



Annual Pay Gap Report

2025–2026

TaylorWessing

Statement of accuracy

We confirm that the data reported here is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Shane Gleghorn

UK Managing Partner
Chair of the Executive Board

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Kirstie McGuigan

Responsible Business Partner
UK Executive Board

A handwritten signature in black ink, appearing to read 'Kirstie McGuigan'.



Wendy Tomlinson

Chief People Officer
UK Executive Board

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Our approach to inclusion

We embed inclusion into every aspect of our work, from how we attract talent to how we foster a culture of belonging. We know that the legal sector continues to face challenges and that we have a responsibility to be part of the solution. Inclusion continues to be a top priority and a dedicated objective in our business strategy.

We know when we embrace different perspectives and experiences, it strengthens our ability to solve problems, collaborate, and deliver exceptional results for people and clients. Our ambition is to create an inclusive working environment and ensure there are opportunities for all.

Rewarding our people fairly is also a priority. We regularly review the measures we have in place to ensure those performing equivalent roles are rewarded fairly, no matter their gender, ethnicity, or any 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 demonstrate best practice, and we will continue to report partner and ethnicity data.

Our strategic inclusion priorities are governed by our UK Executive Board. Our Gender Plan continues to develop a strong talent pipeline of women progressing into senior and leadership roles, and we continue to invest in partnerships and initiatives to meet the goals of our Race and Ethnicity strategy.

Our latest Impact Report summarises our latest achievements [here](#).

Our inclusion ambitions

Greater representation of women in the partnership and better gender balance in leadership roles.

Increasing the representation of employees from minority ethnic backgrounds at all levels across the firm celebrating the diversity of all cultures and religions.

Providing an accepting work environment where people of all sexual orientations and gender identities can be authentic.

Creating opportunities for people from a wide range of socioeconomic backgrounds to access the profession and thrive within the legal sector.

Promoting good mental and physical wellbeing, raising awareness of visible and invisible disabilities, and creating an accessible, safe, and healthy workplace.

Pay gap reporting

Welcome to our Annual Pay Gap Report, now in its ninth 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 analysis, and updates on our strategic priorities. 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 2025.

- 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.
 - For ethnicity, we compare all white people with all minority ethnic people. It is not possible to break down minority ethnic groups further currently, due to the size of individual ethnic groups (ie Black, Asian).
- The median average is the middle value in the range of values.
- The mean average is calculated by the sum of the values divided by the number of values.
- According to the Office for National Statistics (ONS), the median gender pay gap for all employees in the UK was 6.9% in 2025. As ethnicity pay gap reporting is not mandatory, the ONS' estimated ethnicity pay gap for 2025 has not yet been published.



Key findings 2025-2026

Our progress

Our latest review of pay gap data demonstrates ongoing progress towards pay equity.

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

The employee pay gap (median) has decreased.

The gender pay gap among associates and senior associates continues to close. For senior associates, the gap has shifted more notably.

The gender pay gap among senior counsel has increased. This is reflective of the promotion of senior associate women into the partnership and bringing more women into this category.

We continue to increase the proportion of women in our partnership, and we continue to see a reduction in the partner earnings gap.



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

The detail

In our Business Services population, we continue to make progress towards narrowing the gender pay gap. We have continued to employ more women than men across Business Services.

Women's hourly pay increased faster than men's at both the mean and the median average, reflecting progression and pay review outcomes across key roles.

The proportion of minority ethnic employees in the middle quartiles has again increased and we have seen a slight increase in the proportion of minority ethnic employees in the upper quartile. While the increase is positive, we continue to focus our efforts on the ongoing need to support minority ethnic talent through their careers into management and senior positions.

High earnings by some minority ethnic partners in this reporting year have resulted in a significant negative

partner ethnicity earnings gap. We anticipate the earnings gap will close over time as the partnership becomes more ethnically diverse and the impact of individual earnings within a small population are reduced.

The bonus pay gap has reduced with an increase in bonus distributions for women in the upper quartile.

The ethnicity pay gap has reduced for employees which indicates our steady progress towards pay equity for minority ethnic employees.

The proportion of minority ethnic employees offered bonuses has increased slightly despite the increase in minority ethnic employees in our trainee population who are not eligible for bonuses and the number of new joiners in this population who are also not eligible for a bonus in their first six months.

Gender pay gap

Statutory reporting

The following data represents all employees of Winston Taylor International LLP (WTI)¹, the service company that employs all people on behalf of the LLP and is reported to the Government Equalities Office. This section excludes our partners. Partner data and the combined pay gap can be found in the [Enhanced reporting](#) section.

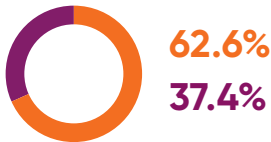


Employee gender pay gap

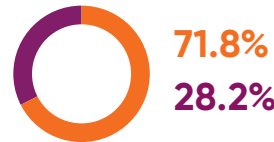
	2024	2025	Variance
Mean	10.2%	4.8%	-5.4%
Median	24%	15.4%	-8.6%

Gender split and pay quartiles

Lower quartile

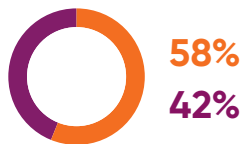


Lower middle quartile

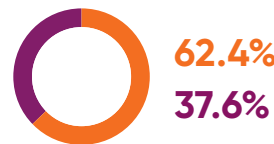


- Women
- Men

Upper middle quartile



Upper quartile



¹WTI trades under the name Taylor Wessing in the UK and will trade as Taylor Wessing until its combination with Winston & Strawn LLP, at which point it will commence trading as Winston Taylor. WTI is the successor to the business of Taylor Wessing LLP.

- We continue to employ more women than men overall, and most Business Services employees are women. This remains unchanged from last year.
- Our mean pay gap has had a positive shift and decreased by 5.4% in this reporting year and our median pay gap has decreased by 8.6% this year.
- There has been a slight decrease in the number of women in the upper quartiles, and there has been an increase in the proportion of women in the middle quartiles.
- Our business employs a broad range of people from trainee lawyers to senior counsel and Business Services employees from assistant to director level. Salaries vary greatly in this population, so we have analysed our pay gap by job role and shared the data in the **Enhanced reporting** section of this report.

Bonuses

We have seen a significant decrease in the mean bonus gap and a slight increase in the median bonus gap. 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.

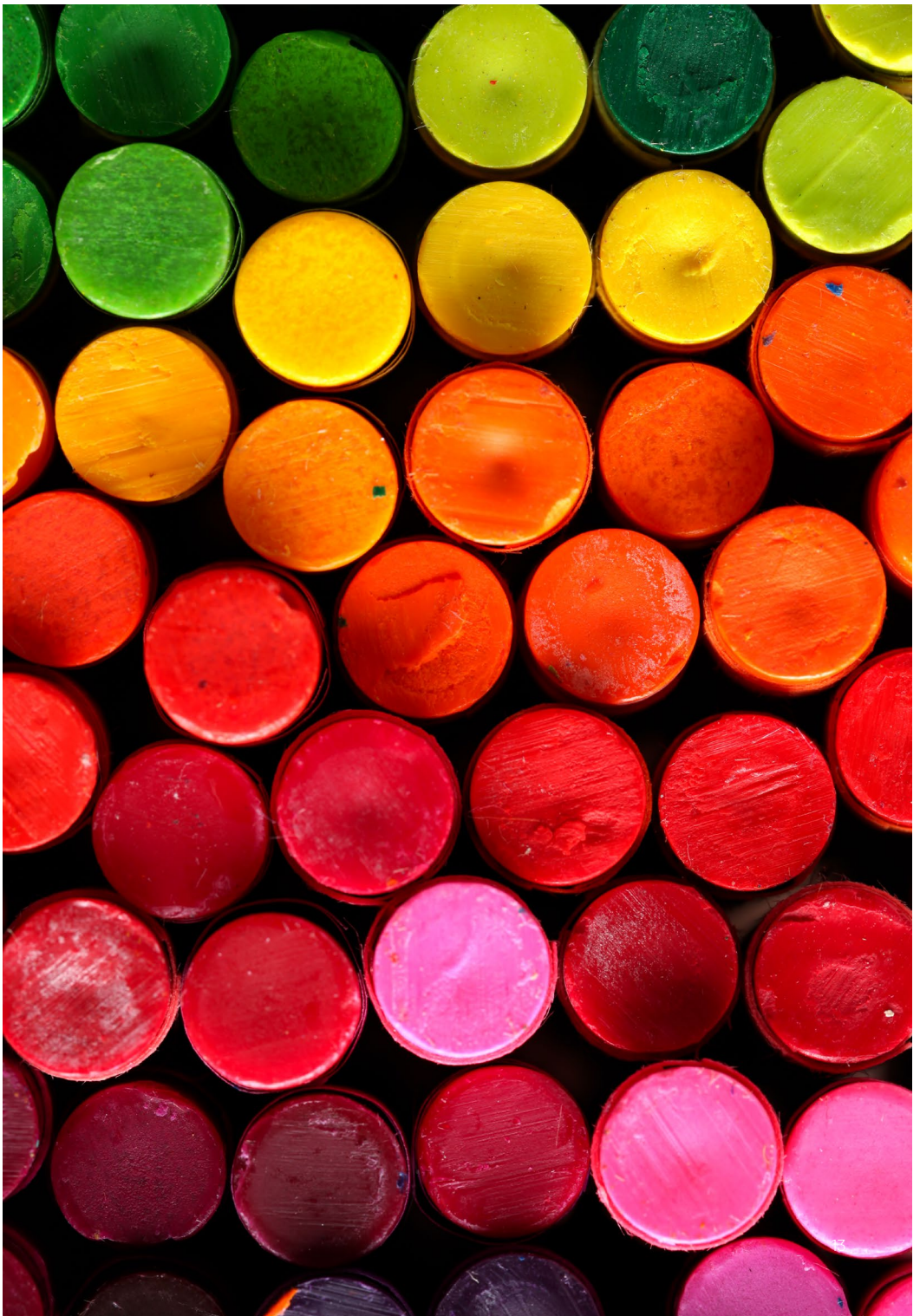
Our bonus gap is calculated in line with regulations, which stipulate it is based on bonus value. This means pro-rated payments and the greater proportion of women working part-time has a negative impact.

Our employed consultants increase the bonus gap by 10% as much of their pay has a bonus element to it and they are largely ex-partners of the firm.

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

Employee gender bonus gap

	2024	2025	Variance
Mean	40%	24.2%	-15.8%
Median	33%	34.6%	1.6%
Proportion receiving bonus			
Women	66.4%	75.9%	9.5%
Men	68.6%	79.1%	10.5%



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.

	2024			2025		
	Pay gap	Gender split		Pay gap	Gender split	
	Mean	Women	Men	Mean	Women	Men
Associate	-1.4%	59%	41%	-2.1	59%	41%
Senior associate	-5.6%	57%	43%	1.4%	58%	42%
Senior counsel	2.7%	66%	34%	-6.2%	56%	44%
Business Services	13.2%	68%	32%	5%	66%	34%

We continue to have small pay gaps in the fee-earning population, with the gaps narrowing for associates and senior counsel. Notably, we have seen an increase in the pay gap for women at the senior associate level as we see more women being promoted into and being retained in this group.

Our compensation processes assure us that we pay people fairly for equivalent work, regardless of gender, 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 women are employed in roles where benchmarked salaries fall into the lower quartiles.

We have seen a decrease in the Business Services pay gap from 13.2% to 5%. This decrease is due to an increase of women new joiners in the lower quartiles in Business Services and is the result of improvements in the lower-middle and upper-middle quartiles.

We will continue to explore ways of closing the gender pay gap in Business Services and in particular ensuring that at the senior end we continue to invest in our leadership population with a focus on gender and ethnic diversity.

Partner gender 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.

We have seen a slight increase in the mean partner earnings gap this year, and a decrease in the median earnings gap. This increase is the result of the range of salaries in the upper quartile. The interventions in place to overcome barriers to partnership for women have been positively received since the launch of our Gender Plan. The equity structure of the firm's partnership sees a larger proportion of women than men in the fixed equity, which continues to impact the partner gender earnings gap, and we hope to see further progress reflected in the gender pay gap as women progress within the partnership.

The earnings within the partnership increased at a proportionate rate to the firm's financial performance and, while the proportion of women in the partnership continues to rise, their promotion into the partnership as fixed-equity partners impacts the earnings gap within the upper quartile.

Nurturing talent and retaining senior women in the firm continues to be a focus area for the firm as we have passed the milestone of 30% women in the partnership.

Partner gender earnings gap

	2024	2025	Variance
Mean	31.3%	33.1%	1.8%
Median	42.7%	32.2%	-10.5%

Combined partner and employee gender earnings gap

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

Our mean gender earnings gap has decreased by 6.5% and our median gender earnings gap has decreased by 1.1%.

We will continue to monitor the yearly variance in the combined earnings gap and expect this to reduce as women progress within the partnership and into other senior roles across Business Services.

Combined gender earnings gap

	2024	2025	Variance
Mean	60.4%	53.9%	-6.5%
Median	34.7%	33.6%	-1.1%

Our Gender Plan progress

Nine years on since we launched our Gender Plan, we continue to report on the progress of our data-led strategy. Our Gender Plan is a core strategic focus of our inclusion activity, and we continue to support women in overcoming the historical barriers to partnership and senior roles through this approach.

Reducing pay gaps is just one of several ways to measure impact and progress. **Our annual Responsible Business Impact Report** summarises our progress on our key initiatives that aim to reduce these gaps and promote inclusivity in our firm.

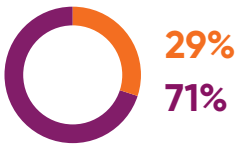
Our Gender Plan aims to achieve:

- 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 continue to make positive progress in all these areas, and we are committed to achieving greater gender balance.

Women in leadership

Partners



UK Board*



■ Women
■ Men

Following the reporting period, the percentage of women in the UK partnership increased from 29% to 31%. This maintains our steady increase in the representation of women with three women promoted to the partnership and the UK Board is now 44% women.

We remain committed to ensuring that the gender balance of future promotions fairly represents the gender balance of the candidate pool. A programme of talent

development programmes curated to support women from the mid to senior level through to partnership has been instrumental in reducing attrition and empowering women as their careers develop at the firm.

This includes our Elevate and Stepping Up programmes that are focused on the retention of women in mid-careers for senior women in the firm to ensure they are supported to progress into leadership roles.

*Our UK Board comprises the Executive and Operational Boards and the Supervisory Council. Together the UK Board is responsible for the strategic direction and leadership of the firm.

Ethnicity pay gap

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

changes in headcount or pay disproportionately impact pay gaps. In this reporting year, the proportion of people who voluntarily disclosed their ethnicity is 80.3%.

	Earnings gap			% who are minority ethnic	
	2024	2025	Variance	2024	2025
Employee ethnicity pay gap	2024	2025	Variance	2024	2025
Mean	13.8%	11.9%	-1.9%		
Median	21%	18%	-3%		
Employee ethnicity bonus gap	2024	2025	Variance		
Mean	38.1%	28.5%	-9.6%	13.5%	16.8%
Median	25%	26.7%	1.7%		
Proportion receiving bonus					
Minority ethnic	63%	68.1%	5.1%		
White	78.4%	82%	3.6%		
Partner ethnicity earnings gap	2024	2025	Variance	2024	2025
Mean	-18.7%	-22.1%	-3.4%	9.1%	9%
Median	-19%	16.7%	35.7%		
Combined ethnicity earnings gap	2024	2025	Variance	2024	2025
Mean	19.8%	53.9%	34.1%	13.5%	13%
Median	32.5%	33.6%	1.1%		

Ethnicity pay gap quartiles (employees only)

Further analysis of the employee ethnicity pay gap by quartile shows the varied impact of representation at each salary level. Although pay gaps are negative or marginal in the lower quartiles, the larger pay gap in the upper quartile highlights

the lower representation of minority ethnic talent at senior levels. Our commitment to ensuring the retention and progression of minority ethnic talent remains a focus area of our Race and Ethnicity strategy.

	Mean pay gap	Median pay gap	Minority ethnicities
Lower quartile	-4.1%	-2.8%	15.9%
Lower middle quartile	2.2%	1.3%	23.6%
Upper middle quartile	1.4%	-3.2%	15.3%
Upper quartile	8.3%	3.1%	12.2%

Ethnicity split and earnings quartiles (employees and partners)

	Minority ethnicities	White
All employees and partners		
Lower quartile	15.9%	84.1%
Lower middle quartile	23.6%	76.4%
Upper middle quartile	15.3%	84.7%
Upper quartile	12.2%	87.8%

The overall representation of minority ethnic people has again increased in this reporting year. It is pleasing that at the junior levels, we see a negative gap for both the mean and median as we recruit more individuals into the talent pipeline. This gap is reversed as we get more senior, and we see a significant mean pay gap in the upper quartile for our senior employees.

The change in the partner ethnicity earnings gap reflects natural variation within a small cohort, where shifts in the composition and mix of the partner population during the reporting period can have a pronounced effect on the overall figure. The small population of minority ethnic partners does mean that any changes have a significant impact on the pay gap, whether positively or negatively.

As the proportion of all employees receiving a bonus increases, we are pleased to report an increase in the proportion of minority ethnic employees receiving a bonus. As bonuses are proportionate to the salaries of employees, the bonus gap continues to reflect the smaller proportion of minority ethnic employees in the upper salary quartile.

Our Race and Ethnicity strategy has been refreshed in response to last year’s findings and employee feedback. To ensure we invest in this area, we have established a steering committee which includes members of the Executive Board to drive accountability and monitor the impact of strategic interventions.

We are aware that the results will take time to be reflected in this report.



Our Race and Ethnicity strategy progress

Determined to make further progress, we refreshed our Race and Ethnicity strategy in 2025. To ensure its efficacy, we have identified four key pillars:

- Representation and role models.
- Access and advocacy.
- Career development and sponsorship.
- Education and engagement.

Based on employee feedback, we have taken concrete action to enhance representation of and experiences for Black and minority ethnic colleagues. To hold ourselves accountable, we have established a steering committee which consists of members of the Executive Board, Responsible Business team, partners, and senior leaders from Business Services. Throughout 2025, we placed a particular focus on education and engagement, raising awareness across the firm and laying the groundwork for greater progress in the years to come. To ensure our leaders are equipped to nurture an inclusive culture, we rolled out mandatory leadership training.

Of the actions that underpin our Race and Ethnicity strategy, below we've listed a few highlights from the past year.

Recruiting more diverse talent

Inclusive Recruitment Charter

Our Inclusive Recruitment Charter defines our commitment to inclusive recruitment practices for all. The accompanying inclusive interview framework for Business Services and inclusive interviewer training ensures all candidates have a positive and fair recruitment and onboarding experience with the firm.

10,000 Interns Foundation

This year we welcomed our fourth cohort of interns through the 10,000 Interns programme. The programme continues to expand, and we'll be welcoming our biggest cohort of interns in 2026.

Early Talent initiatives

Investing in talent from underrepresented minority ethnic backgrounds continues to be a key feature of our Early Talent team's strategy. 38% of Vacation Scheme places and 37% of training contracts offered in 2025 were to minority ethnic candidates. Our Solicitor apprenticeship programme entered its third year and we have two apprentices in Liverpool. By establishing opportunities in Liverpool, we are creating pathways for individuals in under-served regions to access careers in law and bridging geographical and socioeconomic divides.



Improving the employee experience

Amplify

Our Amplify programme offers career coaching to lawyers and members of Business Services from ethnically diverse, lower socioeconomic, disabled, and LGBTQ+ backgrounds. The programme ensures that support and opportunities for nuanced career conversations and coaching are extended to those from underrepresented and marginalised communities.

Access to opportunity

We are committed to ensuring that lawyers and business professionals from all backgrounds have fair and equal access to the opportunities that shape careers and build practices. This means actively monitoring how pitch opportunities and client relationships are assigned

and distributed, embedding consistent processes into our decision-making for recruitment and promotion, and identifying and removing barriers that prevent talented lawyers from reaching leadership roles.

Raising awareness of minority ethnic experiences

Throughout 2025, we placed a particular focus on education and engagement, raising awareness across the firm and laying the groundwork for greater progress in the years to come. To ensure our leaders are equipped to nurture an inclusive culture, we rolled out mandatory leadership training. During the two-hour session, leaders explored real-life, anonymised case studies from Taylor Wessing, gaining valuable insight into some of the issues our people face.

Engaging our clients and communities

Community programmes

Our partnership with Uptree remains a key pillar of our social mobility strategy. Our programme provides mentoring opportunities for students from lower socioeconomic and minority ethnic backgrounds as they explore careers in the sector. In addition, our Tomorrow's Talent programme gives an opportunity for students to hear real-time insight from our Liverpool colleagues about their career journey into legal and Business Services teams.

Sector-wide networks and knowledge sharing

We continue to be an active member of Legal CORE (Collaboration on Race and

Ethnicity) and contribute to research. We also supported 10 colleagues from Black heritage backgrounds to attend the Business Counsel Forum (BCF), a leading organisation for Black and minority ethnic legal professionals to learn, share, and network with influential role models who drive impact across the legal sector.

Windrush Legal Clinic

We continue to provide a legal advice clinic for hundreds of British citizens of Caribbean heritage who were wrongly detained and deported through the Greater Manchester Immigration Aid Unit.



2700+ people 1250+ lawyers 350+ partners 26 offices 16 jurisdictions

Argentina*	Buenos Aires	Italy**	Milan Rome
Austria	Vienna	Mexico*	Mexico City
Belgium	Brussels	Netherlands	Amsterdam Eindhoven
Brazil*	Belo Horizonte Brasilia Rio de Janeiro São Paulo	Nicaragua*	Managua
Chile*	Santiago de Chile	Panama*	Panama City
China	Beijing Shanghai	Peru*	Lima
Colombia*	Bogotá Bogotá, main office	Poland	Warsaw
Costa Rica*	Guanacaste San José	Portugal*	Braga Lisbon Porto
Czech Republic	Brno Prague	Puerto Rico*	San Juan
Dominican Republic*	Santo Domingo	Slovakia	Bratislava
Ecuador*	Cuenca Guayaquil Manta Quito	South Korea***	Seoul
El Salvador*	San Salvador	Spain*	Barcelona Canary Islands Madrid Pamplona Seville Valencia Vitoria Zaragoza
France	Paris	UAE	Dubai
Germany	Berlin Düsseldorf Frankfurt Hamburg Munich	Ukraine	Kyiv
Guatemala*	Guatemala	United Kingdom	Cambridge Liverpool London
Honduras*	San Pedro Sula Tegucigalpa	Uruguay*	Uruguay
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