



# Annual Pay Gap Report

2024-2025

TaylorWessing

# Statement of accuracy

We confirm that the data reported here is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Shane Gleghorn**

Managing Partner  
Taylor Wessing Global Board

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**Kirstie McGuigan**

Responsible Business Partner  
UK Executive Board

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**Wendy Tomlinson**

Talent Director  
UK Executive Board

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# Our approach to inclusion

We are committed to delivering an inclusive culture and progressive environment that empowers all our people to lead, learn and grow.

Inclusivity continues to be a top priority and a dedicated objective in our business strategy. We recognise that the legal sector still has much to do to improve diversity, be that gender, race, ethnicity, sexual orientation, disability, or socioeconomic background.

We know that by introducing new experiences and viewpoints to the firm, we can gain new perspectives, enhance teamwork and create extraordinary results for our people and clients.

We believe that an environment of mutual respect, empathy and inclusion brings out the best in people by making them feel valued. We promote and foster an inclusive environment across the firm, with our clients and within the communities we serve. We also aim to create forums

where we all learn from each other's differences, celebrate our cultures and encourage more individuals from diverse and historically underrepresented backgrounds to enter the legal sector and achieve their full potential.

Rewarding our people fairly is also a priority. We regularly review the measures we have in place to ensure those performing equivalent roles are rewarded fairly, no matter their gender, ethnicity or other protected characteristic.

Our Annual Pay Gap Report provides an opportunity to communicate our progress and demonstrate continued transparency and accountability. As a leading international law firm, it's important that we show best practice, and we will continue to report partner and ethnicity data.

Our strategic inclusion priorities define our programme and are led by the UK Executive Board. Our Gender Plan continues to develop a strong talent pipeline of women progressing into senior and leadership roles, and we continue to invest in partnerships and initiatives to meet the goals of our Race and Ethnicity Strategy.

Our Responsible Business Impact Report summarises our latest achievements **here**.

## Our inclusion ambitions

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Achieving greater representation of women in the partnership and better gender balance in leadership roles.

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Increasing the representation of employees from ethnically diverse backgrounds across the firm and celebrating the diversity of all cultures and religions.

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Providing an accepting work environment where people of all sexual orientations and gender identities can be authentic.

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Creating opportunities for people from a wider range of socioeconomic backgrounds to access and flourish within the legal sector.

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Promoting good mental and physical wellbeing, raising awareness of visible and invisible disabilities and creating an accessible, safe and healthy workplace.

# Pay gap reporting

## Welcome to our Annual Pay Gap Report, now in its eighth year.

Legislation requires all businesses with over 250 employees to report their gender pay and bonus gap annually. This year we report our gender and ethnicity pay gaps, additional analysis and updates on our strategic priorities. We also reference partner data providing a combined view.

### Explanations and definitions

The reference point for data included in this year's report is 5 April 2024.

- A pay gap is the difference between the average pay (bonus or earnings) of one group compared with another.
  - For gender we compare all men with all women.
  - For ethnicity we compare all white people with all minority ethnic people. It is not possible to break down minority ethnic groups further currently, due to the size of individual ethnic groups (ie Black, Asian).
- The median average is the middle value in the range of values.
- The mean average is calculated by the sum of the values divided by the number of values.
- According to the Office for National Statistics (ONS), the median gender pay gap for all employees in the UK was 7% in 2024. As ethnicity pay gap reporting is not mandatory, the ONS' estimated ethnicity pay gap for 2024 has not yet been published.



# Key findings

## Our progress

We continue to employ more women than men overall across our business.

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The employee pay gap (median) has decreased slightly.

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The gender pay gap among associates and senior associates continues to close. This means there is balanced representation of men and women across these populations.

The gender pay gap among senior counsel has increased. This is reflective of the promotion of senior associate women into the partnership and bringing more women into this category.

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We continue to increase the proportion of women in our partnership and have reduced the partner earnings gap.





## The detail

The gender pay gap among Business Services employees has increased as we have employed more women in roles with salaries in the lower pay quartiles.

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Although the proportion of minority ethnic employees in the middle quartiles has increased, we have seen a slight decline in the proportion of minority ethnic employees in the upper quartile. This highlights the ongoing need to support minority ethnic talent through their careers into management and senior positions.

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High earnings by some ethnic minority partners in this reporting year have resulted in a significant negative partner ethnicity earnings gap. We anticipate the earnings gap to close over time as the partnership becomes more ethnically diverse and the impact of individual earnings within a small population are reduced.

The bonus pay gap has increased. We have several former partners as employed consultants which increases the bonus gap significantly due to a large proportion of their pay being in discretionary earnings.

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The proportion of women offered bonuses has decreased.

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The ethnicity pay gap has increased for employees. This is due to the high number of junior employees we are recruiting, in particular at the trainee and graduate entry level.

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The proportion of ethnic minority employees offered bonuses has decreased, which also reflects the increase in ethnic minority employees in our trainee population who are not eligible for bonuses and the number of new joiners in this population who are also not eligible for a bonus in their first six months.

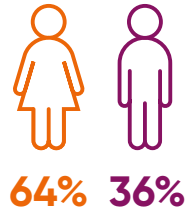


Find out more about our inclusion priorities and recent initiatives to create an equitable and inclusive workplace [here](#).

# Gender pay gap

## Statutory reporting

The following data represents all employees of Taylor Wessing Services Limited, the service company employing all people on behalf of the LLP and is reported to the Government Equalities Office. This section excludes our partners. Partner data and the combined pay gap can be found in the **Enhanced reporting** section.

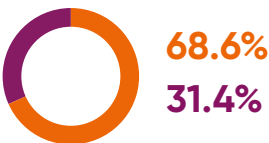


## Employee gender pay gap

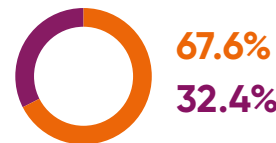
	2023	2024	Variance
Mean	10.1%	10.2%	+0.1
Median	25.3%	24%	-1.3

## Gender split and pay quartiles

Lower quartile

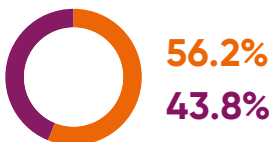


Lower middle quartile

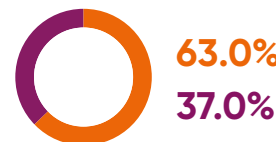


■ Women  
■ Men

Upper middle quartile



Upper quartile



- We continue to employ more women than men overall, and most Business Services employees are women. This remains unchanged from last year.
- Our mean pay gap has increased by 0.1% in this reporting year and our median pay gap has decreased by 1.3% this year.
- Although there has been a slight decrease in the number of women in the middle quartiles, there has been an increase in the proportion of women in the upper quartile.
- Our business employs a broad range of people from trainee lawyers to senior counsel and Business Services employees from assistant to director level. Salaries vary greatly in this population, so we have analysed our pay gap by job role and shared the data in the **Enhanced reporting** section.

## Bonuses

We have seen an increase in the bonus gap (mean and median). We operate a discretionary employee bonus scheme, with payments calculated as a percentage of salary. Bonuses are confirmed annually in July, reflecting individual contribution and the firm's performance in the relevant financial year.

Our bonus gap is calculated in line with regulations, which stipulate it is based on bonus value. This means pro-rated payments and the greater proportion of women working part-time have a negative impact.

Our employed consultants increase the bonus gap by 10% as much of their pay has a bonus element to it and they are largely ex-partners of the firm.

Salary and bonus payments are pro-rated fairly for recipients working part-time hours or a partial bonus year. Payments are checked and moderated by our Talent team to ensure the policy is followed.

Employee gender bonus gap

	2023	2024	Variance
Mean	28.0%	40%	+12
Median	15.3%	33%	+17.7
Proportion receiving bonus	Women – 81%	Women – 66.4%	
	Men – 77%	Men – 68.6%	



# Enhanced reporting

## Analysis of employee pay

We employ a wide range of people in roles where market pay rates vary considerably. To provide greater transparency, the table below shows our mean gender pay gap by job role.

	2023			2024		
	Pay gap		Gender split	Pay gap		Gender split
	Mean	Women	Men	Mean	Women	Men
Associate	-1.3%	60%	40%	-1.4%	59%	41%
Senior associate	2.6%	59%	41%	-5.6%	57%	43%
Senior counsel	0.4%	67%	33%	2.7%	66%	34%
Business Services	9.4%	69%	31%	13.2%	68%	32%

We continue to have small pay gaps in the fee-earning population, with the gaps narrowing for associates and senior associates, and an increase in the senior counsel pay gap. Notably, we have seen an increase in the negative pay gap for women at the senior associate level as we see more women being promoted into and being retained in this group.

As the partner promotions in this reporting year included women from the senior associate population, this has impacted the shift from a negative pay gap to a marginally positive pay gap.

Our compensation processes ensure that we pay people fairly for equivalent work, regardless of gender, and in line with market rates for the roles they provide.

It continues to be the case that we employ more women than men in Business Services, and that women are employed in roles where benchmarked salaries fall into the lower quartiles.

We have seen an increase in the Business Services pay gap from 9.4% to 13.2%. This increase is due to an increase of women new joiners in the lower quartiles in Business Services and is the result of the significant difference in the hourly pay rates in the upper quartile.

We will continue to explore ways of closing the gender pay gap in Business Services and in particular ensure that at the senior end we continue to invest in our leadership population with a focus on gender diversity.

## Partner gender earnings gap

Our partners are remunerated differently to our employees and are excluded in the statutory reporting requirements. Partners receive a share of the profits of the firm. Our partner data is therefore presented as total earnings.

We have seen a decrease in the mean partner earnings gap this year, and an increase in the median earnings gap. This increase is the result of the range of salaries in the upper quartile. The interventions in place to overcome barriers to partnership for women have been positively received since the launch of our Gender Plan.

The equity structure of the firm's partnership sees a larger proportion of women than men in the fixed equity, which continues to impact the partner gender earnings gap, and we hope to see further progress reflected in the gender pay gap as women progress within the partnership.

The earnings within the partnership increased at a proportionate rate to the firm's financial performance and, while the proportion of women in the partnership continues to rise, their promotion into the partnership as fixed-equity partners impacts the earnings gap within the upper quartile.

Nurturing talent and retaining senior women in the firm will continue to be a focus area for the firm as we have passed the milestone of 30% women in the partnership.



## Partner gender earnings gap

	2023	2024	Variance
<b>Mean</b>	37.3%	31.3%	-6
<b>Median</b>	40.5%	42.7%	+2.2

## Combined partner and employee gender earnings gap

The data reported below combines partner earnings with comparative total employee earnings data (salary plus bonus).

Our mean gender earnings gap has decreased by 0.9% and our median gender earnings gap has decreased by 1.7%.

We will continue to monitor the yearly variance in the combined earnings gap and expect this to reduce as women progress within the partnership and into other senior roles across Business Services.

## Combined gender earnings gap

	2023	2024	Variance
<b>Mean</b>	61.3%	60.4%	-0.9
<b>Median</b>	36.4%	34.7%	-1.7

# Our Gender Plan progress

Eight years on since we launched our Gender Plan, we continue to report on the progress of our data-led strategy. Our Gender Plan is a core strategic focus of our inclusion activity, and we continue to support women in overcoming the historical barriers to partnership and senior roles through this approach.

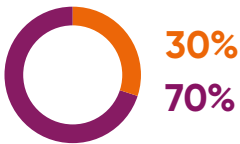
Reducing pay gaps is just one of several ways to measure impact and progress. **Our annual Responsible Business Impact Report** summarises our progress on our key initiatives that aim to reduce these gaps and promote inclusivity in our firm.

## Our Gender Plan aims to achieve:

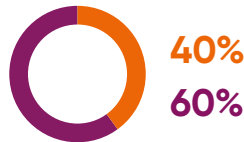
- an increase in the number of women partners in our business as we deliver an inclusive environment
  - an increase in the number of women in leadership roles
  - the removal of barriers to progression including focusing our talent development and acquisition activity.
- We continue to make positive progress in all these areas.

## Women in leadership

### Partners



### UK Board\*



■ Women  
■ Men

During the reporting period, the percentage of women in the UK partnership increased from 29% to 30%. This maintains our steady increase in the representation of women with three women promoted to the partnership and one woman joining the partnership laterally. As of 1 May 2025, the partnership will increase to 32%.

We remain committed to ensuring the gender balance of future promotions fairly represents the gender balance of the candidate pool. A programme of talent development programmes

curated to support women from the mid to senior level through to partnership has been instrumental in reducing attrition and empowering women as their careers develop at the firm.

This includes our Elevate and Stepping Up programmes focused on the retention of women in mid-careers and our International Women's Leadership Programme for senior women in the firm to ensure they are supported to progress into leadership roles.

\*Our UK Board comprises the Executive and Operational Boards and the Supervisory Council. Together the UK Board is responsible for the strategic direction and leadership of the firm.

# Ethnicity pay gap

We continue to voluntarily report our ethnicity pay gap data. As we noted in previous reports, the size of the populations involved means that relatively small changes in headcount

or pay disproportionately impact pay gaps. In this reporting year, the proportion of people who voluntarily disclosed their ethnicity is 75%.

	Earnings gap		% who are minority ethnic	
Employee ethnicity pay gap	2023	2024	2023	2024
Mean	10.8%	13.8%	13.1%	13.5%
Median	20.3%	21%		
Employee ethnicity bonus gap	2023	2024	2023	2024
Mean	23.2%	38.1%	13.1%	13.5%
Median	27.6%	25%		
Proportion receiving bonus				
Minority ethnic	85.5%	63%		
White	84.4%	78.4%		
Partner ethnicity earnings gap	2023	2024	2023	2024
Mean	-27.5%	-18.7%	7.6%	9.1%
Median	-37.5%	-19%		
Combined ethnicity earnings gap	2023	2024	2023	2024
Mean	18.3%	19.8%	12.2%	13.5%
Median	28.1%	32.5%		

## Ethnicity pay gap quartiles (employees only)

Further analysis of the employee ethnicity pay gap by quartile shows the varied impact of representation at each salary level. Although pay gaps are negative or marginal in the lower quartiles, the larger pay gap

in the upper quartile highlights the lower representation of minority ethnic talent at the most senior levels. The retention and progression of minority ethnic talent remains a focus area of our Race and Ethnicity Strategy.

	Mean pay gap	Median pay gap	Minority ethnicities
<b>Lower quartile</b>	-5.6%	-9.6%	13.1%
<b>Lower middle quartile</b>	-1%	-0.4%	19%
<b>Upper middle quartile</b>	1.8%	-1.4%	11.7%
<b>Upper quartile</b>	12.2%	3.3%	10.3%

## Ethnicity split and earnings quartiles (employees and partners)

	Minority ethnicities	White
<b>All employees and partners</b>	<b>13.5%</b>	<b>86.5%</b>
<b>Lower quartile</b>	15.2%	84.8%
<b>Lower middle quartile</b>	18.8%	81.2%
<b>Upper middle quartile</b>	11.8%	88.2%
<b>Upper quartile</b>	8.2%	91.8%

The overall representation of ethnic minority people has remained steady in this reporting year. It is pleasing that at the junior levels, we see a negative gap for both the mean and median as we recruit more individuals into the talent pipeline. This gap is reversed as we get more senior, and we see a significant mean pay gap in the upper quartile for our senior employees.

The change in the partner ethnicity earnings gap is reflective of the successful year experienced by some minority ethnic partners during the reporting period. The small population of minority ethnic partners does mean that any changes have a significant impact on the pay gap, whether positively or negatively.

As the proportion of all employees receiving a bonus increases, we are pleased to report an increase in the proportion of minority ethnic employees receiving a bonus. As bonuses are proportionate to the salaries of employees, the bonus gap continues to reflect the smaller proportion of minority ethnic employees in the upper salary quartile.

Our Race and Ethnicity Strategy continues to develop in response to these findings and employee feedback. We continue to invest in this area and monitor the impact of strategic interventions but are aware that the results will take time to reflect here.



# Our Race and Ethnicity Strategy progress

Determined to make further progress, we continue to invest in our Race and Ethnicity Strategy.

Since launching in 2020, we have implemented further strategies to address inequality in the legal profession.

Inclusivity remains at the heart of everything we do, and we will continue to do what is needed to create a more inclusive workplace that recognises the unique experiences of employees from ethnic minority communities.

Of the activities that underpin our Race and Ethnicity Strategy, in this section we've listed a few highlights from the past year.



## Recruiting more diverse talent

### Inclusive Recruitment Charter

Our Inclusive Recruitment Charter defines our commitment to inclusive recruitment practices for all. The accompanying inclusive interview framework for Business Services and inclusive interviewer training ensures all candidates have a positive and fair recruitment and onboarding experience with the firm. We are also developing this for our fee-earning population.

### 10,000 Interns Foundation

This year we welcomed our third cohort of interns through the 10,000 Interns programme. The programme continues to expand and we'll be offering more internships in our Liverpool office in summer 2025.

### Early Talent initiatives

Investing in talent from historically underrepresented ethnic backgrounds has been a key feature of our Early Talent team's strategy, and we are seeing strong progress in providing greater access to the profession in our Vacation Schemes and training contracts.

As the firm's Solicitor apprenticeship programme entered its second year, we offered our first solicitor apprentice role in Liverpool. By establishing opportunities in Liverpool, we are creating pathways for individuals in underserved regions to access careers in law and bridging geographical and socioeconomic divides.

## Improving the employee experience

### Amplify

Following the success of the Amplify programme (a career coaching programme for lawyers of ethnically diverse, lower socioeconomic, disabled and LGBTQ+ backgrounds), in May 2024 we launched the first Business Services-focused iteration of the programme. This will help ensure that support and opportunities for nuanced career conversations and coaching are extended to those from underrepresented and marginalised communities in our Business Services teams.

Our Amplify programme also received external recognition this year, with the UK Social Mobility Awards recognising its success with a Silver award for 'Progression Programme of the Year'.

### Mansfield Rule

We achieved Mansfield UK Certification Plus status for a third year and continue to participate in the fourth iteration that will conclude in 2025. This initiative supports our aim to give lawyers from underrepresented communities fair and equal opportunities to advance into leadership. Tracking access to pitch opportunities and client relationship management helps us address the systemic barriers to career progression.

### Listening sessions

To further understand and improve the experience of our people, we hosted listening sessions for minority ethnic employees to ensure their voices are heard and their feedback can shape our inclusion goals and strategic decisions.

## Engaging our clients and communities

### Community programmes

Our partnerships with Aspiring Solicitors and Uptree provide mentoring opportunities for students from minority ethnic backgrounds as they explore careers in the sector.

The reading schemes we support in both London and Liverpool also offer learning opportunities and informal mentoring to minority ethnic and socially disadvantaged children in our local communities – connecting with professionals in all roles across the firm raises their aspirations for the future.

### Sector-wide networks and knowledge sharing

As part of the NOTICED network, the UK's first inter-firm network focused on the progression of minority ethnic talent, and Legal CORE (Collaboration on Race and Ethnicity), we have contributed to sector-wide research into the experiences of minority ethnic lawyers and the creation of best practice to overcome barriers.

### Windrush Legal Clinic

We continue to host a legal advice clinic for hundreds of British citizens of Caribbean heritage who were wrongly detained and deported through the Greater Manchester Immigration Aid Unit.

2000+ people 1200+ lawyers 300+ partners 28 offices 17 jurisdictions

<b>Argentina*</b>	Buenos Aires	<b>Mexico*</b>	Mexico City
<b>Austria</b>	Klagenfurt   Vienna	<b>Netherlands</b>	Amsterdam   Eindhoven
<b>Belgium</b>	Brussels	<b>Nicaragua*</b>	Managua
<b>Brazil*</b>	Belo Horizonte   Brasília   Rio de Janeiro   São Paulo	<b>Panama*</b>	Panama City
<b>Chile*</b>	Santiago de Chile	<b>Poland</b>	Warsaw
<b>China</b>	Beijing   Hong Kong   Shanghai	<b>Portugal*</b>	Braga   Lisbon   Porto
<b>Colombia*</b>	Bogotá   Bogotá, main office	<b>Puerto Rico*</b>	San Juan
<b>Costa Rica*</b>	Guanacaste   San José	<b>Republic of Ireland</b>	Dublin
<b>Czech Republic</b>	Brno   Prague	<b>Slovakia</b>	Bratislava
<b>Dominican Republic*</b>	Santo Domingo	<b>South Korea**</b>	Seoul
<b>Ecuador*</b>	Cuenca   Guayaquil   Manta   Quito	<b>Spain*</b>	Barcelona   Canary Islands   Madrid   Pamplona   Seville   Valencia   Vitoria   Zaragoza
<b>El Salvador*</b>	San Salvador	<b>UAE</b>	Dubai
<b>France</b>	Paris	<b>Ukraine</b>	Kyiv
<b>Germany</b>	Berlin   Düsseldorf   Frankfurt   Hamburg   Munich	<b>United Kingdom</b>	Cambridge   Liverpool   London
<b>Guatemala*</b>	Guatemala	<b>Uruguay*</b>	Montevideo
<b>Honduras*</b>	San Pedro Sula   Tegucigalpa	<b>USA</b>	New York   San Francisco
<b>Hungary</b>	Budapest		

\* Powered by our strategic alliance with leading law firm ECIJA

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Taylor Wessing statistics published are correct as of 1 January 2024.

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