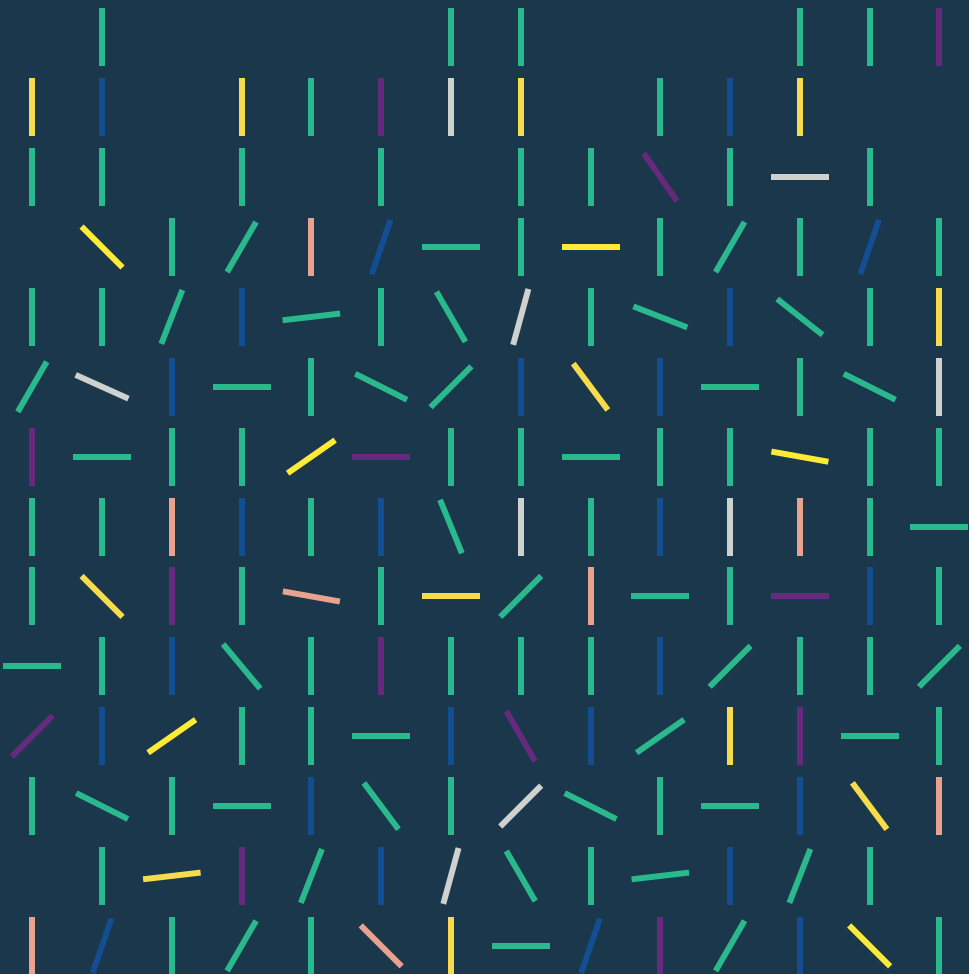


Our gender and ethnicity pay gap report

2019 - 2020



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.



Shane Gleghorn

Managing Partner
TW Global Board



Sian Skelton

Lead Partner,
Diversity and Inclusion
UK Executive Board



Wendy Tomlinson

UK Talent Director
UK Executive Board

Our approach to inclusivity

Inclusivity is a top priority and a dedicated objective in our business strategy. We are committed to delivering an inclusive culture and a progressive environment, where we empower all of our people to lead, learn and grow.

Achieving our gender plan objectives is fundamental to the delivery of our business strategy. These support balanced leadership, optimising talent retention and exceeding our clients' expectations. Our 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. We will continue to provide more information than the regulations require by reporting partner and ethnicity data.

We welcome the opportunity to report on our progress. We are committed to rewarding our people fairly and regularly review the measures we have in place to ensure we reward those performing equivalent roles fairly, no matter their gender, ethnicity or other protected characteristic.

Our initiatives have resulted in another strong year of results through a successful female talent pipeline. Details of these initiatives and on how they have contributed to our overall progress this year are outlined in the report.

Gender pay gap reporting

Legislation requires all businesses with over 250 employees to report their gender pay gap. This is the difference between the average hourly earnings of all male and all female employees. The reference point for data included in this year's report is 5 April 2019.

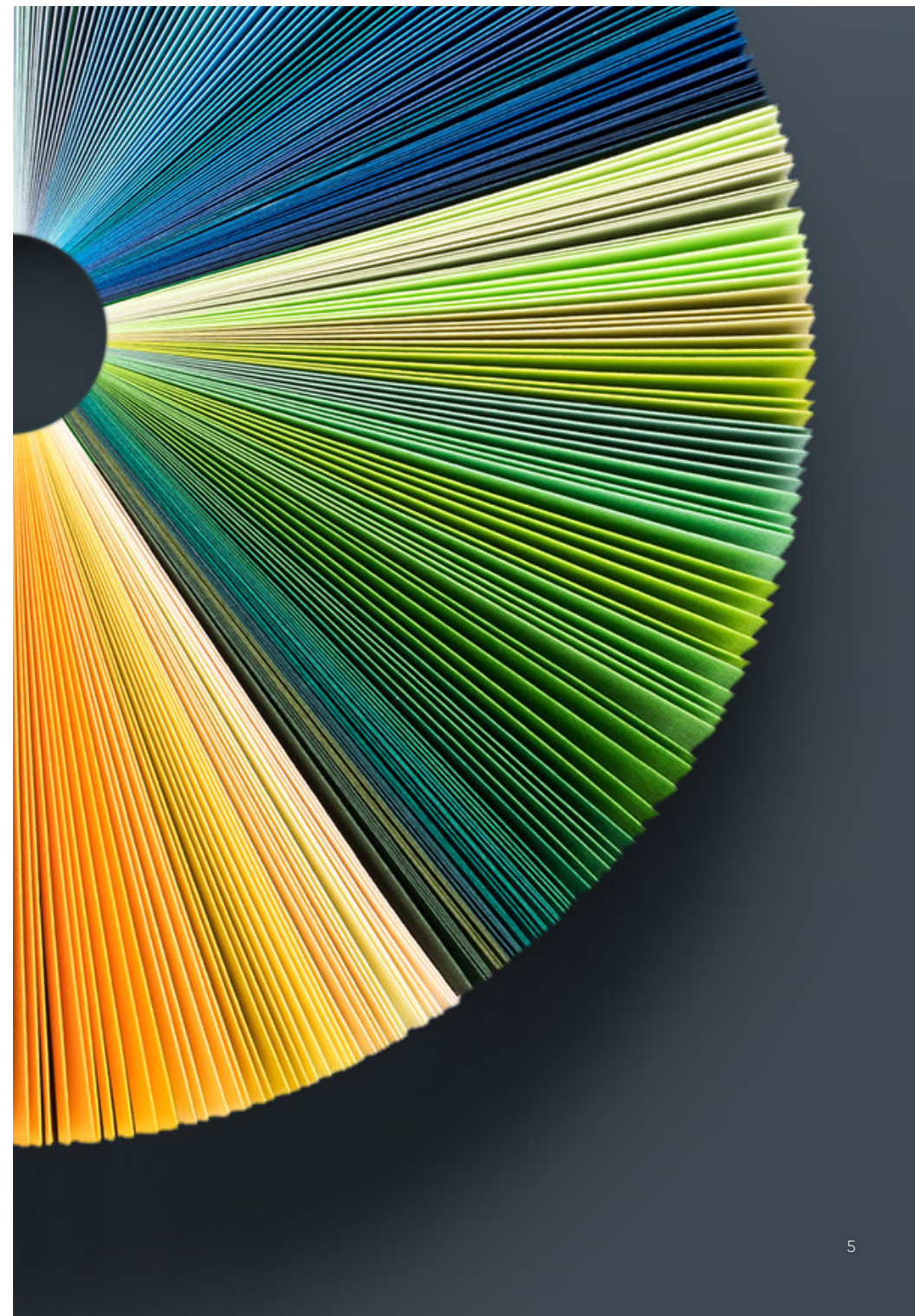
Key findings

- For the third year, our mean gap is lower than the national average.
- For the second year, we have reduced our partner earnings gap. This is partly as a result of welcoming more female talent to the partnership.
- We continue to employ more women than men overall across our business.
- Our combined employee and partner gender earnings gap has increased slightly this year.
- The cause of our gender pay gap remains unchanged; we employ more women in roles with salaries in the lower pay quartiles.
- For our lawyer population, our earnings gap for senior counsel and senior associates has increased slightly in favour of women, who are earning on average, 1% more than men. For associates our pay gap is 0.5%.
- Our ethnicity pay gap has also reduced this year. However, we would still like to see greater representation of BAME people at all levels of our firm.

Explanations/definitions

- The median is the middle value of all 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 17.3% in 2019.

Find out more about our gender initiatives: [taylorwessing.com/diversity](https://www.taylorwessing.com/diversity)



Our Gender Plan

Our Gender Plan builds on the work already taking place within the firm to promote gender equality. Our leadership teams regularly review our plan to achieve better balanced leadership, optimise talent retention, improve modern working practices and enhance our clients' experience.

Since launching this in 2017, we have:

- Placed a greater focus on our talent pipeline, resulting in over 60% of our partner appointments being female.
- New, specific reviews to ensure fair and balanced gender representation for all promotion shortlists.
- Our shared parental leave scheme, which for employees already matches our enhanced maternity leave, has been extended to include our partners.
- More support for female partners to build their practice through our International women's leadership programme.
- An award winning reverse mentoring programme. We were one of the first law firms to introduce opportunities for our partners and leaders to be mentored by junior colleagues from underrepresented groups, who share experiences and insight.

- A new committee to manage our gender network, 'Balance in Business' and redefine its objectives with more male involvement.
- Placing diversity and inclusion at the top of our agenda through the introduction of a regular plenary session at our annual international partners conference.
- The introduction of a new Appointments Review Committee to ensure key management appointments made are always based on merit, and to improve transparency and diversity of thought.
- Inclusive leadership sessions for partners, senior associates and managers – which also focus on how our leaders have a key role to play in sponsoring our talent.
- Reducing any perceived barriers for women to our business through our approach to lateral partner hiring. Recruiters are briefed on our gender plan as a priority and a more strategic approach to lateral recruitment of female talent has been put into place.

Our progress

Reducing pay gaps is important. While the causes of pay gaps are complex and some are out of our control, annual reporting provides the opportunity to monitor our progress on the key initiatives and activity that aim to reduce these gaps and promote inclusivity in our firm. Inclusivity is one of the four areas of focus in our firm's business strategy, and top of our agenda alongside areas of innovation and technology. Among other objectives, this strategy focuses on achieving:

- 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 in the last year.

Partner recruitment

2019 has been one of our strongest years of lateral partner recruitment. In the UK, we have attracted four new female partners over the last twelve months alone. This compares to one in the previous three years.

Partner promotions

In 2019 57% of partner promotions were female. This reflects the rich gender breakdown of the talent we have across the business. We remain committed to ensure the gender balance of future promotions fairly represents the gender balance of our candidate pool.

Women in leadership roles

In the last year, the number of female partners in the UK has also increased by 2% to 17%.

This is the highest level to date. We plan to increase this level further with the success that our focus of activities outlined earlier in this report has brought.

As at March 2020 we have 21% female partners.



Required reporting

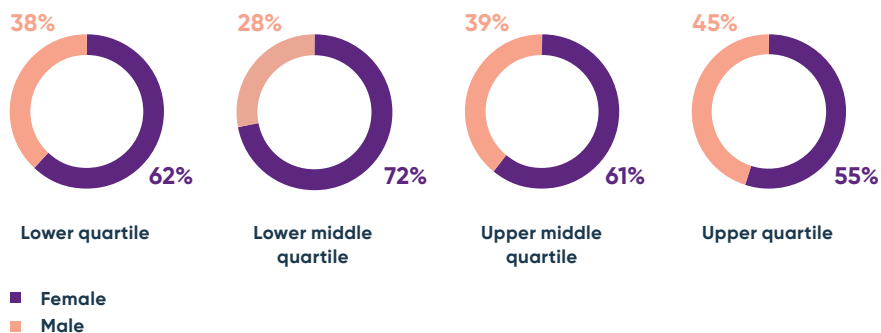
The following data represents all employees of Taylor Wessing Services Limited, the service company employing staff on behalf of the LLP and is reported to the Government Equalities Office. This section excludes our partners. Partner data can be found in our 'Enhanced reporting' section.

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



Our employee hourly pay gap	Gender pay gap	
	Mean	Median
2018/19	6.3%	18.5%
2019/20	13.5%	35.6%
Variance	+7.2%	+17.1%

Pay quartiles



We continue to employ more women overall than men.

This remains unchanged from last year. While remaining below the national average of 17.3% (published by the ONS in October 2019) for the third year, our pay gap has increased compared to last year, with slightly fewer women in the upper pay quartile this year.

Our business employs a broad range of people from senior lawyers to expert consultants and colleagues in business services, with salaries varying greatly. For this reason, we have reported our pay gap further, by job role later in this report.

Bonuses

	Bonus gap		Receiving bonus	
	Mean	Median	Women	Men
2018/19	22.5%	25.9%	49.4%	41.4%
2019/20	46.7%	67.9%	62.7%	56.2%
Variance	+24.2%	+41.9%		

We operate a discretionary employee bonus scheme, with bonuses paid annually in July and reflecting performance contributions in the previous financial year as a percentage of salary.

Our bonus policy guides how bonus payments are fairly pro-rated for recipients working fewer hours or a partial bonus year, which is checked and moderated by our talent team.

While our bonus gap has increased this year, we have paid proportionally more bonuses to women than men. Women continue to make up the majority of our part time employees, for whom bonuses are pro-rated in line with hours worked. We paid more bonuses to this group of employees this year due to good performance, which has contributed to our increased bonus gap.

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 separates our gender pay gap by job role.

	2018/19			2019/20		
	GPG	Headcount split		GPG	Headcount Split	
	Mean	Female	Male	Mean	Female	Male
Associate	-2.7%	63.8%	36.2%	0.6%	62.1%	37.9%
Senior Associate	0.0%	61.5%	38.5%	-1.1%	54.0%	46.0%
Senior Counsel	4.6%	55.2%	44.8%	-1.2%	46.7%	53.3%
Business Services	7.8%	66.0%	34.0%	23.0%	66.7%	33.3%



This year we have achieved a more balanced gap for our female and male associates.

We have a strong female talent pipeline. This is shown in over half our associates and senior associates who are women.

This year we have achieved a more balanced gap for our female and male associates. Our female associates on average earned more than their male counterparts for the past two years. We have achieved a more balanced gap this year of 0.6%.

We have a negative pay gap for our senior associates and senior counsels. On average, these female lawyers are paid just over 1% more than men.

We have seen an increase this year in the gender pay gap within our business services population. 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 salaries fall into the lower pay quartiles.

Our investment in more business services expertise will continue and so we want to look for more ways of reducing our gap while still investing in areas and roles where talent is predominantly female. Finding more solutions to build on the success we've seen from our plan and initiatives that led to us reducing the gap, will be one of our focuses looking ahead.

Partner earnings gap

We are a full equity partnership. 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, rather than a fixed salary and/or bonus. Our partner data is therefore presented as total earnings.

We are pleased that the steps we are taking as part of our Gender Plan have resulted in another reduction in our partner earnings gap this year. This will be a continued focus area for us and we continue to increase the number of female partners and women in leadership roles.

	Partner earnings		Gender balance	
	Mean	Median	Women	Men
2018/19	49.4%	48.9%	15%	85%
2019/20	43.5%	44.8%	17%	83%
Variance	-5.9%	-4.1%		

Combined partner and employee earnings gap

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

Our combined earnings gap has increased slightly this year. We continue to employ more women than men. While our partner gender balance and earnings gap are improving, the vast majority of our highest earning people (i.e. partners) continue to be men.

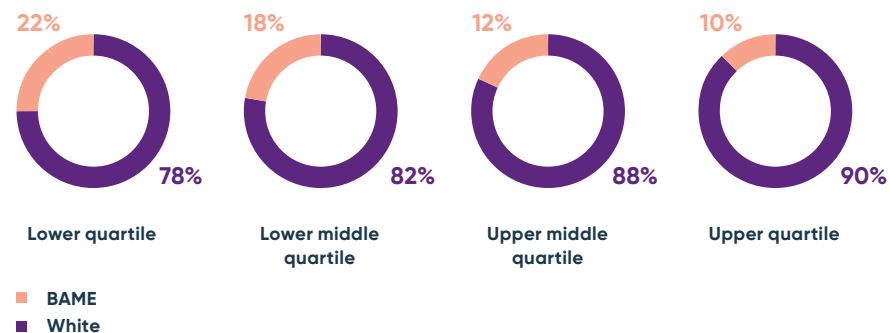
	Mean	Median
2018/19	67.5%	44.2%
2019/20	69.6%	45.7%
Variance	2.4%	1.5%

Ethnicity earnings gap

This is the second year we have voluntarily reported on ethnicity.

Our ethnicity earnings gap has reduced on a mean basis across all areas. The overall representation of BAME (Black, Asian and Minority Ethnic) people in our firm has marginally increased. There is more we want to do to continue to increase representation, as it's not reflective of the communities where we operate. We want to build on the success we've seen from our plan and initiatives led from our cultural diversity network. It therefore remains an area of continued focus for this year.

2018/19	Mean	Median	% who are BAME
Employee	26.1%	33.3%	16.2%
Partner	29.0%	48.9%	9.5%
Combined	43.1%	33.3%	15.2%
2019/20			
Employee	16.1%	33.1%	16.4%
Partner	26.1%	44.8%	9.5%
Combined	41.3%	39.8%	15.6%



Find out more: [taylorwessing.com/diversity](https://www.taylorwessing.com/diversity)

1000+ lawyers 300+ partners 28 offices 16 jurisdictions

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