working environment and equitable opportunities for career progression.



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