

Gender & Ethnicity Pay Gap Report – United Kingdom

March 2025

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Introduction

Inclusion, diversity and equity (ID&E) are foundational to the culture and strategic vision at Baker McKenzie and act as guiding principles. We are committed to creating a culture of inclusion to enhance the experiences of our people, the results for our clients and ensure we are playing our part to drive positive change in London. We are committed to embedding these principles within the Firm with our approach focused on leadership, accountability and humility. We want to do everything we can to achieve true equity and make progress to close the pay gaps, for both gender and ethnicity.

This report summarises the key findings from our analysis of pay gaps for gender and ethnicity at Baker McKenzie in London on 5 April 2024.

We collect data on socio-economic background, sexual orientation and disability, and continue to review our progress or gaps.

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 understand the challenges they face.

The data collected holds us to account and enables us to make progress. It empowers us to develop action-orientated plans to ensure we are continuing to progress and evolve. We have gender aspirational targets for roles across the office, and we were the first law firm to set aspirational targets in London for Black, Asian and other minority ethnic representation at every level. We monitor our progress against these targets regularly and will be reviewing and updating them later this year. As we have said before, this is a process of continual learning and improvement, with the recognition that there is more to be done.



Ed Poulton
London Managing Partner



Sarah Gregory
ID&E Partner

Our strategy

At Baker McKenzie, we believe in the power of inclusion, diversity and equity.

Our long-held commitment to these values reflects our culture, which has been nurtured since our inception. We want to create an inclusive culture and shape a better future where all our people can thrive. We are committed to serving our clients with innovative solutions, devised by a diverse talent pool and an inclusive community.

We do this by focusing on three interconnecting key areas: **people, clients** and **culture**.



Taking positive steps

We continue to deliver against our long-term ID&E plan and work hard to ensure our programmes and initiatives focused on diversity, equity, inclusion and belonging are delivering the greatest impact. We've highlighted just some of the ways we are working to create better outcomes for our people and our clients, and ensure we are creating a culture of inclusion. In the past 12 months we have:

- Launched the fifth intake of **Return-ity**, our parental return to work scheme, with clients and internal participants.
- Hosted our '**Perspectives**' series for the third year running, highlighting the experiences of women across the Firm and opening up the conversation to our colleagues, thanks to the work of our BakerWomen affinity group, which actively supports female employees.
- Continued to run our **LIFT (Leaders Investing for Tomorrow)** programme, through which we have, so far, supported 200 female Partners.

- Progressed our **RISE career mentorship** initiative to advance the career development of mid-level to senior female lawyers. The programme is regionally led and runs yearly with cohorts of approximately 18-25 lawyers.
- Launched **mentoring circles** for women, LGBTQ+, disability, neurodiversity, social mobility and ethnicity, creating a safe space for our colleagues to share challenges, opportunities and collectively support one another, with guidance from senior leaders.
- Hosted our inaugural '**Inclusion Matters**' EMEA ethnicity conference in December 2024, bringing together colleagues from across the region and creating a platform to share experiences and expand professional networks.

- Celebrated Diwali, with an **India Client Focus Group** event with our clients.
- Sponsored the **Black British Business Awards** for the 12th year running, to celebrate the exceptional performance and outstanding achievements of Black professionals and entrepreneurs.
- Been recognised by the **Diversity & Flexibility Alliance** as one of 82 law firms with 50% or more women in its 2024 new partner cohort. The Firm's 2024 new partner cohort across the Firm included 38 new female partners, comprising 52% of the total promotions, the Firm's highest percentage of female partner promotions to date.

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're committed to achieving a more balanced spread of seniority between our men and women and colleagues from ethnic minorities. 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 secretarial services and administrative roles.

A higher proportion of women than men in part-time roles, which affects the gender bonus gap.

Our data shows that we have negative pay and bonus gaps for disability and sexual orientation – though the data samples for these groups aren't large enough for publication yet.

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

22%

Mean hourly
pay gap

34%

Median hourly
pay gap

BONUS GAP

43%

Mean hourly
bonus gap

60%

Median hourly
bonus gap

Employee + Partner

PAY GAP

34%

Mean hourly
pay gap

20%

Median hourly
pay gap

BONUS GAP

69%

Mean
bonus gap

83%

Median
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

0%

Mean hourly
pay gap

47%

Median hourly
pay gap

BONUS GAP

8%

Mean
bonus gap

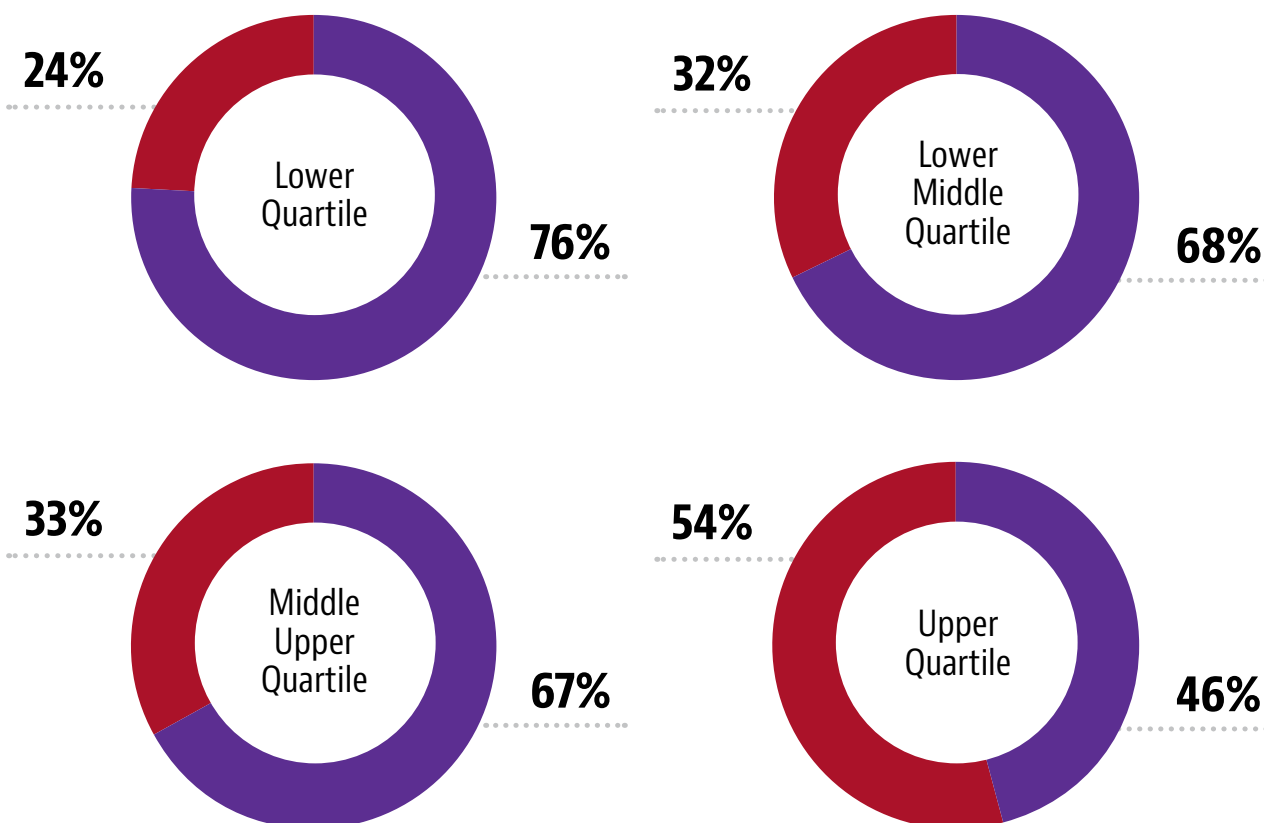
51%

Median
bonus gap

Pay gap based on salary quartiles

Quartiles are our pay bands split into four equal bands from the lowest to the highest salaries. These graphs show the % of both women and men in each quartile.

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



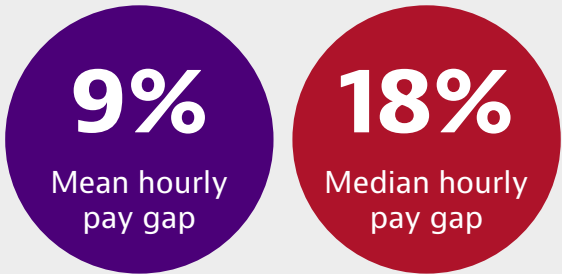
Ethnicity pay gap

These charts show the combined data for employees from all Black, Asian and (non-white) ethnic minority backgrounds. We analyse the pay gaps for specific ethnic groups, to inform our inclusion strategy and monitor its impact, however the data samples for these groups aren't large enough for publication.

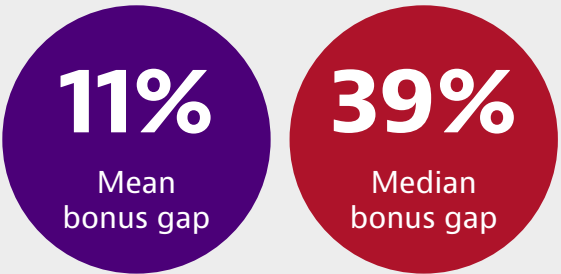
Employees

Employee pay gaps refer to all non-partner employees.

PAY GAP

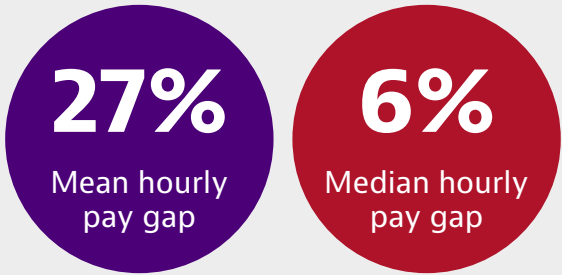


BONUS GAP

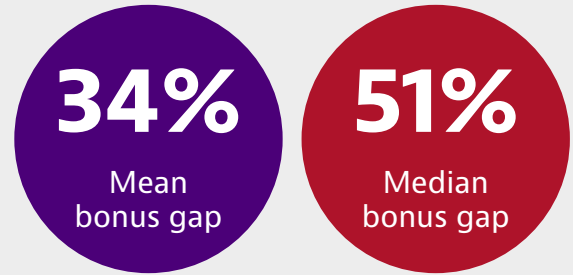


Employee + Partner

PAY GAP

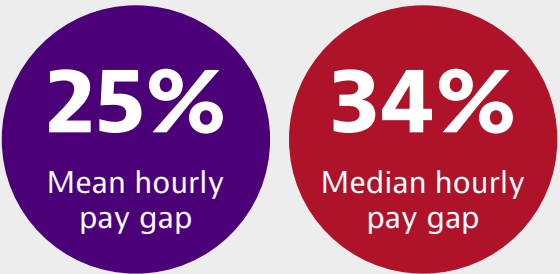


BONUS GAP

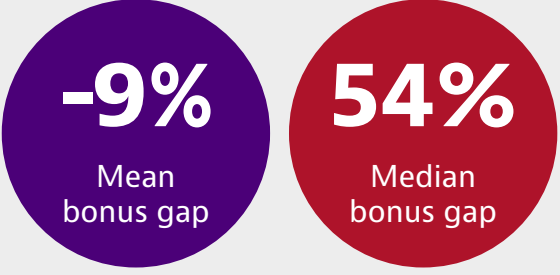


Partners

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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