

# Our annual pay gap report

2022 – 2023

## Statement of accuracy

We confirm the data reported here is accurate and meeting 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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**Siân Skelton**

Lead Partner,  
Diversity and Inclusion  
**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 a progressive environment that empowers all of our people to lead, learn and grow.**

Inclusivity continues to be a top priority and a dedicated objective in our business strategy.

We believe that an environment of respect, empathy and inclusion brings out the best in people by making them feel valued. We promote and foster an environment of equality across the firm, with our clients and within the communities we work. We also aim to be a forum where we all learn from each other's differences, celebrate our cultures and encourage more individuals from diverse backgrounds to enter the legal sector and achieve their full potential.

Rewarding our people fairly is also a priority. We regularly review the measures 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, exceeding regulatory requirements.

Our strategic inclusion priorities define our programme and are led by our UK Board. Our gender plan has resulted in another year of progress through a successful talent pipeline and targeted initiatives, and continue to invest more in our race and ethnicity strategy.

We are committed to doing more and our efforts to tackle underrepresentation in the industry will continue. The full impact of the initiatives we have developed extend beyond this reporting year and will take some time to flow into the future data we report here.



## Our inclusion priorities:

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achieving better  
representation of women  
in leadership and ensuring  
everyone can thrive  
irrespective of their gender

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increasing the representation  
of colleagues from Black and  
minority ethnic backgrounds  
across the firm

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supporting LGBT+ inclusion to  
ensure we can all be ourselves  
at work

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reducing the stigma of mental  
health and disabilities, and  
promoting mental and  
physical wellbeing

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improving social mobility and  
access to the legal profession.

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# Pay gap reporting

Welcome to our annual pay gap report, now in its sixth year.

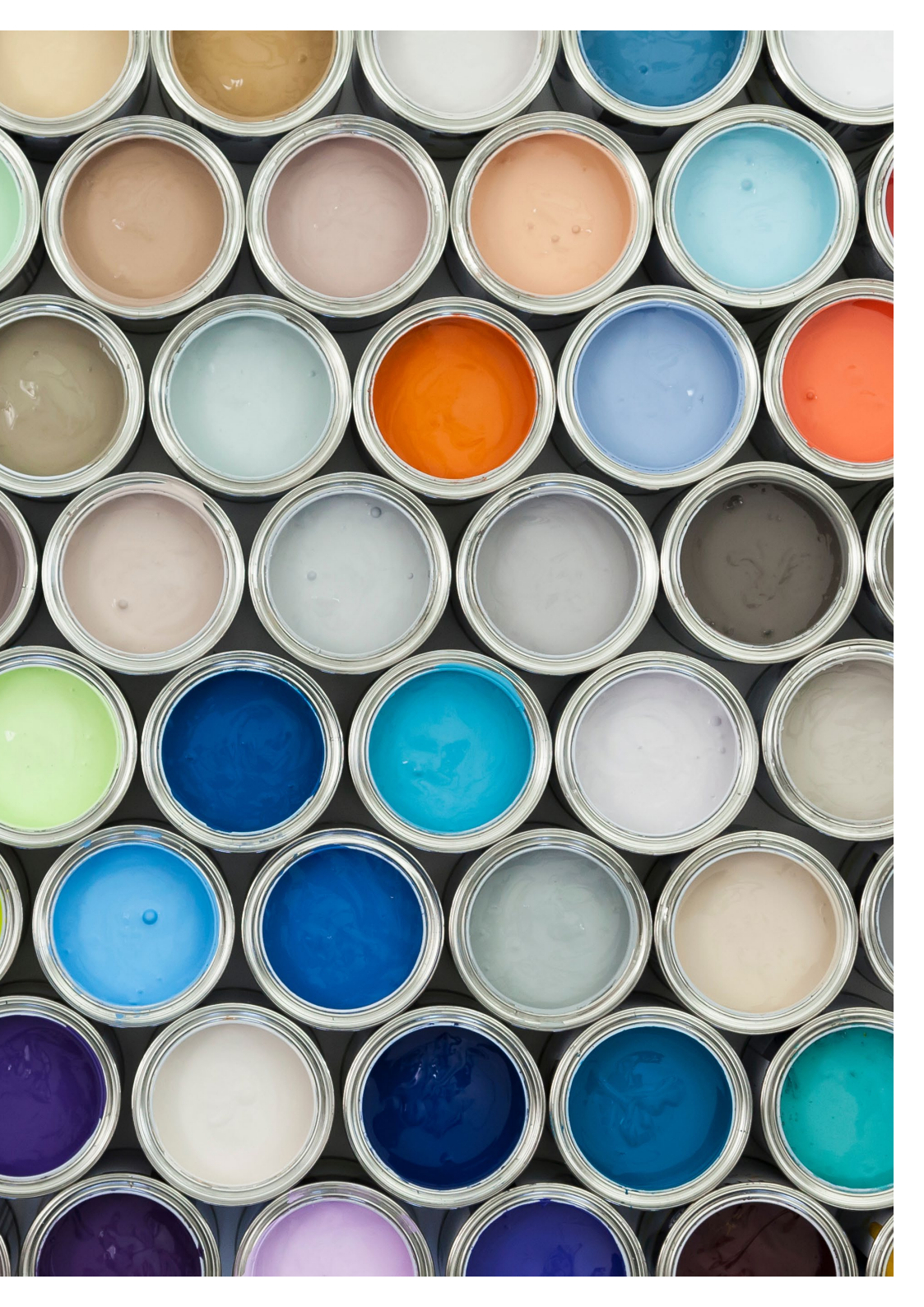
Legislation requires all businesses with over 250 employees to report their gender pay and bonus gap annually. This year we report our gender and ethnicity pay gaps, additional data and analysis. We also reference partner data providing a combined view.

## Explanations and definitions

The reference point for data included in this year's report is 5 April 2022.

- 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.
- The median is the middle value in the range of values.
- The mean is an average calculated by the sum of the values divided by the number of values.
- According to the Office of National Statistics the average gender pay gap for all employees in the UK was 14.9% in 2022.





# Key findings 2022-23

## Continued progress

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Our mean and median gender pay gaps have both reduced this year.

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For the fifth year, our mean gender pay gap is lower than the national average.

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

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The negative pay gap for associates is closing. This means that there is balanced representation of men and women across this population.

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The firmwide employee bonus scheme continues to recognise an increasing proportion of employees and is offered to a slightly larger proportion of women than men.

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The gender pay gap reduced for senior associates, senior counsel and business services groups, with women senior associates being paid marginally more than men.

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

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The mean partner earnings ethnicity gap is marginally negative, and the median gap is zero during this reporting period.

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## Adjustments and improvements

Our combined employee and partner gender earnings gap has increased slightly in this reporting period.

The cause of our gender pay gap remains unchanged as we employ more women in roles with salaries in the lower pay quartiles.

Although the proportion of minority ethnic employees increased slightly, this population is mainly within roles in the lower salary quartiles, so we have seen an overall increase in the combined ethnicity pay gap.

There has been a significant increase in the ethnicity bonus gap, so we are focusing our attention on how the bonus structure might disproportionately impact minority ethnic talent.



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



# Our gender plan progress

Six years on since we launched our gender plan, we continue to report on the success of our data-led strategy. Our gender plan is the backbone of our inclusion activity and our partnership has we have doubled the number of women in the partnership as a result of our approach.

Reducing pay gaps is just one of a number of ways to measure inclusivity. Our annual reporting provides the opportunity to monitor progress of the 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 have achieved all of these objectives this year.**

## Women in leadership

During the reporting period, the percentage of women in the partnership has increased from 25% to 26%. This continues our consistent annual increase in representation of women.

We have continued to focus on attracting women to the firm. Since our last report, a further 2 women have joined the partnership laterally.

We have also continued to invest in our people. In the UK, we promoted 3 women to the partnership.

We remain committed to ensure the gender balance of future promotions fairly represents the gender balance of our candidate pool.



**Over 30%  
of our  
UK Board  
members  
are women**

Our UK Board comprises the executive and operational boards and supervisory council. Together it's responsible for the strategic direction and leadership of the firm.

# Required reporting

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

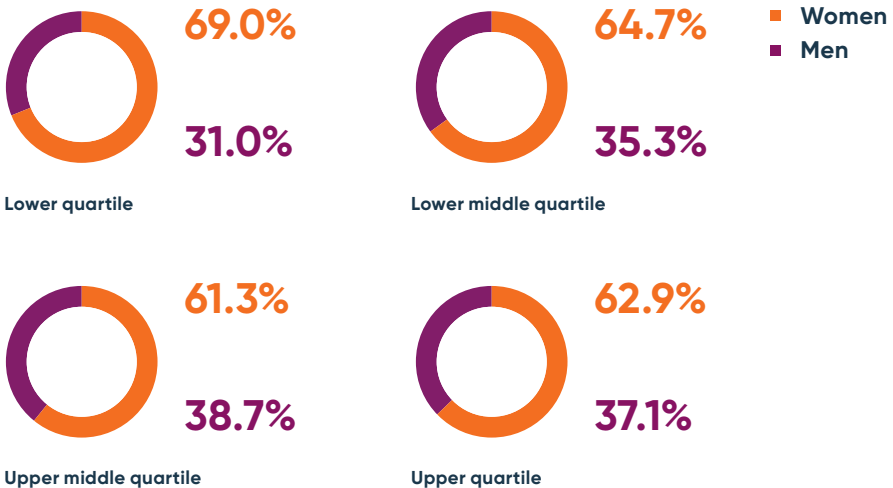
## Gender split

We employ more women than men overall and the majority of our business services employees are women.



Employee gender pay gap		
	Mean	Median
2021/22	11.1%	26.2%
2022/23	6.6%	17.9%
Variance	-4.5%	-8.3%

## Pay quartiles



- We continue to employ more women overall than men. This remains unchanged from last year.
- Our mean and median pay gaps have improved by 4.5% and 8.3% respectively during this reporting period. Our pay gap remains lower than the national average of 14.9%\*.
- There have been slight increases in the number of women in both the upper and lower pay quartiles during the reporting period.
- Our business employs a broad range of people from trainee lawyers to expert consultants and colleagues in business services, in a wide range of roles, with salaries varying greatly. For this reason, we have analysed our pay gap by job role and shared the data later in this report.

\*published by the ONS in October 2022.

## Bonuses

We are pleased to see a further reduction in our bonus gap this year. Across the firm, more employees are in receipt of bonuses, and we continue to pay proportionally more bonuses to women than men.

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 the regulations, which stipulate it is based on bonus value. This means pro-rated payments have a negative impact.

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

Our analysis shows women make up the majority of our part-time employees, and those for whom bonuses are pro-rated.

	Bonus gap		Proportion receiving bonus	
	Mean	Median	Women	Men
2021/22	34%	59%	77%	70%
2022/23	26.2%	37.8%	79.1%	76.4%
Variance	-7.8%	-21.2%		





# 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.

	2021/22			2022/23		
	Pay Gap	Headcount split		Pay Gap	Headcount split	
	Mean	Women	Men	Mean	Women	Men
Associate	-8.7%	61.9%	38.2%	-1.7%	62%	38%
Senior Associate	1.5%	57.3%	42.7%	-0.5%	59%	41%
Senior Counsel	4.6%	54.8%	45.2%	1.3%	63%	37%
Business Services	13%	67.6%	32.4%	12.4%	67%	33%

We continue to have a negative pay gap for associates, which is reducing. This means that on average, our women earn slightly more than men in our associate and senior associate populations.

Our senior counsel pay gap has reduced due to the slight change in gender balance of a relatively small cohort.

In business services, we have a slight reduction in our pay gap, although this number has remained steady across the last few years.

Organisations need the skills in these teams to cover a broad range of roles, for which salaries vary considerably.

Our compensation processes assure us that we pay men and women fairly for equivalent work 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 more women are employed in roles where benchmarked salaries fall into the lower pay quartiles.

Our investment in more business services expertise continues. As we explore more ways of reducing our gap we are still investing in areas and roles where talent is predominantly made up of women.

## Partner 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.

Although we have seen a marginal increase in the mean partner earnings gap, we have reduced the median partner earnings gap by 6.7% this year.

This will be a continued focus area for us.

Reporting year	Mean earnings gap	Median earnings gap
2021/22	38.8%	48.9%
2022/23	40.2%	42.2%
Variance	1.4%	-6.7%

## Combined partner and employee earnings gap

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

Although the employee pay gap continues to reduce, we have seen a slight increase in the whole firm total earnings gap in this reporting year.

Following a successful financial performance in this reporting year, the subsequent earnings in the partnership, which is majority men, increased at a proportionate rate to the higher partner earnings compared to the total earnings of our employee population, which is majority women.

We will play close attention to the yearly variance in the combined earnings gap, particularly as we aim to increase the proportion of women in the partnership and in senior leadership roles.

Reporting year	Mean earnings gap	Median earnings gap
2021/22	62.6%	31.5%
<b>2022/23</b>	<b>66.1%</b>	<b>32.7%</b>
<b>Variance</b>	3.5%	1.2%

## Ethnicity earnings gap

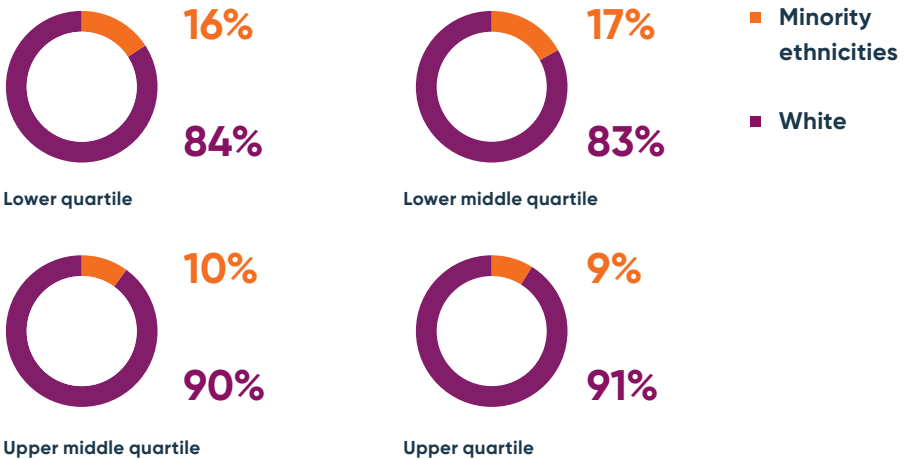
We continue to voluntarily report our ethnicity pay data. As we noted in previous reports the size of the populations involved means that relatively small

changes in headcount or pay will disproportionately impact pay gaps. As a result, we've included data sets that represent our people in overall figures and calculated percentages.

	Earnings gap		% who are Black, Asian or another minority ethnicity	
<b>Employee pay gap</b>	2021/22	<b>2022/23</b>	2021/22	<b>2022/23</b>
Mean	14.7%	<b>18.5%</b>	12.7%	<b>13.9%</b>
Median	42.3%	<b>34.4%</b>		
<b>Partner earnings gap</b>	2022	<b>2023</b>	2022	<b>2023</b>
Mean	3.2%	<b>-0.3%</b>	10.1%	<b>8.1%</b>
Median	32.1%	<b>0%</b>		
<b>Combined ethnicity gap (partners and employees)</b>	2022	<b>2023</b>	2022	<b>2023</b>
Mean	18.5%	<b>23.1%</b>	12.4%	<b>13.4%</b>
Median	24.6%	<b>39.4%</b>		
<b>Bonus gap</b>	2022	<b>2023</b>		
Mean	1.5%	<b>27.3%</b>		
Median	14.3%	<b>49.7%</b>		



## Ethnicity earnings quartiles



The overall representation of people who are Black, Asian, or from another minority ethnicity has marginally increased this year. Within earning quartiles, we have seen a 3% and 2% increase within the lower middle and upper quartiles respectively, and 1% decreases in the lower and upper middle quartiles.

We will continue to monitor and analyse the cause of this increase, which is likely linked to minority ethnic talent receiving a bonus proportionate to salaries in the lower quartiles.

However, the employee ethnicity pay gap and combined ethnicity pay gap have slightly increased this year. Additionally, we have seen increases in the bonus gap this year.

Our race and ethnicity strategy continues to develop in response to employee feedback and data such as this pay gap analysis. We continue to invest in this area, aware that the results of some initiatives will take time to reflect here.

# Our race and ethnicity strategy progress

**Determined to achieve more, we continue to invest in our race and ethnicity strategy**

Since launching in 2020, we've made good progress towards helping defeat systemic racism and inequality in the legal profession.

Inclusivity remains at the heart of everything we do. We will continue to do what's needed to create a more inclusive workplace and society for everyone.

Here are a few highlights from our race and ethnicity programme last year, with more to come:

## Recruiting more diverse talent



We achieved **Mansfield UK Certification Plus** in the inaugural pilot of the initiative in the UK, and are continuing our participation in **Mansfield UK 2.0**. This initiative supports our aim to boost representation of underrepresented lawyers in leadership.

In summer 2022, we welcomed our first cohort of Paralegal Interns through the 10,000 Black Interns initiative, and successfully recruited two trainees through the scheme.

#10000  
BLACK  
INTERNS

We will expand our summer 2023 internships to include interns in our business services teams in summer 2023.

31% of training contract offers accepted following the **2022 assessment season** were from minority ethnic backgrounds, including 25% of Black heritage.



## Improving the experience

Our **cultural diversity reciprocal mentoring programme** is in its second year and supports our people to become confident allies as they learn about the experiences of their minority ethnic colleagues.



Through our new **Connect + Learn sessions**, we have listened to feedback and ideas we need to take forward.



We have recognised that experiences of colleagues from different ethnic groups will vary and so it has been key to listen to our colleagues' individual experience.

## Engaging our clients and community



We are part of the **NOTICED** network, the UK's first inter-firm network focused on the progression of minority ethnic talent in the legal sector.



We host mentoring programmes for Black heritage students and graduates through **Aspiring Solicitors** and the **Stephen James Partnership**.

We continue to support the **Windrush legal clinic** alongside the Greater Manchester Immigration Aid Unit.



You can find out more about the impact of our race and ethnicity strategy [here](#).

**2000+ people 1100+ lawyers 300+ partners 29 offices 17 jurisdictions**



<b>Austria</b>	Klagenfurt   Vienna
<b>Belgium</b>	Brussels
<b>China</b>	Beijing   Hong Kong   Shanghai
<b>Czech Republic</b>	Brno   Prague
<b>France</b>	Paris
<b>Germany</b>	Berlin   Düsseldorf   Frankfurt   Hamburg   Munich
<b>Hungary</b>	Budapest
<b>Netherlands</b>	Amsterdam   Eindhoven
<b>Poland</b>	Warsaw
<b>Republic of Ireland</b>	Dublin
<b>Slovakia</b>	Bratislava
<b>South Korea</b>	Seoul*
<b>UAE</b>	Dubai
<b>Ukraine</b>	Kyiv
<b>United Kingdom</b>	Cambridge   Liverpool   London   London TechFocus
<b>USA</b>	New York   Silicon Valley

\* In association with DR & AJU LLC

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Taylor Wessing statistics published are correct as of 1 September 2021.

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