

The Baker McKenzie logo is positioned in the top left corner. It consists of the word "Baker" in a bold, red, sans-serif font, stacked above the word "McKenzie." in a similar bold, red, sans-serif font. The background of the entire slide is a vibrant, abstract splash of colors, including shades of blue, purple, orange, and yellow, with a fine, granular texture.

**Baker  
McKenzie.**

# **Gender and Ethnicity Pay Gap Report**

March 2023

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# Introduction

As a global law firm, we have made a commitment to doing what we can to achieve true equity and are therefore committed to continuing the transparent conversation about the state of the pay gap, across both gender and ethnicity; and making continuous progress to close the gaps.

This report summarises the key findings from our analysis of pay gaps at Baker McKenzie in London during the year to 5 April 2022. Whilst there is a statutory requirement to publish our gender pay gap, this is one of a number of measures we track to benchmark our progress and it offers valuable insight into how we are doing. We publish the pay gap across ethnicity and track the pay gaps for sexual orientation and disability. We are also collecting data around socio-economic background to enable us to measure that gap in the future.

It is important to set targets and analyse data, but we believe it's also vital to have a plan and weave these goals and aspirations into the life cycle of our business. At Baker McKenzie our ID&E efforts are a core part of the values of the Firm; they are at the heart of what we do.

Our aspiration is to go beyond developing an ID&E programme to embedding a change culture. Over the past year we have been focusing particularly on creating better experiences for our people, better outcomes for our clients and driving sustainable and positive change in our industry.

While we are passionate about progress, we approach ID&E with humility. We continuously refine, innovate and build on best practices, acknowledging that there is certainly more to be done and with the understanding that significant and lasting change takes time to achieve.

By being intentional, purposeful and consistent, we are developing habits that sustain focus and deepen organisational progress on ID&E.



**Ed Poulton**  
London Managing Partner



**Sarah Gregory**  
Inclusion and Diversity Partner



# Our strategy

Our objective is to advance an inclusive, equitable and diverse culture where all our people flourish, contribute their ideas and achieve a sense of meaningful well-being and purpose at work.

We look at the experience of our people in a holistic way over the full career life cycle, whether they are with the Firm for a short period or for their entire career. We believe in making the best experience possible for our people, to help everyone to succeed.

It is vitally important to us to make sure we are aligned with our clients; helping them on their own ID&E journey and partnering with them on shared ID&E goals and projects to accelerate change. In turn, we also engage with our suppliers to ensure that those we are working with share our ID&E focus.

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**Our ID&E strategy is about what we are doing internally with our people, as well as externally with our clients.**

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**We are also doing all we can to break down barriers to progress ID&E in the legal industry and make it inclusive for all.**

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**We encourage our people to act as agents of change, participating in industry organisations that make a lasting impact.**



# Making an impact

Our ID&E measures focus on  **Culture**  **Career** and  **Clients**



## Culture

**Building on the Firm's many market-leading ID&E practices, we have introduced new policies and programmes this year to further our culture of inclusion.**

Over the past year, we have held over 100 educational programmes and discussions across the Firm globally for our people, providing safe and thought-provoking fora for discussion, questions and learning to help build the culture of inclusion.

### In the last year we have:

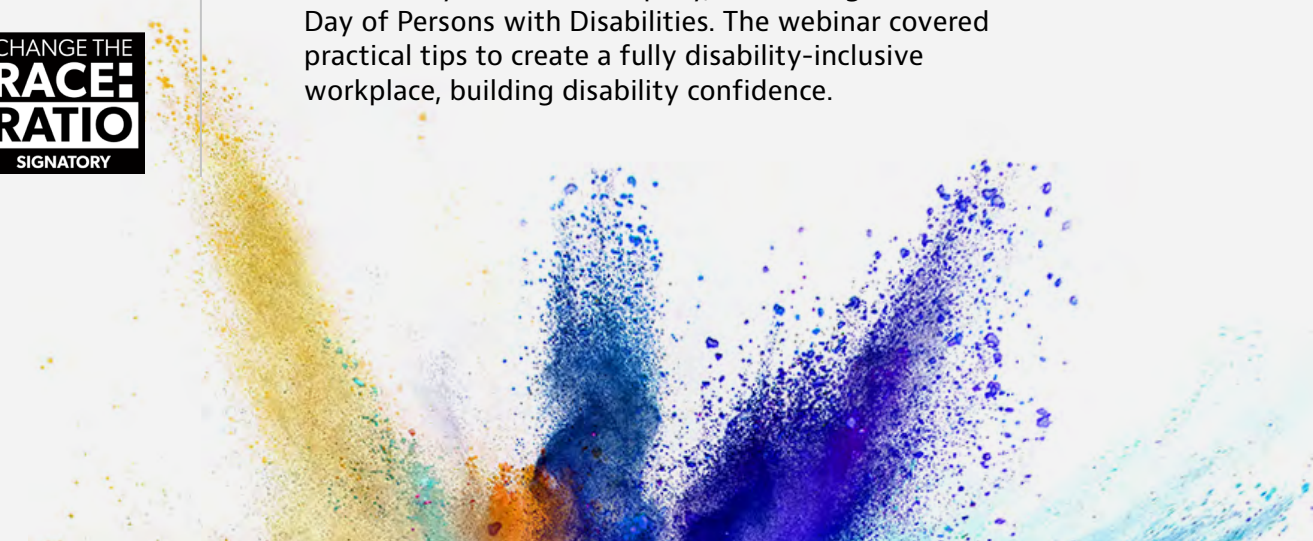
- Updated our London inclusion plan and plans for our legal teams to include actions that build in leadership accountability, support diverse talent, help achieve our workforce inclusion targets and address any under-representation identified in our diversity data.
- Reviewed and updated our suite of employee policies including launching our new menopause policy to further recognise this as a business issue, as well as enhancing the new parent leave policy, and pregnancy and neo-natal loss policy.

- Held our first ID&E collaboration workshop during Social Mobility Week, where representatives from our five affinity groups (BakerEthnicity, BakerLGBT+ & Allies, BakerOpportunity, BakerWellbeing and BakerWomen) came together to discuss the work being done within their groups, identify challenges faced and look at ways the groups can work together to drive forward the Firm's ID&E commitments.
- Launched Listening Circles in collaboration with Business in the Community (BITC), to provide a space for colleagues from minoritised ethnic groups to talk about their experiences in the Firm. BakerEthnicity's circles provide an opportunity to hear from diverse colleagues about their experience in the Firm and identify how we can improve to be a more inclusive employer.
- Signed up to the Confederation of British Industry's (CBI) Change the Race Ratio, joining with a group of senior leaders committed to taking action to increase racial and ethnic minority participation in our businesses.



### ▪ Hosted a number of events, for example:

- A BakerLGBT+ & Allies event during LGBT+ History Month with external panellists, which focused on negative stereotypes associated with bisexuality, the challenges bi people face and most importantly, how we can support all bi people and tackle biphobia.
- A BakerWellbeing event to mark National 'Time to Talk Day', encouraging open conversation about well-being and mental health, and how we can all support each other to perform at our best.
- A BakerWellbeing webinar, in conjunction with ID&E consultancy the Clear Company, celebrating International Day of Persons with Disabilities. The webinar covered practical tips to create a fully disability-inclusive workplace, building disability confidence.





## Career

**We are focused on building the next generation of diverse legal talent and reshaping the profession to be inclusive for all.**

One of the ways we are trying to lead the way in breaking down barriers to entering the legal profession is through the way we approach our graduate recruitment. We've updated our strategy on recruiting high-quality future graduate talent to focus more on reaching a wider pool of candidates and to identify those with the right skill set, regardless of their background.

Once at the Firm, we support our people through their entire career.

### **In the last year we have:**

- Held a series of re-imagined bespoke open days, each focused on a different diversity group. We're the first firm to do this and feedback has been tremendously positive, increasing the diversity of our future talent pool.
- Applied a diversity and inclusion lens to all of our key HR processes, to mitigate any bias in recruitment, performance evaluation, remuneration, development and promotion.

- Sponsored the Network of Networks (TNON), hosting the #Allies4RaceEquity summit in support of TNON's Ally Accelerator programme, launching in 2023. The summit brought together Employee Resource Group leaders, race equity sponsors and senior allies, to explore the hallmarks of impactful race equity strategies for driving accountability from key stakeholders within organisations. We have two leaders joining the programme.
- Launched another round of our hugely successful inclusion circles, a mentoring programme enabling colleagues to explore ways to navigate and develop their career objectives and aspirations. We have multiple circles running across the EMEA region, including circles focused on women, ethnically under-represented groups and socio-economic diversity.
- Continued progress with Leaders Investing in Tomorrow (LIFT), our landmark sponsorship initiative to support the progression of high potential women to senior leadership roles. To date, 131 partners have participated from all over the Firm and 80%+ of LIFT participants have moved into leadership roles during or after the programme.
- Enjoyed ongoing engagement with RISE, our high-potential female mentorship programme for senior associates, which helps to unlock career opportunities. 175+ senior associates from around the world have taken part so far. Participants agree that RISE helps progress their career planning.

“ Making the open day specialised made me feel empowered and inspired. It made me very emotional and I am grateful to Baker McKenzie for hosting such an inclusive and informative session. This event made me feel very included and like I can actually be a City lawyer.”

**Attendee of the Black Lawyers & Allies open day**





## Clients

**We work with clients to help them progress their own ID&E journey and collaborate with them on shared ID&E goals, from joint mentoring and sponsorship programmes to educational seminars and networking, working together to create a bigger impact.**

**In the last year we have:**

- Introduced BakerEthnicity's Talent Incubator, a client collaboration initiative driven by the London office's BakerEthnicity affinity group collaborating with clients. It is a simulated pitching and public speaking competition for associates and in-house counsel from under-represented ethnic groups. Working closely with participating client and partner mentors, the 40+ participants deepened their professional skills, knowledge and personal networks.
- Hosted 16 virtual sessions as part of our 2021-2022 ID&E Virtual Series for clients and colleagues. A London partner led a recent session on privilege, how we recognise when we have it and how we advocate for those who do not.

- Acted as a lead partner at the EMEA-wide General Counsel for Diversity & Inclusion Group. The group is made up of major corporations who have come together to support increasing meaningful equity, diversity and inclusion across the legal profession in their own in-house practices.
- Received a 2022 Outside Counsel Diversity Award from our client, Accenture. In its second year, the award honoured five firms working with Accenture that are making tangible progress in inclusion, diversity and equity.

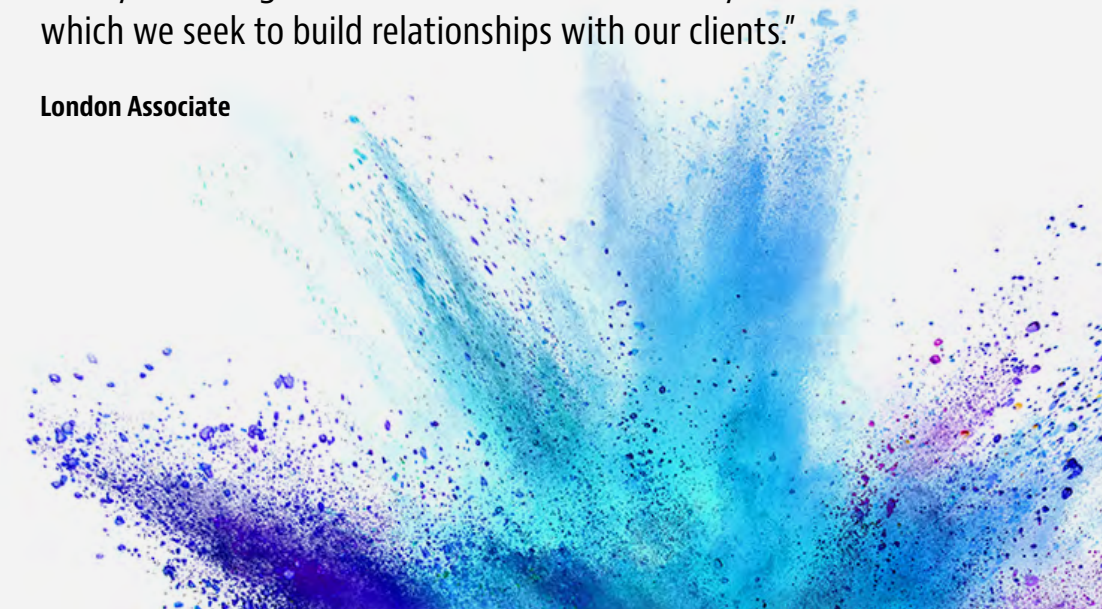
“The winners (of Accenture's Outside Counsel Diversity Award) share our values and commitment to diversity, equity and inclusion. We recognise these leaders for their commitment and believe that all our partners have an opportunity to make significant contributions to diversity across the legal profession and to accelerate change.”

**As quoted by Accenture's General Counsel and Corporate Secretary, Joel Unruch, in the Awards announcement**

- Progressed Return-ity, our parental leave and return-to-work initiative, sponsored by the BakerWomen affinity group. An opportunity was identified to fill gaps in return-to-work support for both our clients and our people.

“Return-ity is designed to help ease clients' return to work post-leave, supporting them at what can be a challenging time, and giving our people networking and business development opportunities at a stage when they may not be willing or able to take part in traditional client engagement. We see Return-ity as a key differentiator in the legal market, and the programme is very much aligned with our values and the way in which we seek to build relationships with our clients.”

**London Associate**



# Gender & ethnicity aspirational targets

We are focused on increasing diverse representation among our lawyers and professionals at the most senior levels of the Firm. One of the ways we do this is by setting targets, as it enables us to track and measure progress and clarify goals to which we align behaviours, build accountability and operationalise change.

To meet our goal of gender equality at our most senior ranks, we are proud to have been the first global law firm to adopt global Gender Aspirational Targets (GATs) of **40:40:20** gender diversity by July 2025. The targets represent **40% women, 40% men** and **20% flexible** (women, men or non-binary people), and apply to partners, senior business professionals, Firm committee leadership and candidate pools for senior roles.

We've also adopted London-office targets for **14% Black, Asian and other ethnic minority group representation at every level by 2025**. We have also established targeted measures to address the specific and unique challenges faced by Black and Brown communities.

Since adoption, the GATs and the ethnicity workforce targets have been critical to progressing our strategy. We have been working to operationalise equality through improving access to real time data, expanding our mentoring circles and redesigning several policies.

**With more inclusive and diverse leadership teams, our teams are more innovative, our decisions are better and our client relationships are more robust. While we still have more to do, we are pleased that the targets have already made an impact across the Firm.**



# Gender & ethnicity pay gap

A pay gap is the difference in average hourly pay between employees within an organisation, for instance with regard to their sex (the men/women pay gap), or between all white and all ethnic minority employees. It's not a measure of equal pay, which looks at the rates paid to different employees for the same (or comparable) roles.

## Key findings

Our gender and ethnicity pay gaps reflect the fact that, like most law firms, we have:

Fewer women and people from minority ethnic backgrounds who are partners or in other senior roles.

A higher proportion of women in business support and administrative roles. Through industry benchmarking, we know these roles are competitively rewarded; but do tend to sit in the Firm's lower pay bands.

A higher proportion of women than men in part-time roles, which affects the gender bonus gap. In accordance with our targets, we're committed to achieving a more balanced spread of seniority across our men and women.

**We're also pleased to report negative pay and bonus gaps for disability and sexual orientation** – though the data samples for these groups aren't large enough for publication.



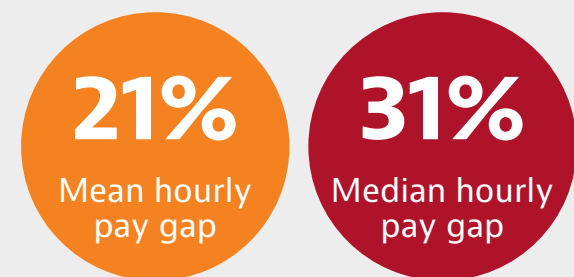
# Gender pay gap

The gender pay gap demonstrates the difference in hourly pay between all employees, both men and women within a business. Our graphics show both the mean (average) gaps for pay and bonuses for men and women working in Baker McKenzie's London office; and the median figure (the middle value within the range of hourly earnings). A positive pay gap figure means that average hourly earnings for men are greater than those for women, or a negative figure means the reverse.

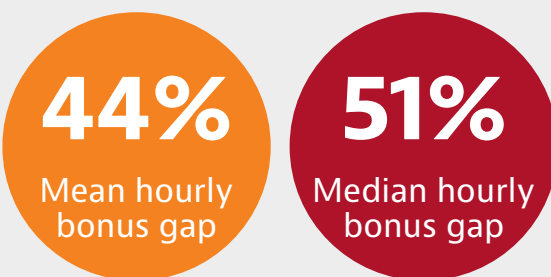
## Employees

Employee pay gaps refer to all non-partner employees.

### PAY GAP

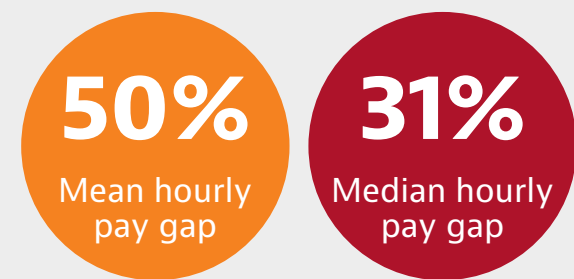


### BONUS GAP

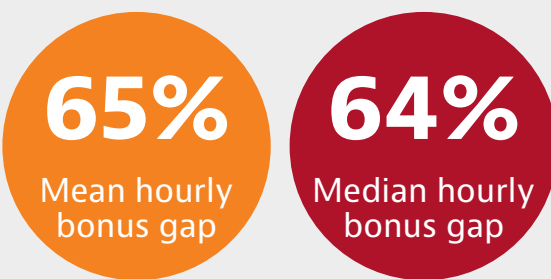


## Employee + Partner

### PAY GAP



### BONUS GAP

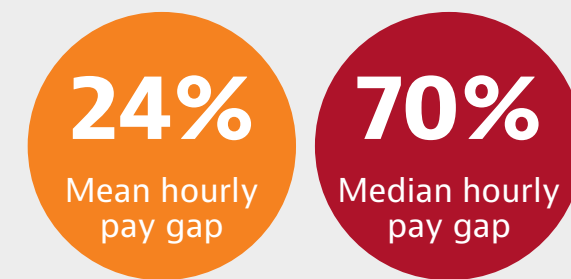


## Partners

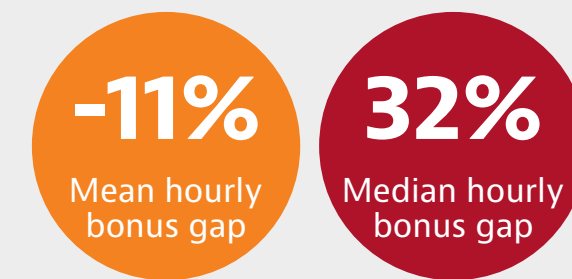
Though it's not a statutory requirement, we also publish pay gap data for our partners each year.

Partners are remunerated in a different way from employees, so the figures in these charts are for the full financial year, rather than a snapshot in time. 'Pay' refers to non-discretionary partner profit, while 'bonus' means discretionary partner profit.

### PAY GAP



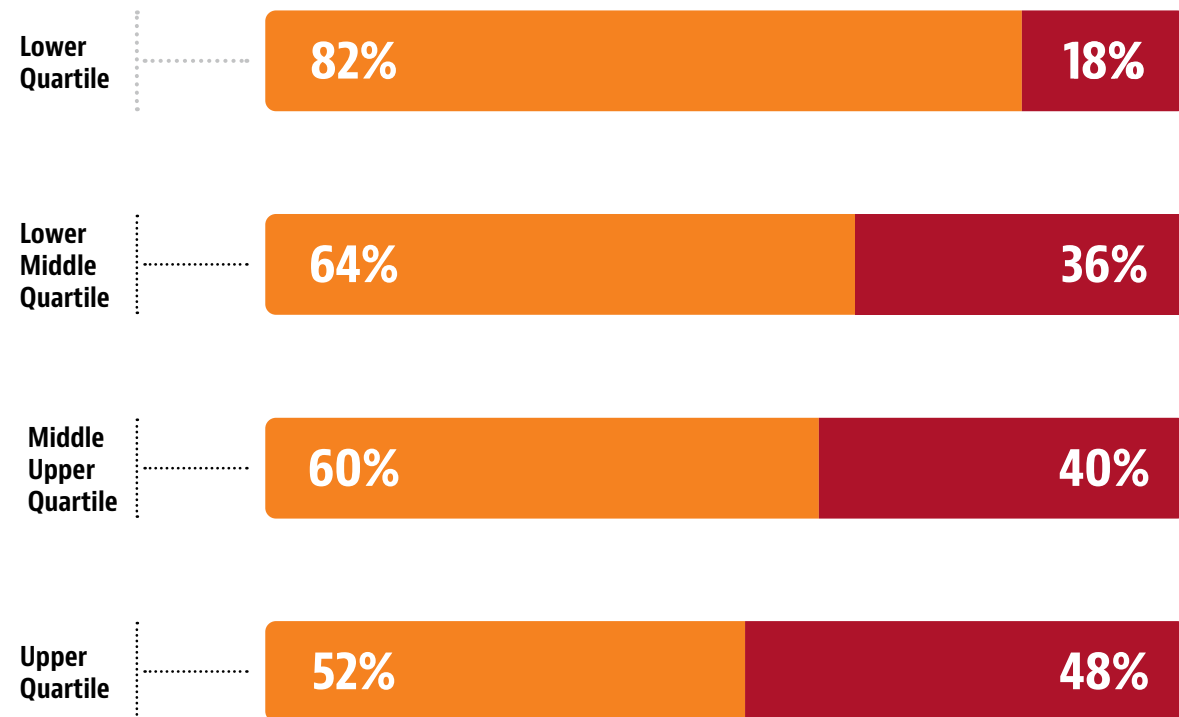
### BONUS GAP



## Pay gap based on salary quartiles

These quartiles show the mean gender pay gap according to the range of employee salaries.

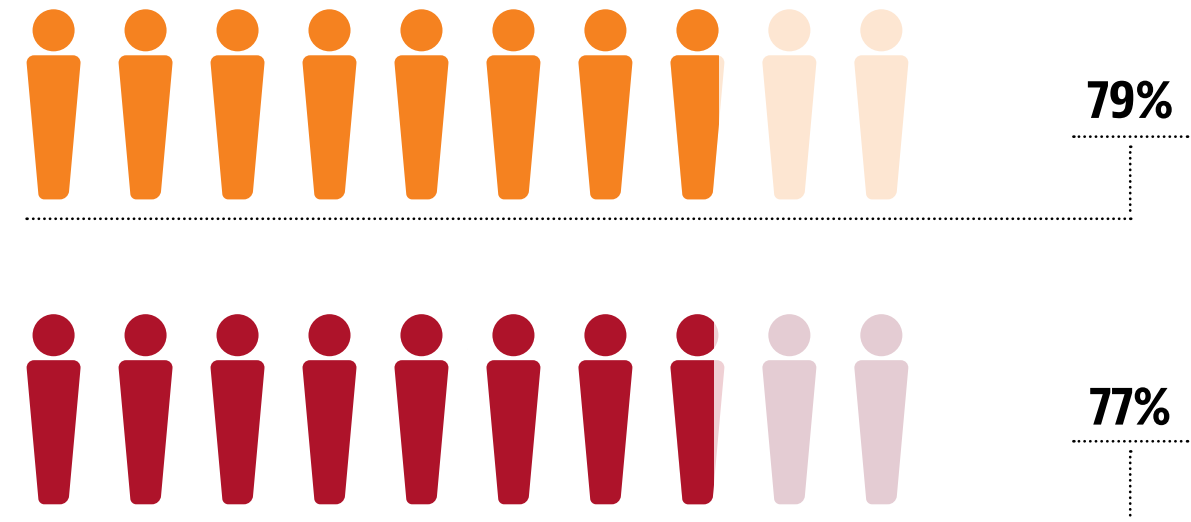
### PERCENTAGE OF FEMALES VS. MALES IN EACH QUARTILE



## Percentage of employees receiving a bonus

The figures below show the percentage of males and females who were awarded a bonus.

### PERCENTAGE OF EMPLOYEES RECEIVING A BONUS



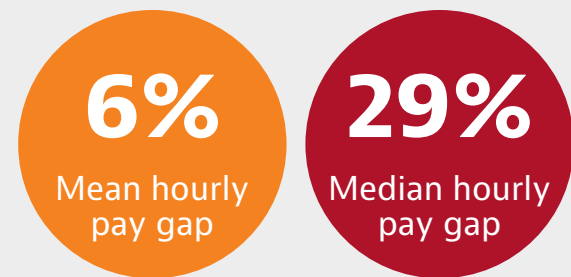
# Ethnicity pay gap

The charts in this section show the combined data for employees from all Black, Asian and (non-white) minority ethnic backgrounds. Although we recognise the terms 'ethnic minority' and 'BAME' are used across the industry to collectively describe the experiences of Black and Asian people, we understand that this is not a homogenous group with one experience. Therefore, our preference is to speak specifically of the shared experiences of Black and Asian communities, whilst recognising the various nuanced experiences for specific ethnic groups. We also analyse the pay gaps for specific ethnic categories, to inform our inclusion strategy and monitor its impact. However, the data samples for these groups aren't large enough for publication.

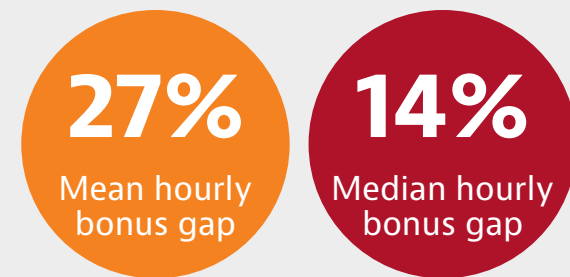
## Employees

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### PAY GAP

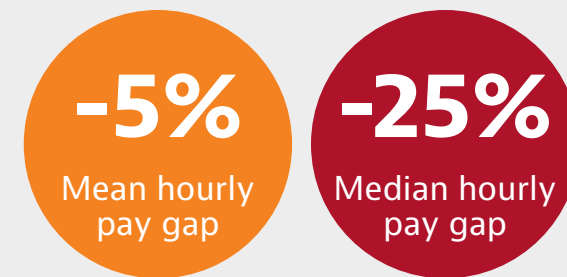


### BONUS GAP



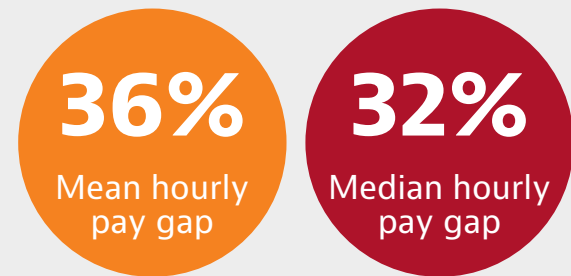
## Partners

### PAY GAP

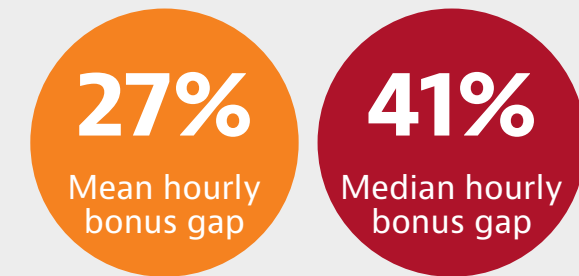


## Employee + Partner

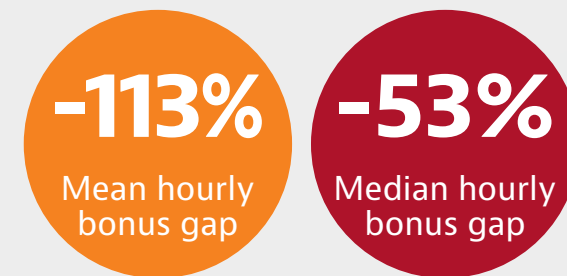
### PAY GAP



### BONUS GAP



### BONUS GAP



## **Baker McKenzie delivers integrated solutions to complex challenges.**

Complex business challenges require an integrated response across different markets, sectors and areas of law. Baker McKenzie's client solutions provide seamless advice, underpinned by deep practice and sector expertise, as well as first-rate local market knowledge. Across more than 70 offices globally, Baker McKenzie works alongside our clients to deliver solutions for a connected world.

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