



# Gender Pay Gap Report 2026

**Redkite Solicitors**



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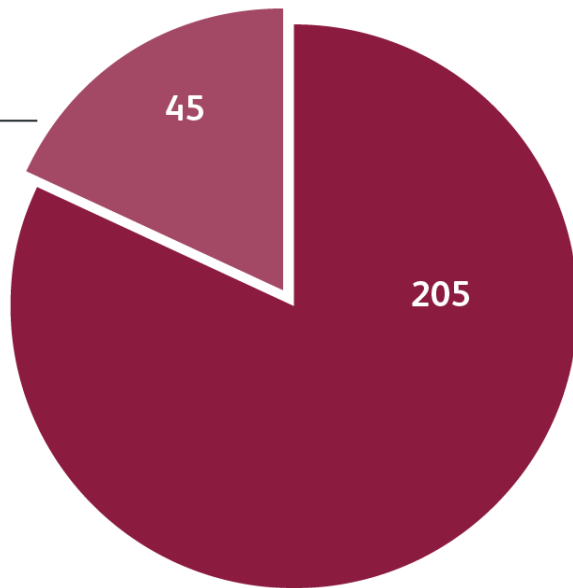
# Introduction

At Red Kite, we are committed to creating a workplace where every colleague can grow, thrive, and progress. Reviewing our gender pay gap is an important part of that commitment. By taking an open and honest look at our data for the snapshot date of 4 April 2025, we can celebrate what's working and focus our energy where further progress is needed.

We are a female-majority organisation. 84% of our workforce are women, which positively shapes our culture and also influences how our pay gap metrics behave. This report sets out our current position and the factors behind our results. Most importantly, it reflects our intention to keep improving and to narrow the gap over the year ahead, ensuring fair opportunities and visible pathways to progression for everyone at Red Kite.



**16%**  
Men



**84%**  
Women

## Our Workforce

Women make up 205 of our 250 colleagues (84%), with 45 men (16%). This workforce composition has a direct impact on every gender pay metric we report.

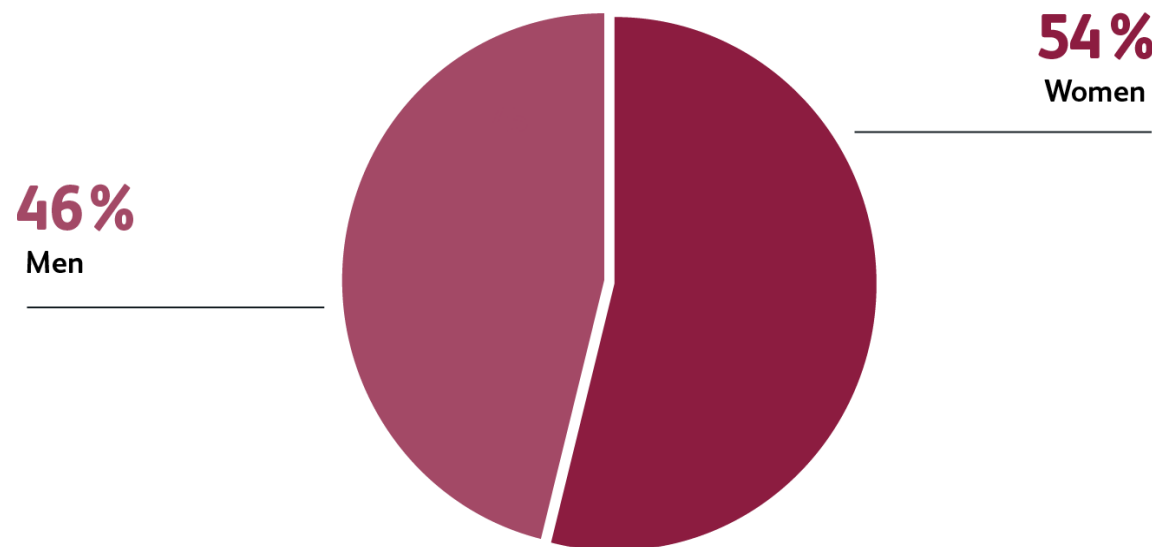
A large proportion of these women work in business services, administrative, and early career roles, which sit at the lower end of our pay bands. This naturally lowers the overall female average, even where pay for comparable roles is fair and consistent.

# Our Gender Pay Gap

Difference in Hourly Pay Between Females and Males	
Mean Hourly Pay Male	£25.64
Mean Hourly Pay Female	£21.81
Mean Hourly Pay Gap	14.9 %
Median Hourly Pay Male	£19.23
Median Hourly Pay Female	£18.34
Median Hourly Pay Gap	4.9 %

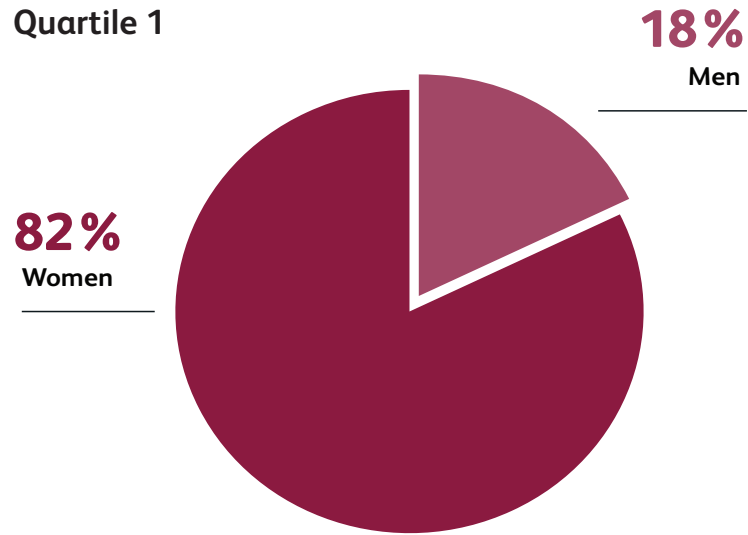
Difference in Bonus Pay Between Females and Males	
Mean Bonus Pay Male	£2,370.55
Mean Bonus Pay Female	£1,367.03
Mean Bonus Gap	42.3 %
Median Bonus Pay Male	£1,000
Median Bonus Pay Female	£350
Median Bonus Pay Gap	65 %

Proportion of Females and Men Receiving a Bonus

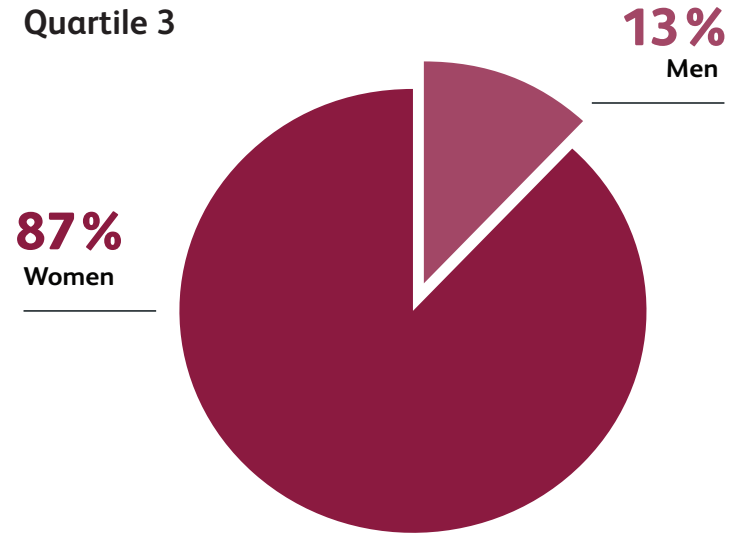


# Pay Quartiles

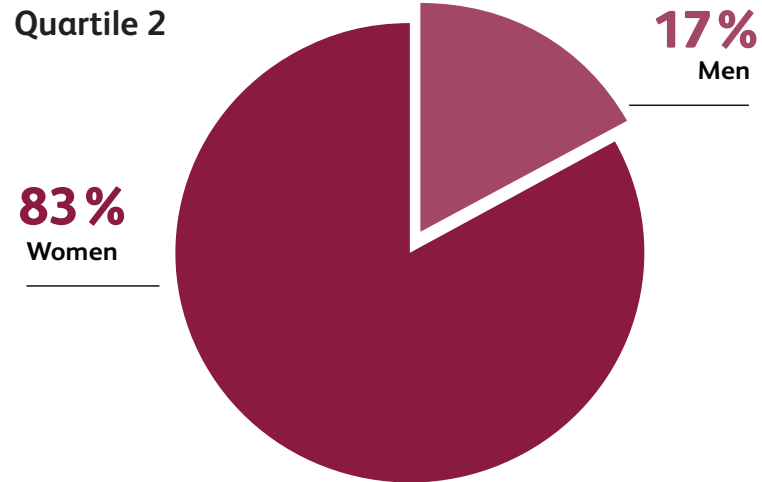
Quartile 1



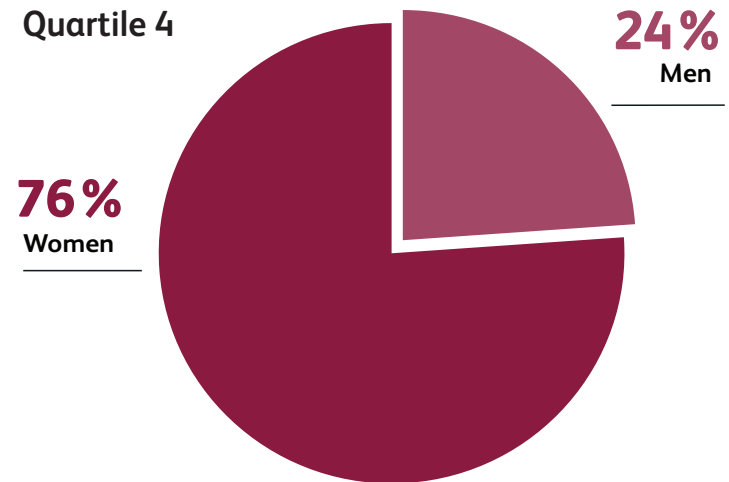
Quartile 3



Quartile 2



Quartile 4



# Understanding Our Gender Pay Gap

The relatively low median gender pay gap (4.9%), compared with the mean gap (14.9%), shows that typical salaries for men and women sit close together. The wider mean gap is influenced by a smaller number of higher-paid roles where men are proportionally more represented.

## Why this happens:

- Higher-paid roles (such as solicitors, associates and partners) include more men proportionally, even though women are the majority overall.
- The strong female majority in administrative and early-career roles naturally lowers the overall female average hourly rate.
- The median gap remains small because most salaries sit closely aligned; it is the distribution at the top end of the organisation that widens the mean.



# Bonus Pay Gaps

Our bonus gap is higher than our hourly pay gap. While a larger proportion of women than men received a bonus during the period, average bonus amounts were greater in roles with higher earning potential, where men are proportionally more represented.

## Why this happens:

### Role Mix and Bonus Values

The majority of our business services and administrative colleagues, who are predominantly women, participate in a profit-share style arrangement where bonus amounts are fixed to ensure broad participation when the business performs well. In contrast, roles with higher earning potential (including many legal and senior positions) typically receive larger performance-linked awards, which lifts the male average because men are proportionally more represented in these roles.

### Participation vs Amounts



51.2% of women received a bonus compared with 44.4% of men, indicating broad access. The headline gap reflects bonus values by role and seniority, not differences in eligibility.

### Small-Cohort Effect



With 45 men versus 205 women, a relatively small number of higher-value awards can materially increase the male mean and median bonus figures.

# Actions We Are Taking

## 1. Strengthening Career Progression

We have transparent, published Redkite Career Pathways that give colleagues at every level a clear understanding of the skills, experience, and expectations needed to progress. Our twice-yearly promotion rounds provide more frequent opportunities for advancement, ensuring colleagues do not need to wait a full year to put themselves forward.

We also hold proactive career development discussions, particularly with junior lawyers, to support them in navigating their pathways and accelerating their progression into specialist and senior roles.

## 2. Actively Supporting Promotions During Pregnancy and Maternity

We are proud of our strong track record of promoting female colleagues during pregnancy, while on maternity leave, and shortly after their return. To ensure maternity leave never disadvantages progression, we:

- Adapt our performance and promotion processes so that women do not “lose time” while away.
- Assess potential and contribution over a broader period, rather than limiting evaluation to the months immediately preceding a promotion cycle.
- Ensure full visibility of opportunities for colleagues on maternity leave and consider them equally for advancement.

### 3. Transparent Flexible Working Options

We have a published Flexible Working Framework that gives clear permission for colleagues to work flexibly, supporting a wide range of working patterns including flexible hours, hybrid arrangements, and phased or supportive return-to-work transitions. This framework is particularly important for caregivers, who are predominantly women and ensures they can balance professional responsibilities with family and life commitments without disadvantage.

By normalising flexibility and embedding it into our culture, we ensure that all colleagues feel able to access the working arrangements they need to thrive both inside and outside of work.

### 4. Ensuring Fair and Consistent Bonus Eligibility

We continue to review our bonus structures to ensure transparency and fairness, and to broaden bonus-earning opportunities wherever feasible. Our aim is to support a more balanced distribution of bonus outcomes across teams and levels while maintaining clear, role-appropriate criteria.

### 5. Supporting Recruitment That Encourages Gender Balance

While we are proud to be a female-majority employer, we remain committed to strengthening gender balance, particularly within senior, technical, and specialist roles. We continue to use inclusive recruitment practices and proactively reach out to diverse candidate pools to attract and retain the best talent.

# Our Commitment

We are committed to narrowing our gender pay gap. We will maintain transparent, published career pathways; run twice-yearly promotion rounds; support colleagues during pregnancy, maternity and return-to-work; expand leadership development for women; and continue to embed flexibility through our Flexible Working Framework so every colleague can balance life and work without disadvantage.

## Attestation

I confirm that the gender pay gap data and narrative presented in this report are accurate and reflect our firm's position as at 4 April 2025.



**Signed:**

A handwritten signature in black ink, appearing to read 'SFL'.

Name: **Sian Fox-Loakes**  
Role/Title: Chief People & Culture Officer  
Date:



**Signed:**

A handwritten signature in black ink, appearing to read 'Neil Walker'.

Name: **Neil Walker**  
Role/Title: Chief Executive Officer  
Date: