

# Our annual pay gap report

2021 – 2022

TaylorWessing

## Statement of accuracy

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



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# Our approach to inclusion

**We are committed to delivering an inclusive culture and a progressive environment that empowers all of our people to lead, learn and grow.**

Inclusivity continues to be a top priority and a dedicated objective in our business strategy.

We believe that an environment of respect, empathy and inclusion brings out the best in people by making them feel valued. We promote and foster an environment of equality across the firm, with our clients and within the communities we work. We also aim to be a forum where we all learn from each other's differences, celebrate our cultures and encourage more individuals from diverse backgrounds to enter the legal sector and achieve their full potential.

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

Our strategic inclusion priorities define our programme and are led by our UK Board. Our gender plan has resulted in another year of progress through a successful talent pipeline and targeted initiatives, and we've invested more in our race and ethnicity strategy.

We are committed to doing more and our efforts to tackle underrepresentation in the industry will continue. The full impact of the initiatives we have developed extend beyond this reporting year and will take some time to flow into the future data we report here.



**Our inclusion priorities:**

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**achieving better gender balance in the partnership and across the firm**

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**increasing the representation of colleagues from Black and minority ethnic backgrounds across the firm**

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**supporting LGBT+ inclusion to ensure we can all be ourselves at work**

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**reducing the stigma of mental health and disabilities, and promoting mental and physical wellbeing**

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**improving social mobility and access to the legal profession.**

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# Pay gap reporting

Welcome to our fifth annual pay gap report.

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 data and analysis. 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 2021.

- A pay gap is the difference between the average pay (bonus or earnings) of one group compared with another. For gender we compare all males with all females.
- The median is the middle value in the range of values.
- The mean is an average calculated by the sum of the values divided by the number of values.
- According to the Office of National Statistics the average gender pay gap for all employees in the UK was 15.4% in 2021.





# Key findings 2021-22

## Continued progress

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For the fourth year, our mean gap is lower than the national average.

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Our mean and median gender pay gaps have been maintained, fluctuating by around 2%.

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

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Our combined employee and partner gender earnings gap have again reduced to the lowest combined gaps we've reported.

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For our associates our gap is in favour of women for the third year, earning on average 9% more than men.

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Our ethnicity bonus and total earnings gaps have all reduced on a mean basis

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We have reduced our ethnicity bonus gap significantly in part due to the firmwide recognition bonus payable this year. We're working hard to achieve greater representation of Black, Asian and minority ethnic people at all levels of our firm.

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We're increasing female representation in our partnership and have seen an increase in the number of female partners for the fourth year running.

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## Adjustments and improvements

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The cause of our gender pay gap remains unchanged; we employ more women in roles with salaries in the lower pay quartiles.

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We have a negative pay gap for associates. This means that on average, our female associates earn slightly more than male associates.

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We have reduced our partner mean earnings gap, by 4.5% while maintaining the median at last year's level. Despite this, the three core aims of our gender plan have been achieved and we've voluntarily reported on a number of other areas to promote further transparency.

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There have been slight adjustments to the ethnicity mix of the upper quartiles, due to headcount fluctuation.

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Our financial performance during the reference period was exceptional, leading to the award of a firmwide recongition bonus, which positively affects our bonus gap.

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Find out more about our inclusion priorities and access our annual pay gap reports from previous years [here](#).



# Our gender plan progress

Our gender plan is the backbone of our inclusion activity. Our partnership now has 10% more women and as we approach another financial year-end, we're looking forward to further growth.

Reducing pay gaps is just one of a number of ways to measure inclusivity. Our annual reporting provides the opportunity to monitor progress of the key initiatives that aim to reduce these gaps and promote inclusivity in our firm.

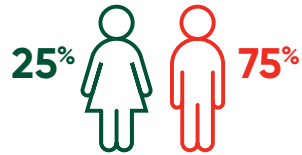
## **Our gender plan aims to achieve:**

- an increase in the number of female partners in our business and providing an inclusive environment
- an increase in the number of women in leadership roles
- the removal of any perceived barriers to progression and refocusing our recruitment activity.

**We have achieved all of these objectives this year.**

## Women in the partnership

During the reporting period, the number of female partners has increased from 22% to 25%. This continues our consistent annual increase in female representation in leadership roles in our firm.

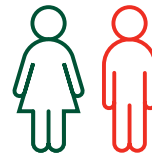


## Female leadership

We've continued to focus on attracting female talent to the firm. Since our last report, a further two new female partners joined the firm.

We've also continued our investment in our people. In the UK, we promoted three female lawyers to the partnership.

We remain committed to ensure the gender balance of future promotions fairly represents the gender balance of our candidate pool.



**Over 30%  
of our  
UK Board  
members  
are female**

**Our UK Board comprises the executive and operational boards and supervisory council. Together it's responsible for the strategic direction and leadership of the firm.**

# Required reporting

The following data represents all employees of Taylor Wessing Services Limited, the service company employing people on behalf of the LLP and is reported to the Government Equalities Office. This section excludes our partners. Partner data can be found in our 'enhanced reporting' section.

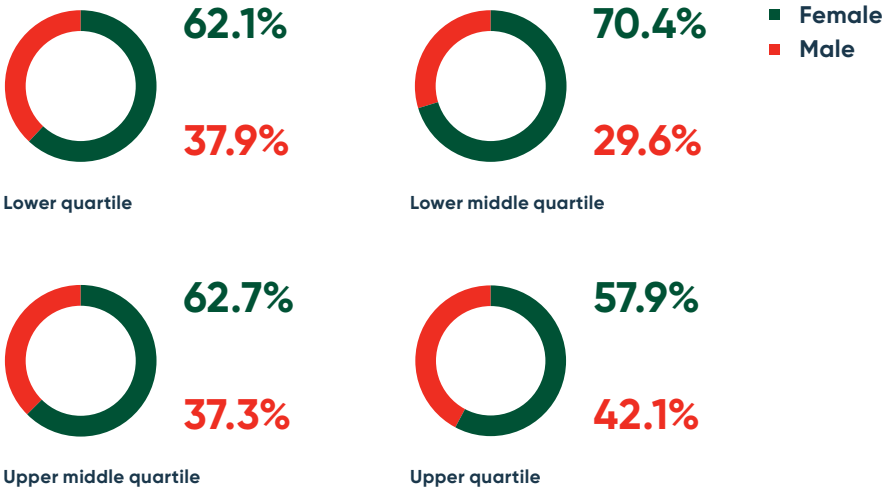
## Gender split

We employ more women than men overall and the majority of our business services employees are female.



Employee gender pay gap		
	Mean	Median
2020/21	9.4%	28.3%
<b>2021/22</b>	<b>11.1%</b>	<b>26.2%</b>
Variance	1.7%	-2.1%

## Pay quartiles



- We continue to employ more women overall than men. This remains unchanged from last year.
- Our mean gender pay gap has increased slightly compared to last year, however remains below the national average of 15.4%. On a median basis we have improved the gap by just over 2 %
- There are marginal changes to pay quartiles this year.
- Our business employs a broad range of people from trainee lawyers to expert consultants and colleagues in business services, in a wide range of roles, with salaries varying greatly. For this reason, we have analysed our pay gap by job role and shared the data later in this report.

\*published by the ONS in October 2021.



## Bonuses

We're pleased to see a reduction to our bonus gap this year. We continue to pay proportionally more bonuses to women than men.

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.

Following an exceptional performance year for the firm, an additional recognition bonus was paid. This has positively impacted our bonus gap.

Our bonus gap is calculated in line with the regulations, which stipulate it is based on bonus value. This means pro-rated payments have a negative impact.

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

Our analysis shows women make up the majority of our part-time employees, and those for whom bonuses are pro-rated.

	Bonus gap		Proportion receiving bonus	
	Mean	Median	Women	Men
2020/21	47%	59%	62%	55%
<b>2021/22</b>	<b>34%</b>	<b>35%</b>	<b>77%</b>	<b>70%</b>
<b>Variance</b>	-13%	-24%		



# 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.

	2020/21			2021/22		
	Pay Gap	Headcount split		Pay Gap	Headcount split	
	Mean	Female	Male	Mean	Female	Male
<b>Associate</b>	<b>-1.2%</b>	63.9%	36.1%	<b>-8.7%</b>	61.9%	38.2%
<b>Senior Associate</b>	<b>-1.2%</b>	52.9%	47.1%	<b>1.5%</b>	57.3%	42.7%
<b>Senior Counsel</b>	<b>-2.3%</b>	57.6%	42.4%	<b>4.6%</b>	54.8%	45.2%
<b>Business Services</b>	<b>12.2%</b>	66.2%	33.8%	<b>13.0%</b>	67.6%	32.4%

We have a negative pay gap for associates. This means that on average, our female associates earn slightly more than male associates and senior associates.

Our senior counsel pay gap has changed from a negative gap to positive, remaining under 5%.

This can be explained by change in the gender balance of, what is, a relatively small cohort.

In business services, we've maintained our pay gap with less than a percentage point increase.

The investment in lawyers and business services teams across all our UK offices has been a significant feature this year.

Organisations need the skills in these teams to cover a broad range of roles, for which salaries vary considerably.

Our compensation processes assure us that we pay men and women fairly for equivalent work 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 more women are employed in roles where benchmarked salaries fall into the lower pay quartiles.

Our investment in more business services expertise continues. As we explore more ways of reducing our gap we are still investing in areas and roles where talent is predominantly female.

## Partner 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 are pleased that our strategy and our gender plan have resulted in another reduction in our partner earnings gap this year.

This will be a continued focus area for us.

Reporting year	Mean earnings gap	Median earnings gap
2020/21	43.3%	48.9%
<b>2021/22</b>	<b>38.8%</b>	<b>48.9%</b>
<b>Variance</b>	-4.5%	0%



## Combined partner and employee earnings gap

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

Our median combined earnings gap has reduced by 10%, with our mean showing a modest reduction. This demonstrates the continued progress our gender plan and inclusion priorities.

Reporting year	Mean earnings gap	Median earnings gap
2020/21	64.2%	41.5%
<b>2021/22</b>	<b>62.6%</b>	<b>31.5%</b>
<b>Variance</b>	-1.6%	-10%

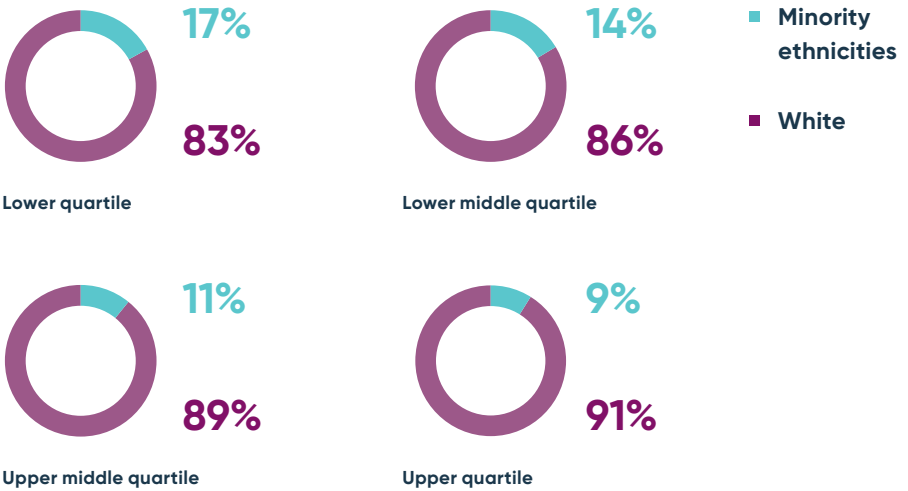
## Ethnicity earnings gap

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

changes in headcount or pay will disproportionately impact pay gaps. As a result, we've included data sets that represent our people in overall figures and calculated percentages.

	Earnings gap		% who are Black, Asian or another minority ethnicity	
<b>Employee pay gap</b>	2020/21	<b>2021/22</b>	2020/21	<b>2021/22</b>
Mean	15.0%	<b>14.7%</b>	14.2%	<b>12.7%</b>
Median	35.2%	<b>42.3%</b>		
<b>Partner earnings gap</b>	2021	<b>2022</b>	2021	<b>2022</b>
Mean	23.2%	<b>3.2%</b>	10.6%	<b>10.1%</b>
Median	27.2%	<b>32.1%</b>		
<b>Combined ethnicity gap (partners and employees)</b>	2021	<b>2022</b>	2021	<b>2022</b>
Mean	31.9%	<b>18.5%</b>	13.7%	<b>12.4%</b>
Median	42.9%	<b>24.6%</b>		
<b>Bonus gap</b>	2021	<b>2022</b>		
Mean	31.6%	<b>1.5%</b>		
Median	50%	<b>14.3%</b>		

## Ethnicity earnings quartiles



The overall representation of people who are Black, or from another minority ethnicity has marginally decreased this year, although remained constant in the upper and upper middle quartiles.

When expressed as mean averages, all gaps have reduced, with partners showing the largest reductions.

Median pay and earnings gaps show increases, demonstrating the wide range of values and smaller numbers involved.

Our race and ethnicity strategy is now well established, providing additional focus. We continue to invest in this area, aware that it takes time for our efforts to be reflected here.

# Race and ethnicity strategy: one year on

## **Determined to achieve more, we continue to invest in our race and ethnicity strategy**

Since launching in 2020, we've made good progress towards helping defeat systemic racism and inequality in the legal profession.

Inclusivity remains at the heart of everything we do. We will continue to do what's needed to create a more inclusive workplace and society for everyone.

Here are a few highlights from our race and ethnicity programme last year, with more to come:

## Recruiting more diverse talent

19% >>>> 53%  
2020 ————— 2021

53% of successful candidates for our 2021 [vacation scheme](#) came from minority backgrounds vs 19% of students for our 2020 vacation scheme

One of the first leading law firms in the UK to pilot the [Mansfield Rule UK](#) to boost the representation of diverse lawyers in law firm leadership



#10000  
BLACK  
INTERNS

Taking part in [#10000 Black Interns](#) initiative, with our first cohort joining us in summer 2022

## Improving the experience



Piloted [cultural diversity mentoring programmes](#) for colleagues and our Executive Board

Signed up to Rare's [Race Fairness Commitment](#) to change the way we recruit, promote and retain Black, Asian and minority talent



Signed up to the [Halo Code](#) to fight against hair discrimination affecting colleagues with Afro-textured hair



## Engaging our clients and community

Established a [Windrush legal clinic](#) providing pro bono advice alongside the Joint Council for the Welfare of Immigrants



Mentoring law students of Black heritage through the [Black Aspiring Solicitors \(BASS\) Mentoring Scheme](#)

Running [educational talks](#) for colleagues, clients and alumni featuring culturally diverse speakers, including [Dr Oneyeka Nubia](#)



You can find out more about our commitment to overcome racial injustice [here](#).



**2000+ people 1100+ lawyers 300+ partners 29 offices 17 jurisdictions**

<b>Austria</b>	Klagenfurt   Vienna
<b>Belgium</b>	Brussels
<b>China</b>	Beijing   Hong Kong   Shanghai
<b>Czech Republic</b>	Brno   Prague
<b>France</b>	Paris
<b>Germany</b>	Berlin   Düsseldorf   Frankfurt   Hamburg   Munich
<b>Hungary</b>	Budapest
<b>Netherlands</b>	Amsterdam   Eindhoven
<b>Poland</b>	Warsaw
<b>Republic of Ireland</b>	Dublin
<b>Slovakia</b>	Bratislava
<b>South Korea</b>	Seoul*
<b>UAE</b>	Dubai
<b>Ukraine</b>	Kyiv
<b>United Kingdom</b>	Cambridge   Liverpool   London   London TechFocus
<b>USA</b>	New York   Silicon Valley

\* In association with DR & AJU LLC

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Taylor Wessing statistics published are correct as of 1 September 2021.

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