



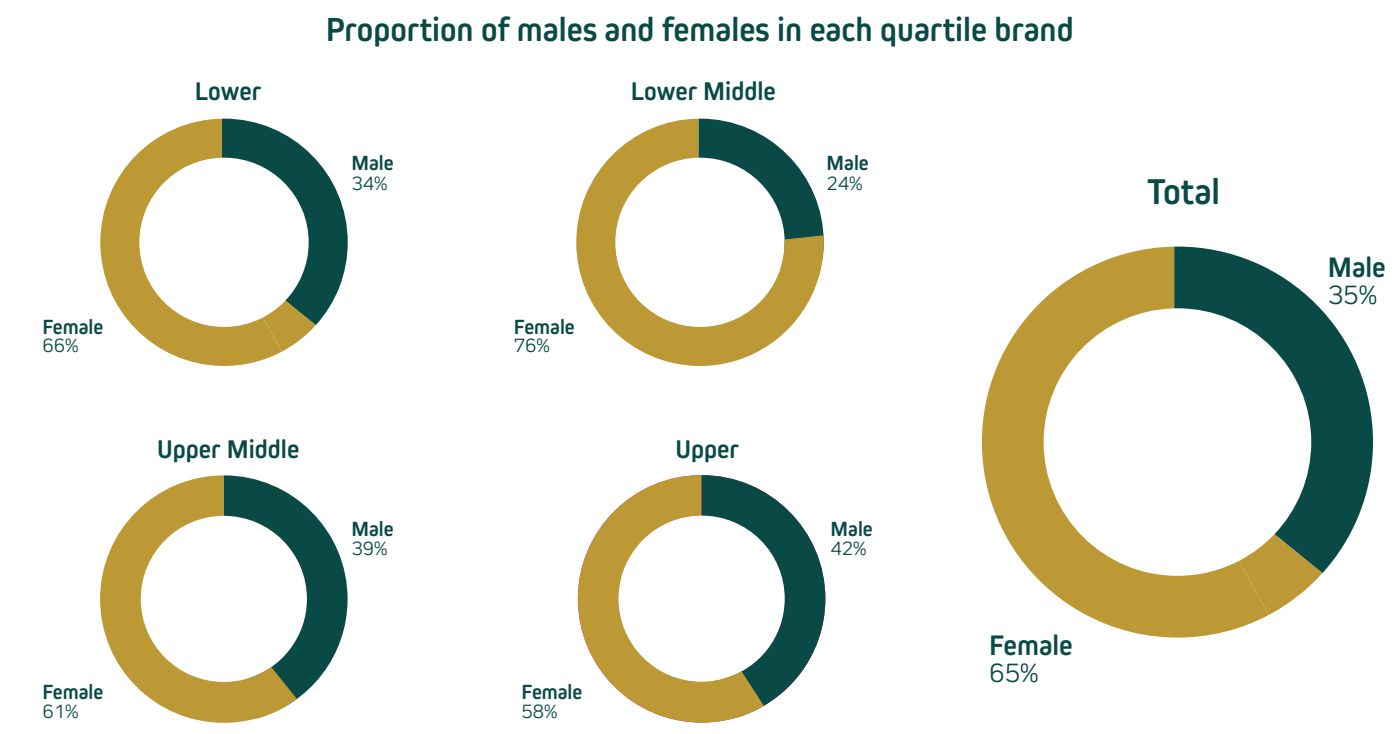
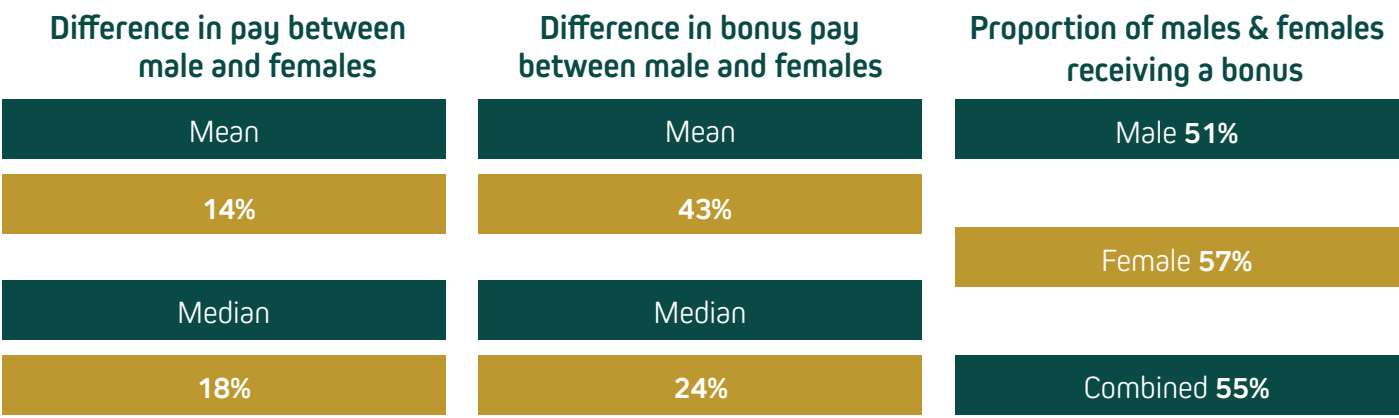
Fletchers Solicitors 2026 Gender Pay Gap Report

We believe that our continued success depends on putting our people at the heart of everything we do. We recognise that we cannot achieve this goal without valuing equality, diversity and inclusion, and ensuring fair and equitable treatment of all colleagues.

The proportion of female colleagues within our workforce has seen a slight increase from last year. The representation of women in our most senior positions continues to improve, with the gap between the percentage of women in the upper pay quartile and their overall representation in the business continuing to narrow.

Our mean and median gender pay gaps have seen a slight improvement from last year, and whilst the mean and median bonus gaps have increased, the proportion of female colleagues receiving a bonus has exceeded the proportion of male colleagues receiving one.

We remain firmly committed to advancing gender diversity across all levels of our organisation. Our initiatives include targeted leadership development opportunities, tailored support for women in senior roles, and continued investment in our employee-led networks. Four out of our ten employee led networks focus on support for women in our workplace and our 'Empower Her' female leadership network is the biggest & most active of our networks. We have also recently partnered with the organisation Henpicked and are committed to becoming an accredited Menopause & Menstruation Friendly employer.



Declaration

As required by the regulations, we confirm the data in this report is accurate.


Tom Scott, Director of People


Pete Haden, CEO