

Baker
McKenzie.

MARCH 2026

Gender & Ethnicity Pay Gap Report - United Kingdom

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Introduction

At Baker McKenzie, we believe in the power of inclusion, diversity and equity (ID&E). ID&E are foundational to our culture and strategic vision, guiding our actions and decisions. We are dedicated to fostering an inclusive environment that enhances the experiences of our people, delivers exceptional results for our clients, and contributes to positive change in London.

Our commitment to these principles is reflected in our focus on leadership and accountability. We continue to work towards equity and make progress to close the pay gaps.

This report summarises the key findings from our analysis of pay gaps at Baker McKenzie in London on 5 April 2025.

We collect data around socio-economic background, sexual orientation and disability, and continually review our progress and gaps. Data collection and analysis have always been central to our approach. Data helps us to identify underrepresented groups and understand the challenges they face.

The data we collect holds us accountable and drives our strategic goals. It enables us to develop action-oriented plans to ensure we continue to evolve and make meaningful progress. We have set gender aspirational targets for partners and senior leadership across the office (40% women, 40% men and 20% flexible - women, men or non-binary), and were the first firm in London to establish aspirational targets for Black, Asian, and other minority ethnic groups at every level.

In terms of ethnicity, our workforce representation currently stands at 16%, however, we know this is not reflected in our leadership. Therefore, last year we set a new ethnicity target of 18% (aligned with the UK Census) with a specific target of 4% for our black talent.

We are also closely monitoring developments with the EU Pay Transparency Directive, which aims to strengthen the principle of equal pay for equal work between men and women through enhanced pay transparency and enforcement mechanisms. (EU Member States have until 7 June 2026 to implement the directive.)

We are pleased with the progress we have made to date whilst recognising there is more to be done and are committed to a journey of continuous learning and improvement.



Ed Poulton
London Office Managing Partner



Sarah Gregory
ID&E Partner

Our strategy

Our commitment to ID&E focuses on three interconnecting key areas: **people, clients and culture.**

Our long-held commitment to these values reflects our culture which has been nurtured and prioritised since the Firm's 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.



People focused

Our primary focus is our people.
We aim to attract, retain and advance colleagues from all backgrounds. We believe that investing in our people and ensuring their growth and development creates a more diverse and inclusive workplace. Diversity of thought improves our decision-making.



Client and external engagement

We seek to develop reputational excellence within the legal industry.
We collaborate with our clients and communities to promote and advance ID&E best practice.



Culture of inclusion

We believe in fostering a sense of belonging for everyone.
We are committed to embedding ID&E across all functions and strengthening processes to deepen the culture of inclusion. We understand that an inclusive culture is about making sure every voice is heard, respected, and valued.

Closing the gap

We continue to deliver against our long-term ID&E plan and to work hard to ensure our ID&E programmes and initiatives 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. Our affinity groups continue to be very active and involved in many of the events noted below.

In the past 12 months we have:

Launched the sixth intake of **Return-ity**, our parental return to work scheme, with clients and internal participants.

Hosted our '**Perspectives**' series for the fourth 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 women in the business.

Continued to run our **LIFT (Leaders Investing for Tomorrow)** programme, through which we have so far supported 230 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 once or twice a year with cohorts of approximately 18-25 lawyers.

Hosted a **Black Women on Boards (BWOB) dinner**, providing networking opportunities for senior Black women who sit on major Boards to connect, share insights and foster meaningful connections.

Launched a **Menopause Support Group**, a supportive environment, open to both men and women, that fosters understanding, reduces stigma and offers both emotional and practical support. We also hosted a session on **Menopause in the Workplace** featuring a consultant gynaecologist with a specialism in menopause, covering lifestyle adaptations, management strategies and practical recommendations, along with guidance for managers and supervisors.

Continued to run **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 including allies.

Hosted several **social mobility client events** including sessions with the Ambitious Together Foundation and inclusive leadership coaching organisation Circl.

Hosted a client event with Gary Younge, author, broadcaster and a Professor of Sociology at the University of Manchester, for **Black History Month**.

Celebrated Diwali, with an **India Client Focus Group** event with our clients.

Celebrated **Ramadan** with our clients, our first client-facing Iftar event in London.

Hosted a **panel discussion with Justin Farrance, founder of GROW Mentoring**, and Baker McKenzie trainees, associates and business services professionals about the challenges and opportunities they have faced in their careers and the steps everyone can take to help and support each other.

Celebrated the achievements of the first cohort of our '**BEGINNINGS at Baker McKenzie**' 18-month social mobility-focused development programme, for Year 12 students interested in a career in law.

Hosted several bespoke **open days** for graduate recruitment, each focused on a different diversity affinity network within Baker McKenzie, including BakerWomen. We were the first firm to take this approach and it has been instrumental in increasing the diversity of our future talent pool.

Sponsored the **Black British Business Awards** for the 13th year running, to celebrate the exceptional performance and outstanding achievements of Black professionals and entrepreneurs.

Sponsored the **Black Counsel Forum**, an organisation aimed at fostering career advancement for high-performing Black legal professionals.

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 men and women and colleagues from ethnic minority groups. Our gender and ethnicity pay gaps reflect the fact that, like most law firms, we have:

1

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

2

A higher proportion of women in business support and administrative roles

3

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



We continue to review our data and analyse pay gaps for sexual orientation and for disability, although 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 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

25%
mean hourly
pay gap

32%
median hourly
pay gap

BONUS GAP

49%
mean bonus
gap

55%
median bonus
gap

Employee + Partner

PAY GAP

32%
mean hourly
pay gap

23%
median hourly
pay gap

BONUS GAP

68%
mean bonus
gap

76%
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' reflects discretionary partner profit.

PAY GAP

-3%
mean hourly
pay gap

29%
median hourly
pay gap

BONUS GAP

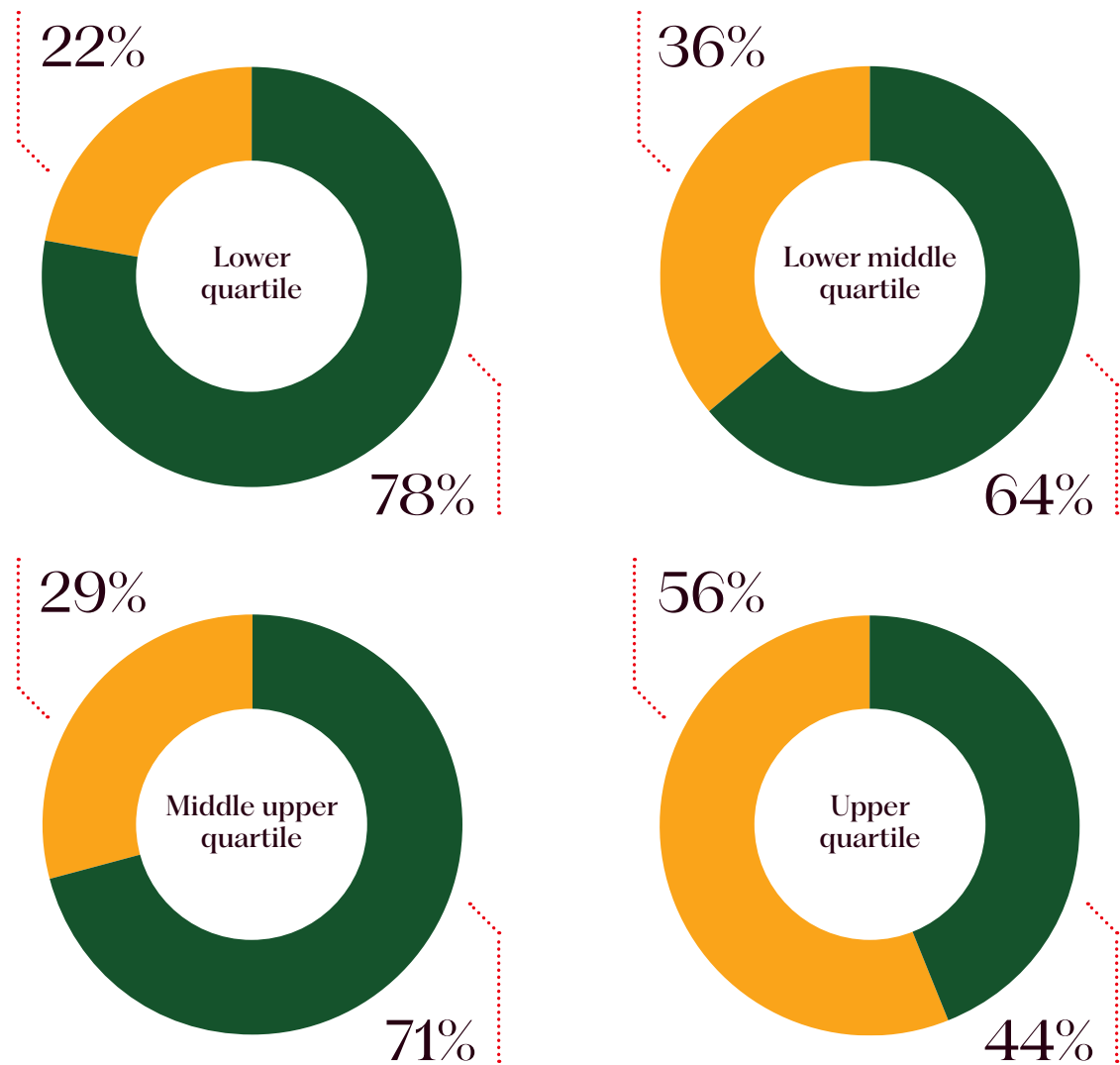
6%
mean bonus
gap

37%
median bonus
gap

Pay gap based on salary quartiles

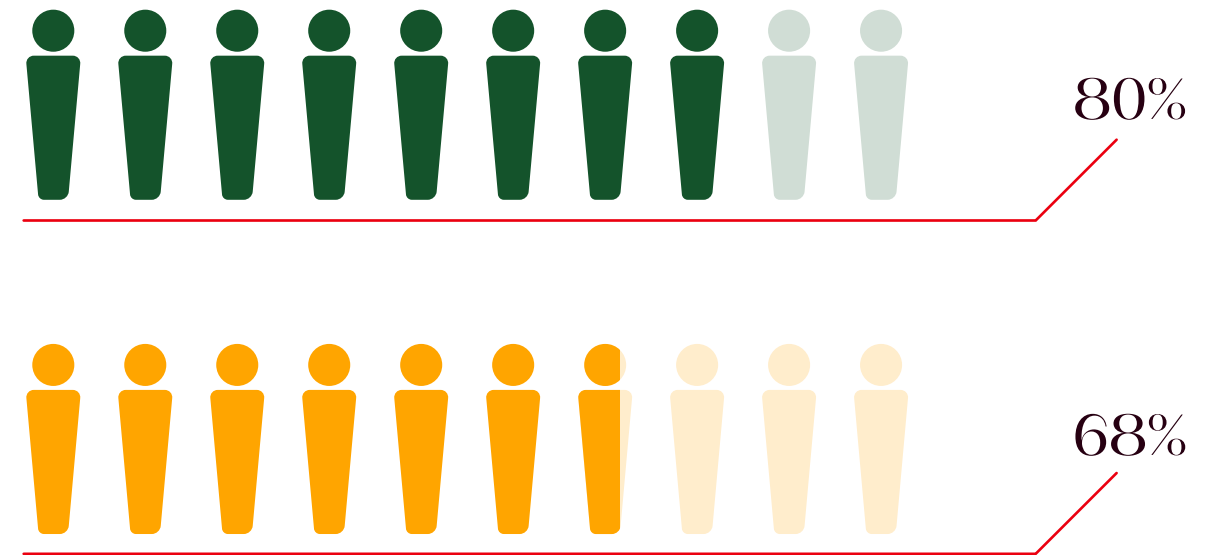
Quartiles are our pay bands split into four equal bands from the lowest to the highest salaries. These graphs show the % of both women and men in each quartile.

PERCENTAGE OF WOMEN VS MEN IN EACH QUARTILE



Percentage of employees receiving a bonus

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



Ethnicity pay gap

These charts show the combined data for employees from all Black, Asian and (non-white) minority ethnic 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 yet.

Employees

Employee pay gaps refer to all non-partner employees.

PAY GAP

11%

mean hourly pay gap

46%

median hourly pay gap

BONUS GAP

29%

mean bonus gap

46%

median bonus gap

Employee + Partner

PAY GAP

28%

mean hourly pay gap

37%

median hourly pay gap

BONUS GAP

45%

mean bonus gap

61%

median bonus gap

Partners

PAY GAP

14%

mean hourly pay gap

22%

median hourly pay gap

BONUS GAP

3%

mean bonus gap

45%

median bonus gap

