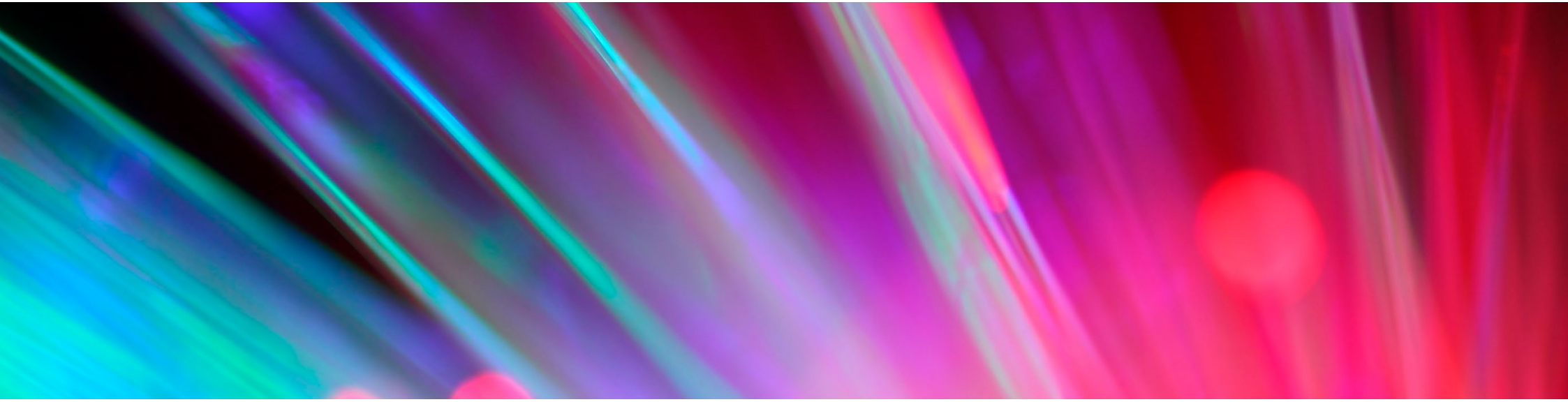
Linklaters

UK Pay Gap Reporting 2025



We are committed to building diverse, high-performing teams and to supporting and empowering everyone at Linklaters to reach their full potential.

Our focus is on recruiting and developing the most talented people from across all communities and nurturing an inclusive environment where all our people feel valued and respected so they are able to perform at their best. This in turn helps us to anticipate opportunities, come up with creative solutions, and deliver the best of Linklaters for our clients and each other.

Transparency and accountability are key to achieving this. That is why we voluntarily publish our equity partner metrics alongside our ethnicity and socio-economic pay statistics.

This year we are delighted to see a further narrowing of our pay gaps, continuing the positive trajectory since we first published our gender pay gap data in 2017.



Aedamar Comiskey
Senior Partner and Chair, London

Click to view profile



Paul Lewis
Firmwide Managing Partner, London

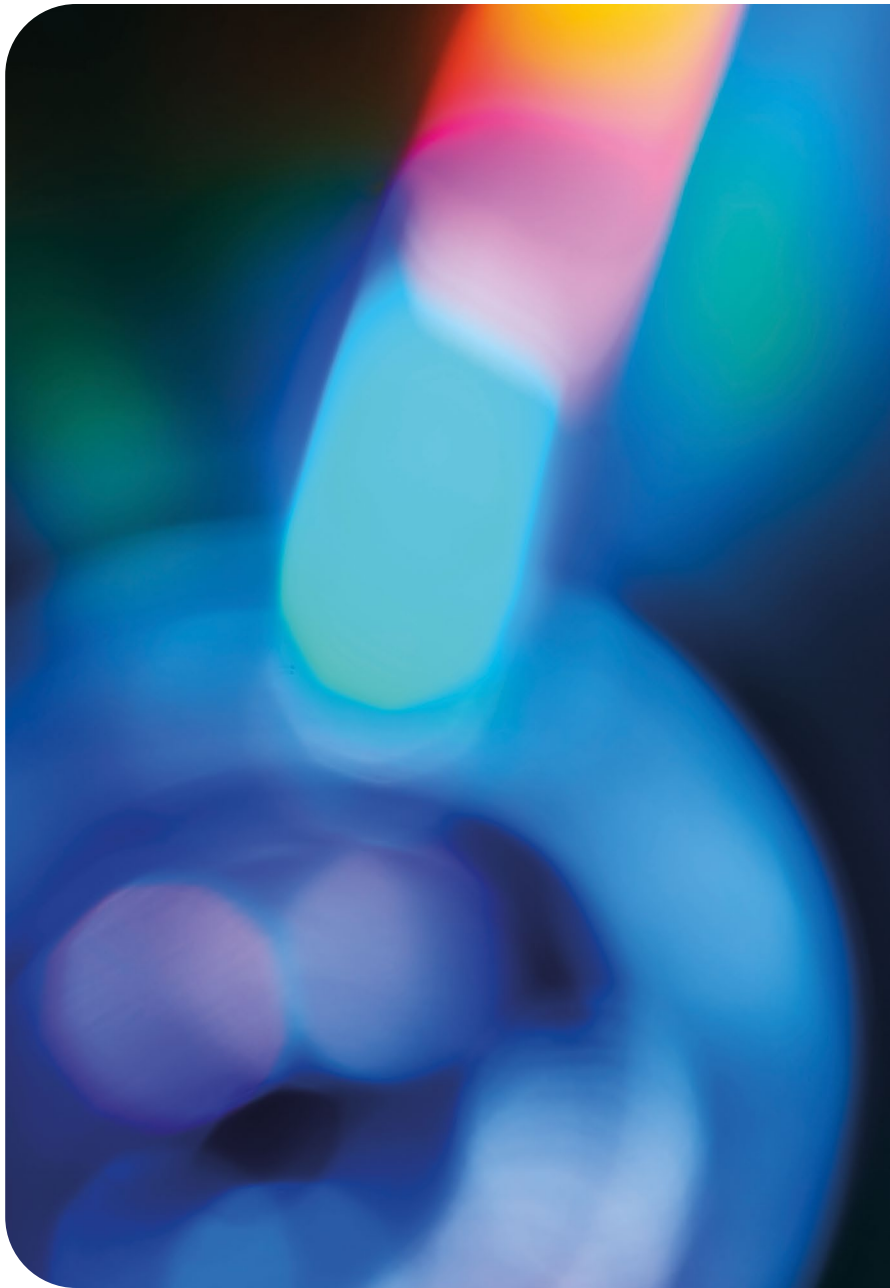
Click to view profile

The Times Top 50
Recognised as a top employer for gender equality for 12 consecutive years
2025

The Working Families Benchmark
Recognised as a Top 30 Employer for Working Families
2025

Ethnicity Matrix
Recognised with highest Level 4: Exemplary Employer accreditation
2024

Social Mobility Employer Index
Recognised as a top 3 employer for advancing social mobility
2025



PAY GAP REPORTING VS EQUAL PAY

Pay gaps reflect the difference in average pay between two groups (eg, men and women), which does not take into account workforce composition or job roles.

These figures do not reflect equal pay, which addresses the differences between men and women in the same roles carrying out equal work. We undertake rigorous reviews of our reward practices and are confident we pay our people fairly.

Mean and median calculations

The **mean pay gap** is the percentage difference between the average hourly earnings of men and women.

How you calculate it:

1. Calculate the hourly rate of pay of each employee.
2. Add up hourly pay of all men and divide by the number of men to get the mean pay for men.
3. Add up hourly pay of all women and divide by the number of women to get the mean pay for women.
4. Subtract the mean pay of women from the mean pay of men.
5. Divide by the mean pay of men and multiply by 100 to express as a percentage.

The **median pay gap** represents the difference between the midpoints in the ranges of hourly earnings of men and women.

How you calculate it:

1. Calculate the hourly rate of pay of each employee.
2. Take all men's hourly pay rate in the sample, line them up from lowest to highest to identify the 'middle' salary.
3. Repeat for women to identify the 'middle' salary.
4. Subtract the median pay of women from the median pay of men.
5. Divide by the median pay of men and multiply by 100 to express as a percentage.

GENDER PAY

This year, our overall gender pay gap has decreased both on a mean and a median basis. We have seen a significant improvement in comparison to when we started reporting in 2017.

The main factor driving our gender pay gap continues to be the composition of our workforce. This year, we saw an increase in the number of women in our top quartile. At the same time, a significantly higher proportion of our most junior legal, secretarial and business roles (which fall predominantly within our lowest pay quartile) are held by women. Whilst these roles are competitively rewarded by reference to the market, the large number of women in these populations effectively pulls the average pay for women down relative to that of men.

This year, the bonus gap has decreased on both a mean and median basis, which reflects changes made to the lawyers' bonus structure to reflect demand and volume of work. We continue to monitor the allocation of work to ensure equal opportunities for work across genders.

60%

women in the UK (all roles)

30%

women partners (UK)

38%

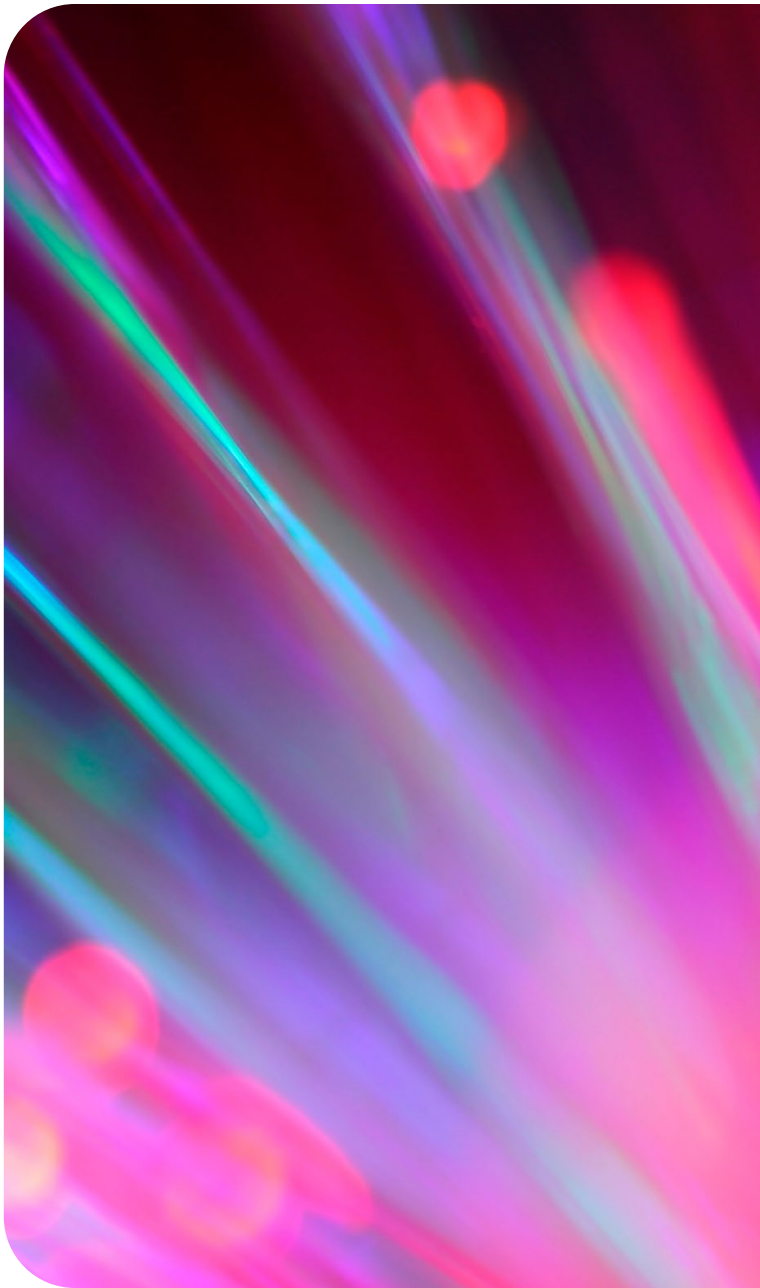
women on our Partnership Board

41%

female representation in 2025 new partner elections

52%

women in our Director group



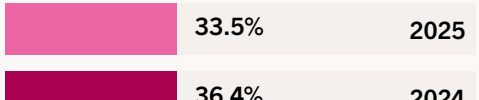
Gender Pay Gap: UK Linklaters workforce excluding equity partners

Pay (excluding equity partners)

Mean

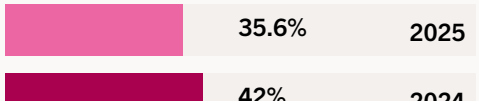


Median

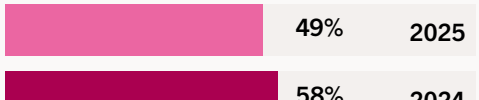


Bonus (excluding equity partners)

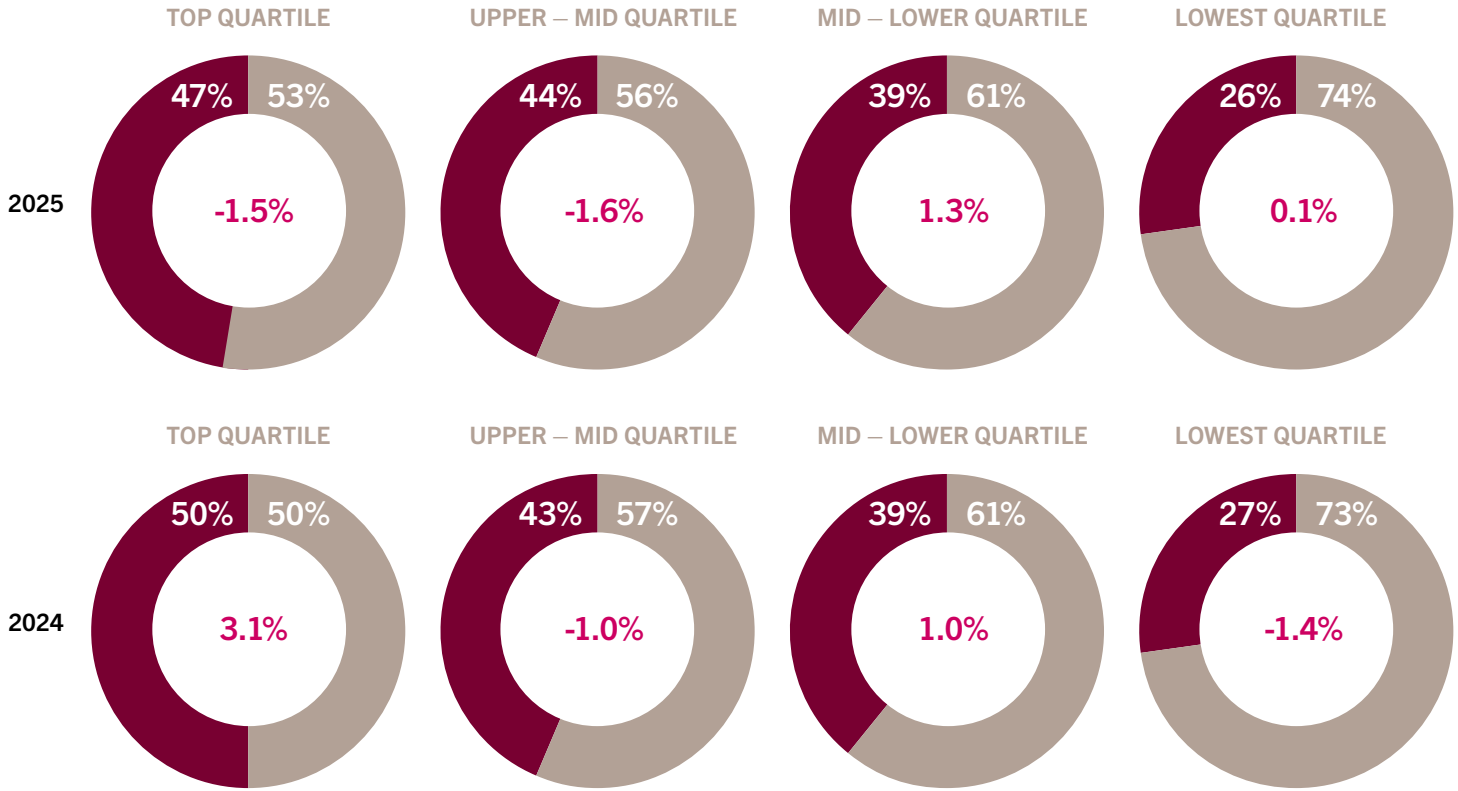
Mean



Median



Pay quartiles



Proportion receiving a bonus:





KEY

Men | Women | Pay gap per quartile

Our statutory reporting refers to Linklaters Business Services (LBS). LBS is a wholly-owned subsidiary and the service company of Linklaters LLP. LBS is the main employing entity for Linklaters' UK-based employees.

Gender Pay Gap: UK Linklaters including equity partners

FTE Total Earnings (including equity partners)

Mean

58.2%	2025	
58.7%	2024	

Median

38.9%	2025	
38.4%	2024	

Equity partners only

Mean

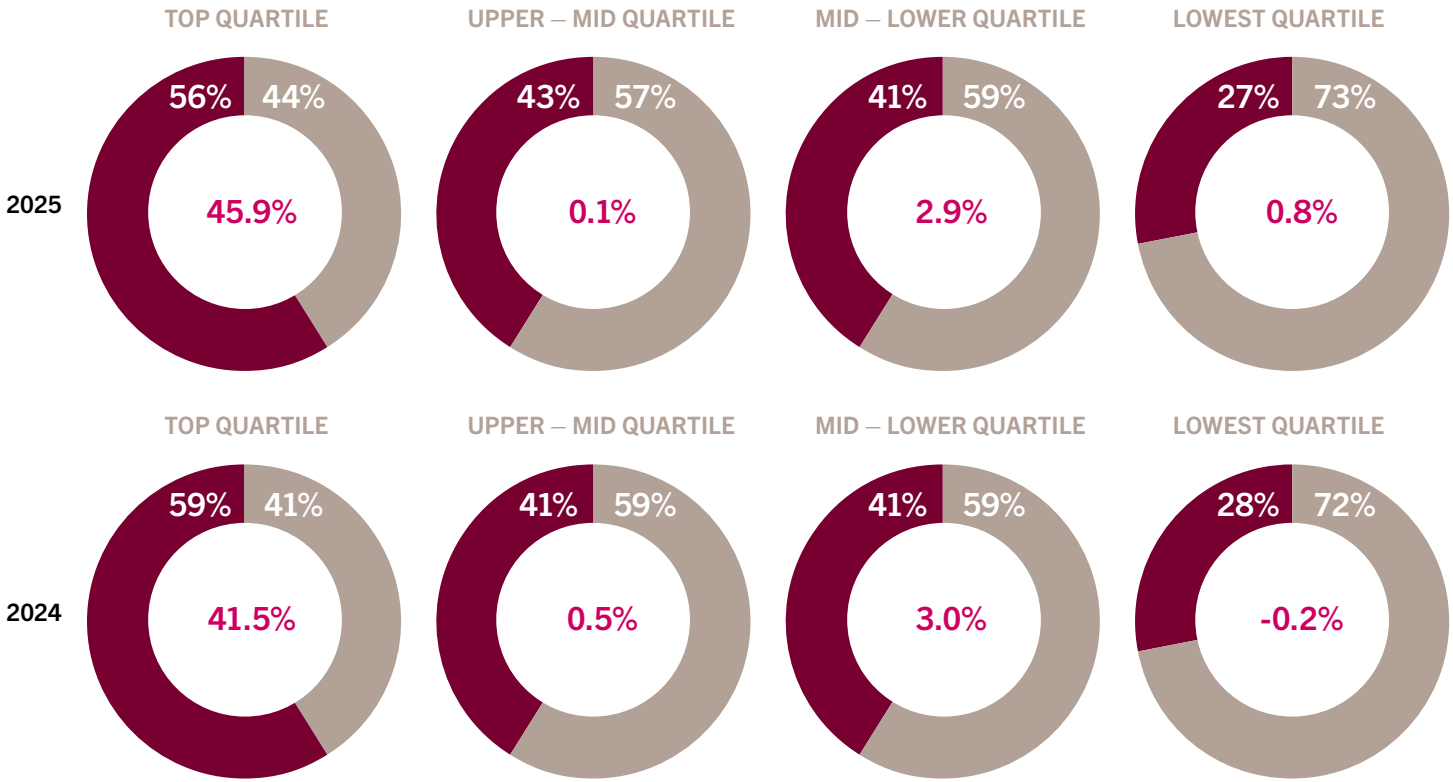
18.1%	2025	
20.2%	2024	

Median

17.1%	2025	
35.8%	2024	

*Partner figures reflect FY25 profit share.

Pay quartiles



Our statutory reporting refers to Linklaters Business Services (LBS). LBS is a wholly-owned subsidiary and the service company of Linklaters LLP. LBS is the main employing entity for Linklaters' UK-based employees.

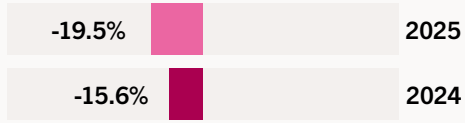
Ethnicity Pay Gap: UK Linklaters workforce excluding equity partners

Pay (excluding equity partners)

Mean

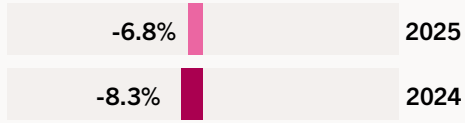


Median

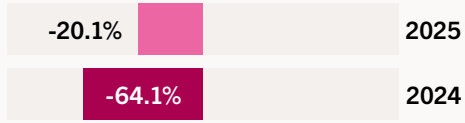


Bonus (excluding equity partners)

Mean



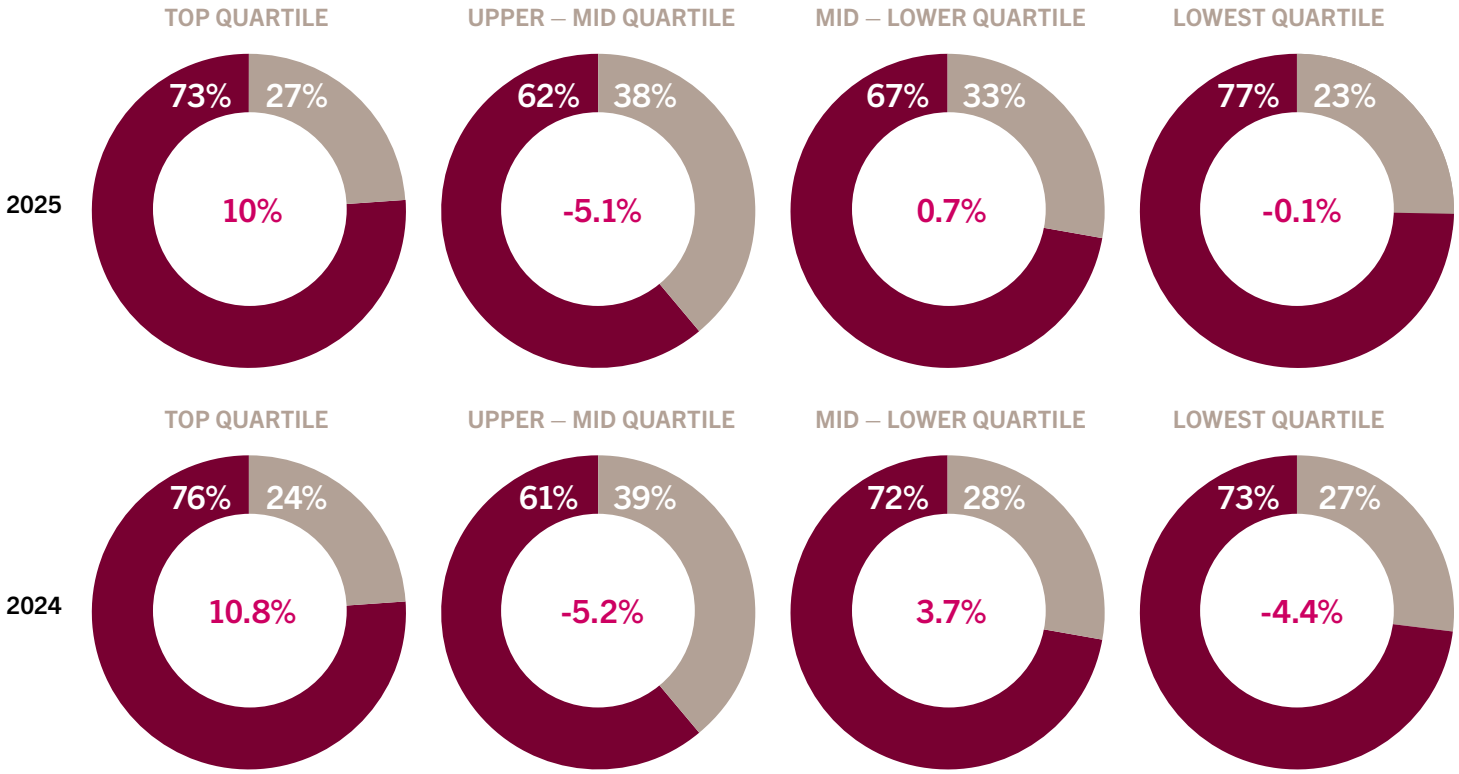
Median



This year we are pleased to see that our ethnicity pay gap has closed on a mean basis. On a median basis, we have seen a small increase in favour of the Black and minority ethnic population. We continue to see Black and minority ethnic colleagues progressing into more senior roles across the firm.

Our ethnicity bonus gap has also decreased on both a mean and median basis. Our Black and minority ethnic population is smaller than our white population, and the difference in the size and distribution of these two groups means that our bonus figures can be quite volatile on a year-on-year basis.

Pay quartiles



Proportion receiving a bonus:



KEY

White | Minority ethnic | Pay gap per quartile

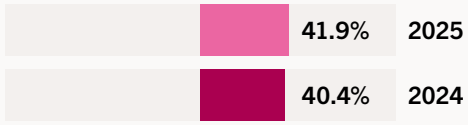
Our statutory reporting refers to Linklaters Business Services (LBS). LBS is a wholly-owned subsidiary and the service company of Linklaters LLP. LBS is the main employing entity for Linklaters' UK-based employees.

In the UK, 82% of colleagues have voluntarily shared their ethnicity information and, within that population, 25% identify as Black or minority ethnic.

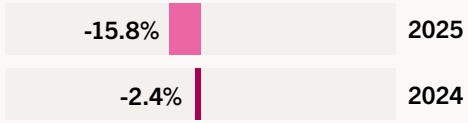
Ethnicity Pay Gap: UK Linklaters workforce including equity partners

FTE Total Earnings (including equity partners)

Mean

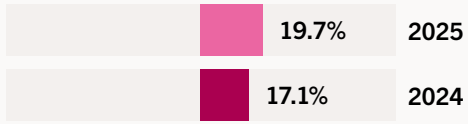


Median

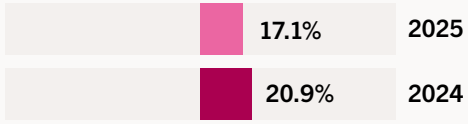


Equity partners only

Mean

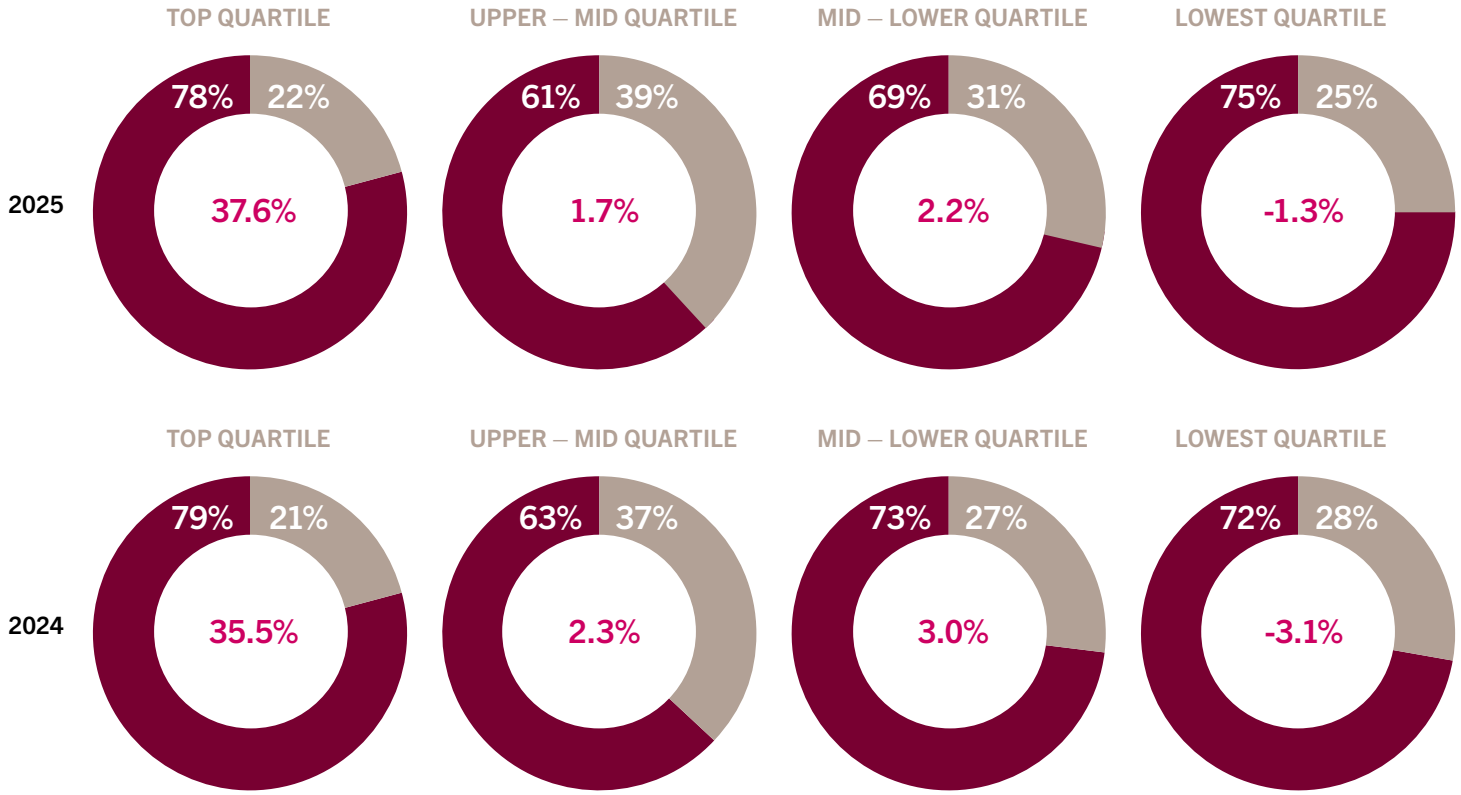


Median



*Partner figures reflect FY25 profit share.

Pay quartiles



KEY

White | Minority ethnic | Pay gap per quartile

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Socioeconomic Background Pay Gap

Our socioeconomic background data is based on an individual's response to the question, 'Thinking back to when you were aged about 14, which best describes the sort of work the main/highest income earner in your household did in their main job?', with responses grouped into broad categories based on the National Statistics Socioeconomic Classification (NS-SEC).

Some general examples of occupations that fall into each category are:

- **Professional background**: chief executive, solicitor, accountant, teacher.
- **Intermediate background**: small business owner, secretary, clerical worker, nursery nurse.
- **Lower socioeconomic background**: plumber, gardener, postal worker, security guard.

In the UK, 79% of colleagues (including partners) have voluntarily shared their parental occupation information and within that population, 19% are in the Lower Socioeconomic Background category, 13% in the Intermediate category and 68% in the Professional category.

Analysis shows that the main factor driving the gap is the composition of our workforce. Our senior roles are held by more individuals from professional backgrounds, with more junior and administrative roles being held by individuals from lower socioeconomic backgrounds.

All firm, including UK Equity Partners

Professional vs lower socioeconomic

Mean

41.3%	2025
40.5%	2024

Median

54.1%	2025
50.5%	2024

Professional vs intermediate

Mean

9.1%	2025
14.8%	2024

Median

35.7%	2025
37.1%	2024

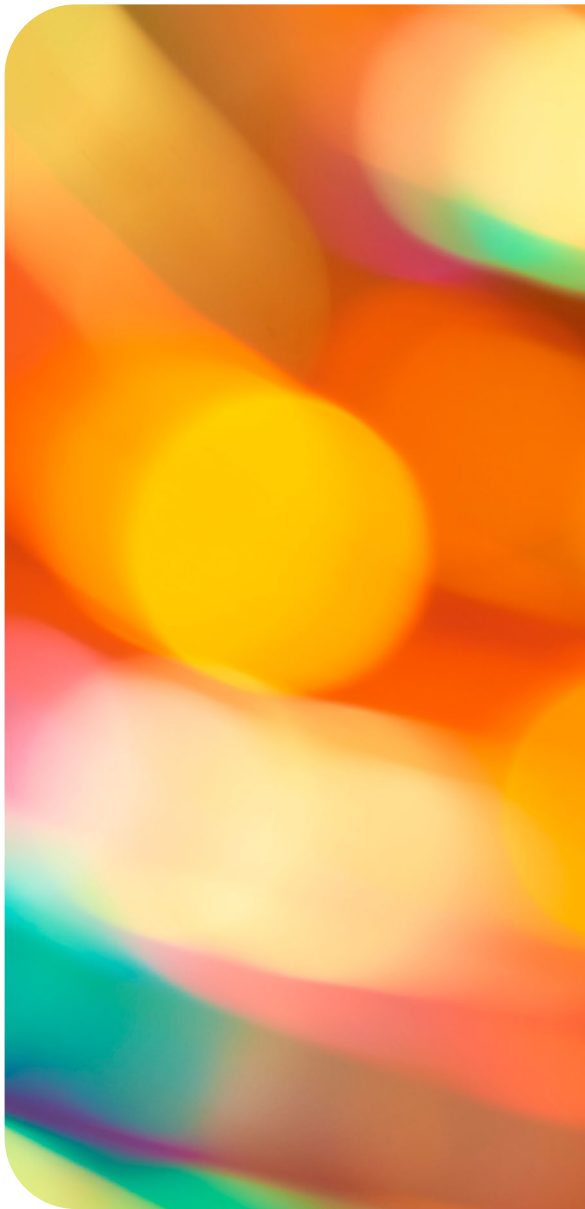
Intermediate vs lower socioeconomic

Mean

35.5%	2025
30.1%	2024

Median

28.5%	2025
21.2%	2024



Linklaters LLP

20 Ropemaker Street

London EC2Y 9AR

Tel: +44 20 7456 2000

Fax: +44 20 7456 2222

linklaters.com

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