

Gender & Ethnicity Pay Gap Report

March 2024

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Introduction

As a global law firm with 74 offices around the world, we are committed to creating a more diverse and inclusive environment to enhance the experiences of our people, clients and our culture. We want to do everything we can to achieve true equity and ensure we are continuing to make progress to close the pay gap, for both gender and ethnicity.

This report summarises the key findings from our analysis of pay gaps at Baker McKenzie in London on 5 April 2023. We also publish the pay gap for gender and ethnicity and track the pay gaps for sexual orientation and disability. We continue to collect data around socio-economic backgrounds to enable us to measure that gap in the future.

Whilst there is a statutory requirement to publish our gender pay gap, data collection and analysis has always been an important part of our approach. Data helps us to identify underrepresented groups and recognise the challenges they face, and it holds us to account.



Ed Poulton
London Managing Partner



Sarah Gregory
ID&E Partner

Inclusion, diversity and equity sits at the core of our values, as a guiding principle for everything we do.
It is a process of continual learning and improvement with the recognition that there is certainly more to be done.

Our strategy

We want to create an inclusive culture where everybody feels they belong; a fair and equitable place for all of our current and future employees.

Setting targets and collecting comprehensive data feeds into our action-orientated plans to overcome challenges and make vital improvements. Tracking our progress helps us to turn talk into action, and focus on accountability for ID&E action collectively at a Firm level and through individual responsibility.

Our strategy proactively prioritises three key areas: **our people**, **our clients** and **our industry**.



Making an impact

We have been working hard to ensure our programmes and initiatives are delivering the greatest impact. Here are some of the ways we are working to create better experiences for our people, improve outcomes for our clients and drive sustainable change across our industry.

- **Held numerous** bespoke open days for graduate recruitment, each focused on a different diversity group. We were the first Firm to take this approach and it has been instrumental in increasing the diversity of our future talent pool.
- **More than 900 participants** attended one or more sessions in our 2023 ID&E Virtual Series for clients and colleagues (with a further 700 clients accessing recordings). The series shone a spotlight on important ID&E topics such as the role of leaders in removing barriers and advancing equity and generational diversity.
- **Hosted an in-person ID&E client event** with John Amaechi OBE, bringing together clients and colleagues for an evening of conversation and networking focused on the role that business leaders play in advancing equity and inclusive behaviours, to drive progressive change.
- **Held a Diwali celebration**, with a focused roundtable discussion with senior clients exploring FCA consultation papers on ID&E in financial services.
- **Celebrated Pride Month** by joining over 550 groups marching in London Pride. Throughout the year, our LGBTQ+ affinity group, BakerPride, also ran a series of webinars and in-person events focusing on topics such as bisexual awareness and the Firm's ongoing work fighting Florida's "Don't Say Gay" bill.

- **Sponsored the Black British Business Awards**, which were founded by Baker McKenzie alumna Sophie Chandaoka, to celebrate the exceptional performance and outstanding achievements of Black professionals and entrepreneurs.
- **London partners attended The Network Of Networks specialised Ally Accelerator programme**, which explored impactful race equity strategies, how to build race fluency, confidence and allyship. We are also actively involved with their Mid Career and Early Career talent accelerator programmes.
- Our London **BakerEthnicity** group launched the second cycle of its Talent Incubator, a client collaboration initiative which develops professional skills, knowledge and mentoring relationships between our ethnic minority talent and key clients. We partnered with charity Street Child on their National Fast Challenge, during Ramadan, and hosted a Holocaust Memorial webinar with external speakers.
- **Our London affinity group supporting female colleagues, BakerWomen**, launched its ongoing series of events called Perspectives with BakerWomen, bringing together colleagues across the Firm to build vital networks and share experiences. They also continued to drive forward key initiatives, such as our Menopause policy and Return to Work policy for new parents, and focused on career progression and coaching initiatives, as well as identifying ways to externally engage with clients.

- **BakerOpportunity, our affinity group focused on social mobility**, supported our Graduate Recruitment team on the launch of BEGINNINGS at Baker McKenzie, an 18-month social mobility focused development scheme for year 12 students interested in a career in law.
- **Listed once again in the Social Mobility Foundation's Employer Index**, demonstrating the Firm's ongoing commitment to this area of ID&E.
- **Our London BakerWellbeing affinity group** hosted a number of virtual and in-person sessions aimed at boosting wellbeing in the office, including a webinar to support colleagues with the move to our new London office, and a session on improving disability confidence in the workplace. They continued to champion important policies such as the Mindful Business Charter and the wellbeing policy, trained more Mental Health First Aiders, promoted the Firm's wellbeing resources, and encouraged more open conversation about wellbeing around the office.
- **Launched the fourth intake of Return-ity** (our parental and return-to-work scheme) with clients and internal participants, to ease the transition back to work.

Gender & ethnicity aspirational targets

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 were also the first law firm to adopt London-office targets for **14% Black, Asian** and **other ethnic minority group** representation at every level by 2025.

Since adoption, the GATs and the ethnicity workforce targets have been a critical tool to advance senior-level diversity and embed equitable processes across the Firm.



More inclusive and diverse leadership teams lead to more innovative teams, improved decision making and more robust and relatable client relationships. Whilst we acknowledge that 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 (comparing men and women), 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.

We are progressive in our approach to measuring our gender and ethnicity pay gaps against our GATs and ethnicity targets, and in our progress in closing the gaps. In accordance with our targets, we're committed to achieving a more balanced spread of seniority between our men and women and ethnic minority colleagues. Our pay gaps reflect the fact that 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.

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.

We have also reviewed our data on socio-economic background, but we do not yet have a high enough response rate to publish this data.



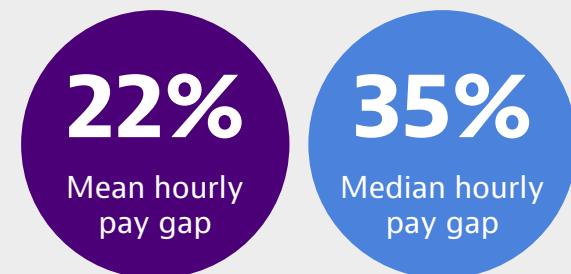
Gender pay gap

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.

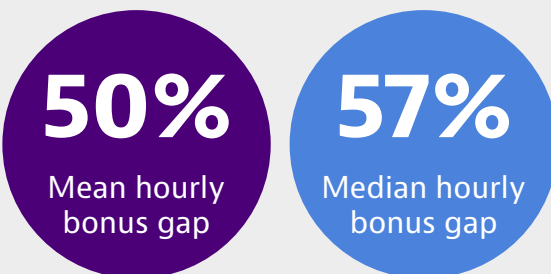
Employees

Employee pay gaps refer to all non-partner employees.

PAY GAP

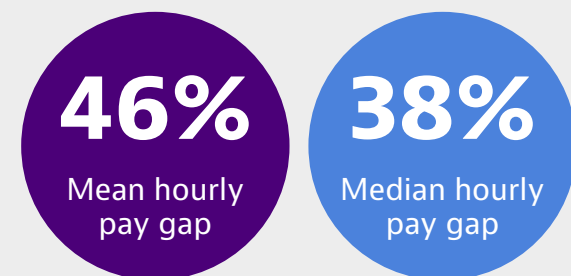


BONUS GAP

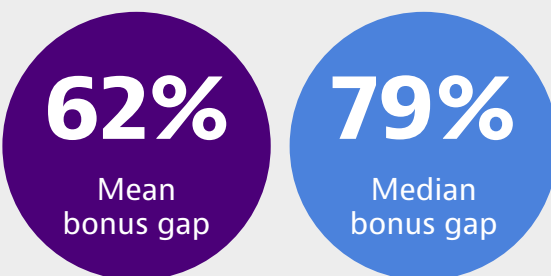


Employee + Partner

PAY GAP



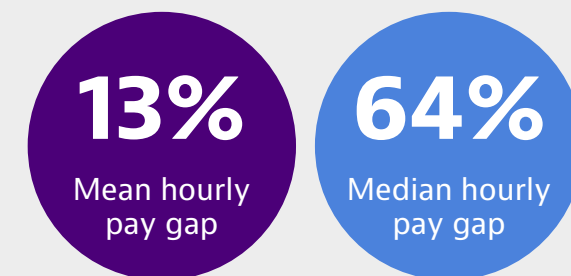
BONUS GAP



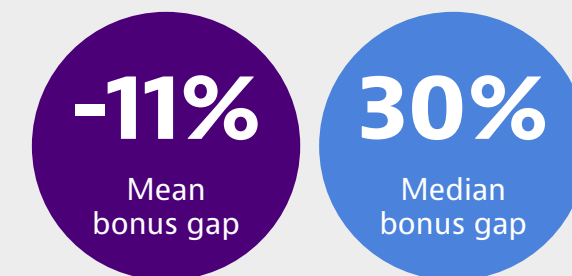
Partners

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 these figures 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



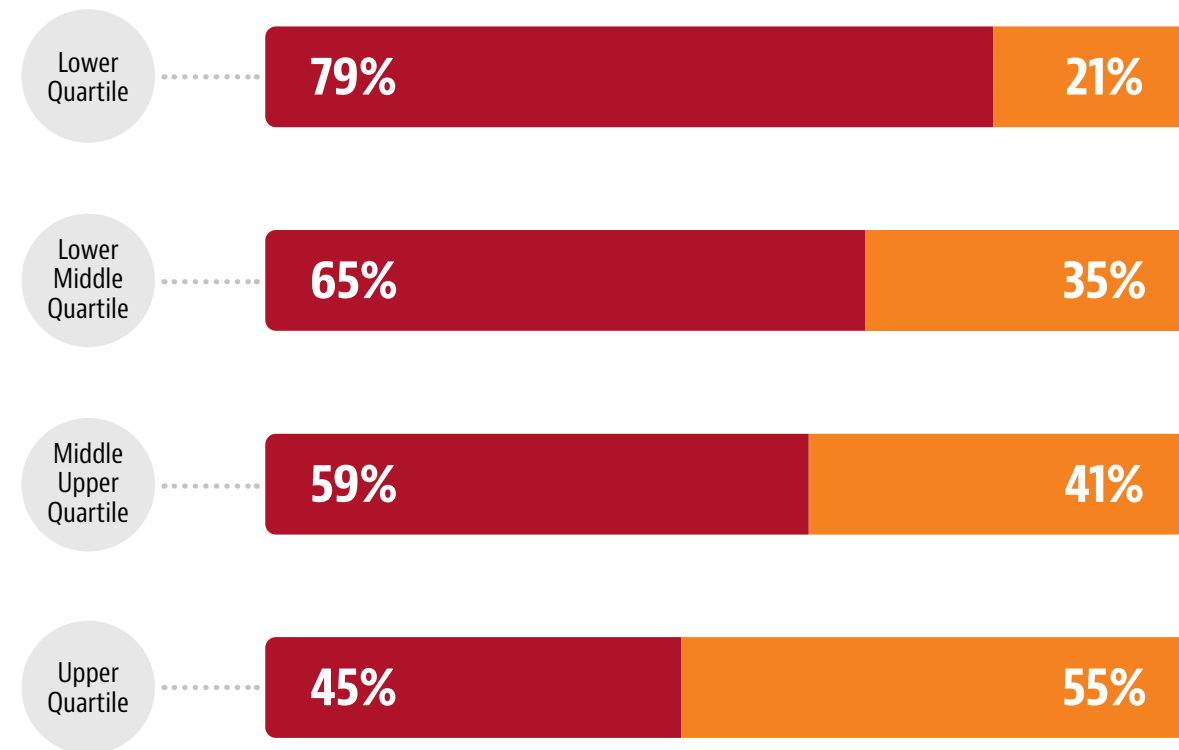
BONUS GAP



Pay gap based on salary quartiles

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

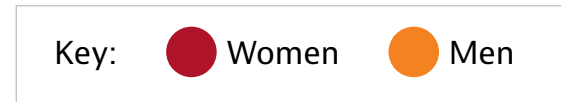
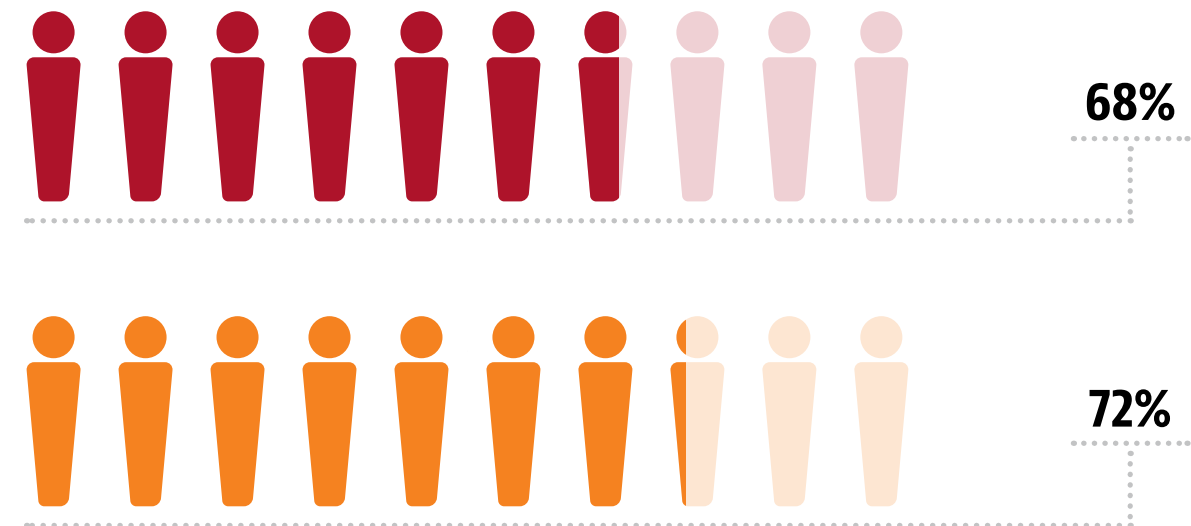
PERCENTAGE OF WOMEN VS. MEN IN EACH QUARTILE



Percentage of employees receiving a bonus

The figures below show the percentage of women and men who were awarded a bonus.

PERCENTAGE OF EMPLOYEES RECEIVING A BONUS



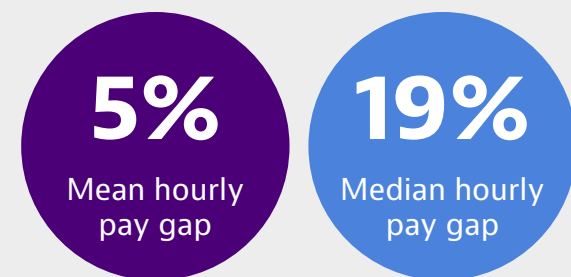
Ethnicity pay gap

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

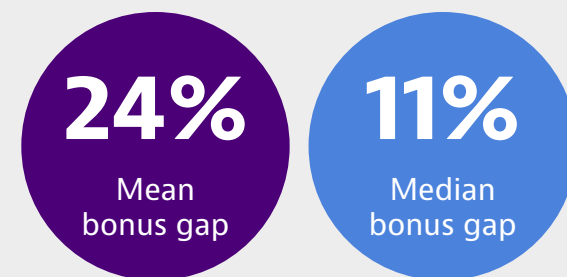
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PAY GAP

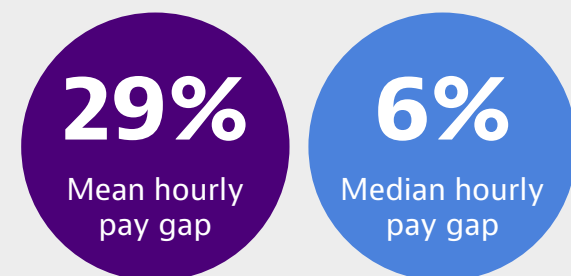


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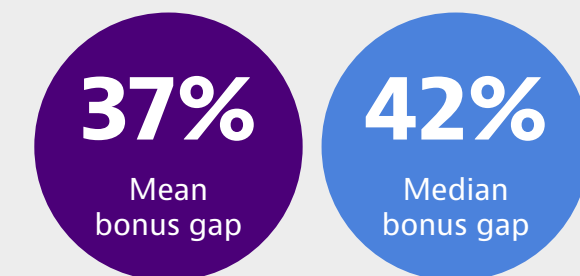


Employee + Partner

PAY GAP

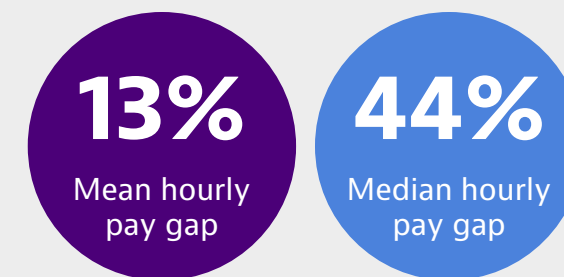


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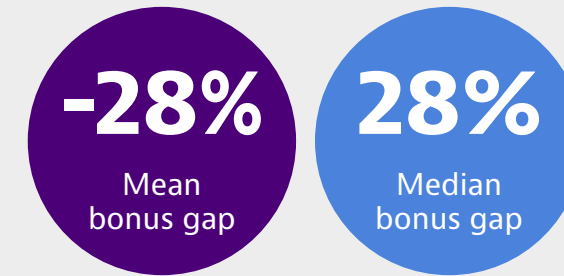


Partners

PAY 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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