Linklaters

UK pay gap reporting 2024



FOREWORD

As a firm, we are committed to attracting and retaining the most talented people. We want our people to feel included, valued and respected so we can perform at our best as a team for our clients and each other.

We are confident that we provide fair pay to all of our colleagues and we are proud that our efforts have once again been recognised externally this year.



Aedamar Comiskey
Senior Partner and Chair, London

Click to view profile



Paul Lewis
Firmwide Managing Partner, London

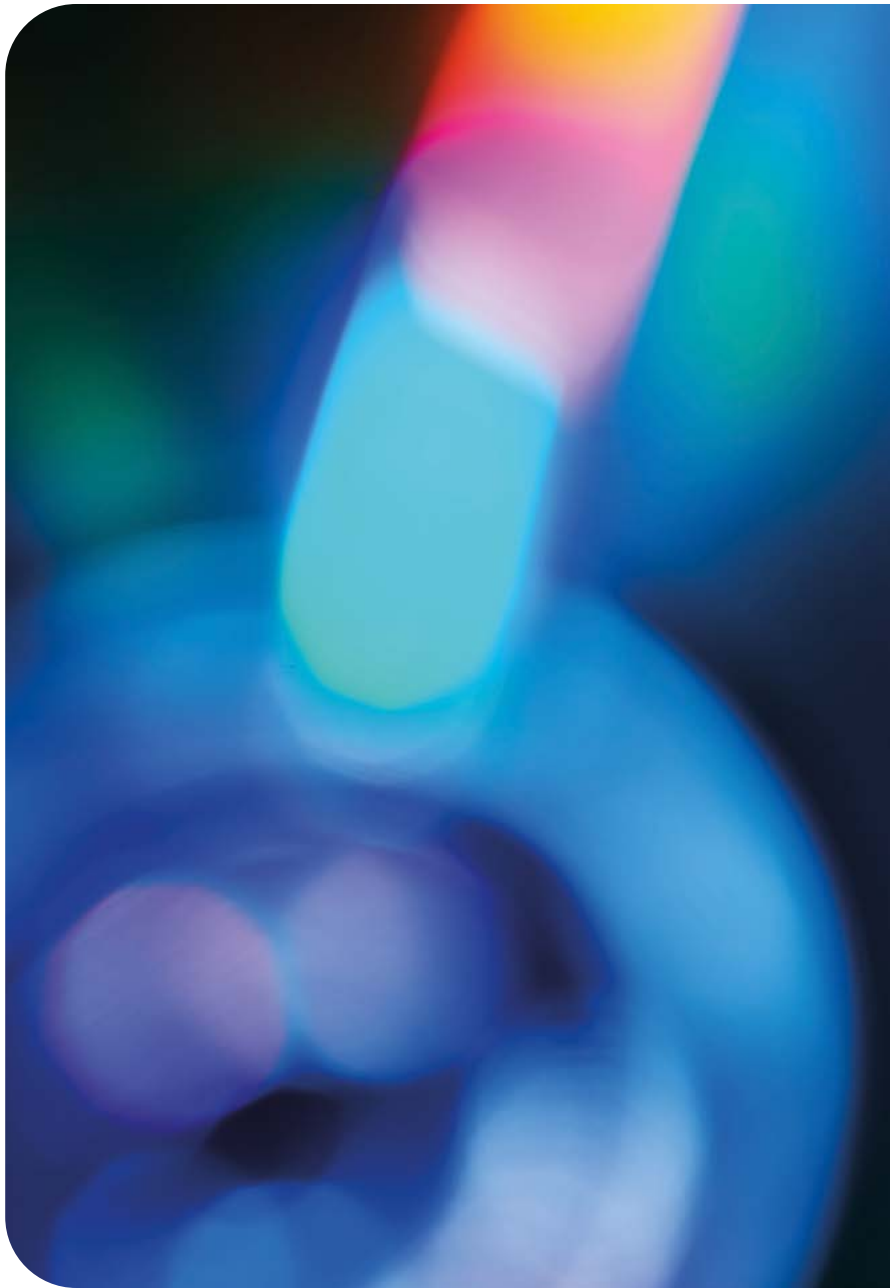
Click to view profile

The Times Top 50
Recognised as a top employer for gender equality for 11 consecutive years
2024

The Working Families Benchmark
Recognised as a Top 30 Employer for Working Families
2024

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

Social Mobility Employer Index
Recognised as a top 10 employer for advancing social mobility
2024



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. This amount is then divided by the mean pay of men and multiplied 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. This amount is then divided by the median pay of men and multiplied by 100 to express as a percentage.

GENDER PAY

This year, our overall gender pay gap has increased marginally both on a mean and a median basis. However, it is still a significant improvement in comparison to when we started reporting in 2017, demonstrating that we are on a positive trajectory.

The main factor driving the gap continues to be the composition of our workforce. This year, we saw a small increase in the number of men in our top quartile. This, combined with a significantly higher proportion of our most junior legal, secretarial and business roles (which fall predominately within our lowest pay quartile) being held by women accounts for the marginal increase in our pay gaps. 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 compared with the pay figures for men.

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

The Times Top 50

Top employer for gender equality for 11 consecutive years

40%

female representation in 2024 new partner elections

38%

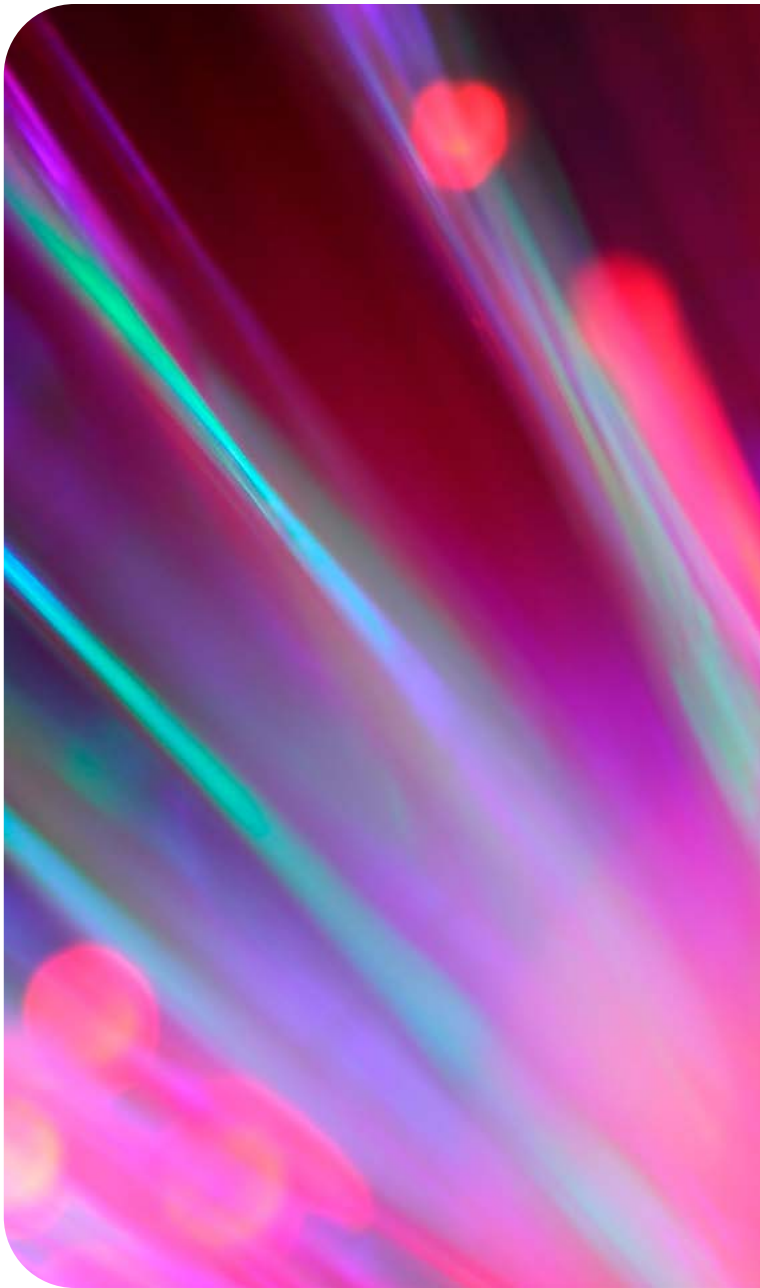
women on our Partnership Board

31%

women on our Executive Committee

52%

women in our Director group

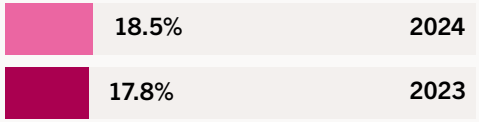


REPORTABLE INFORMATION

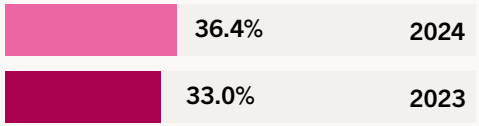
Gender Pay Gap: UK Linklaters workforce excluding equity partners

Pay (excluding equity partners)

Mean

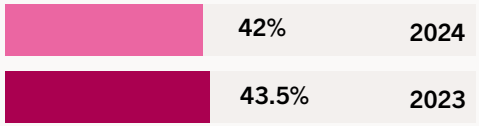


Median

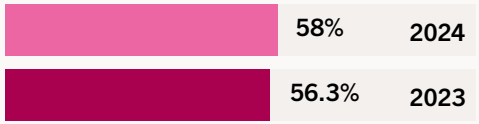


Bonus (excluding equity partners)

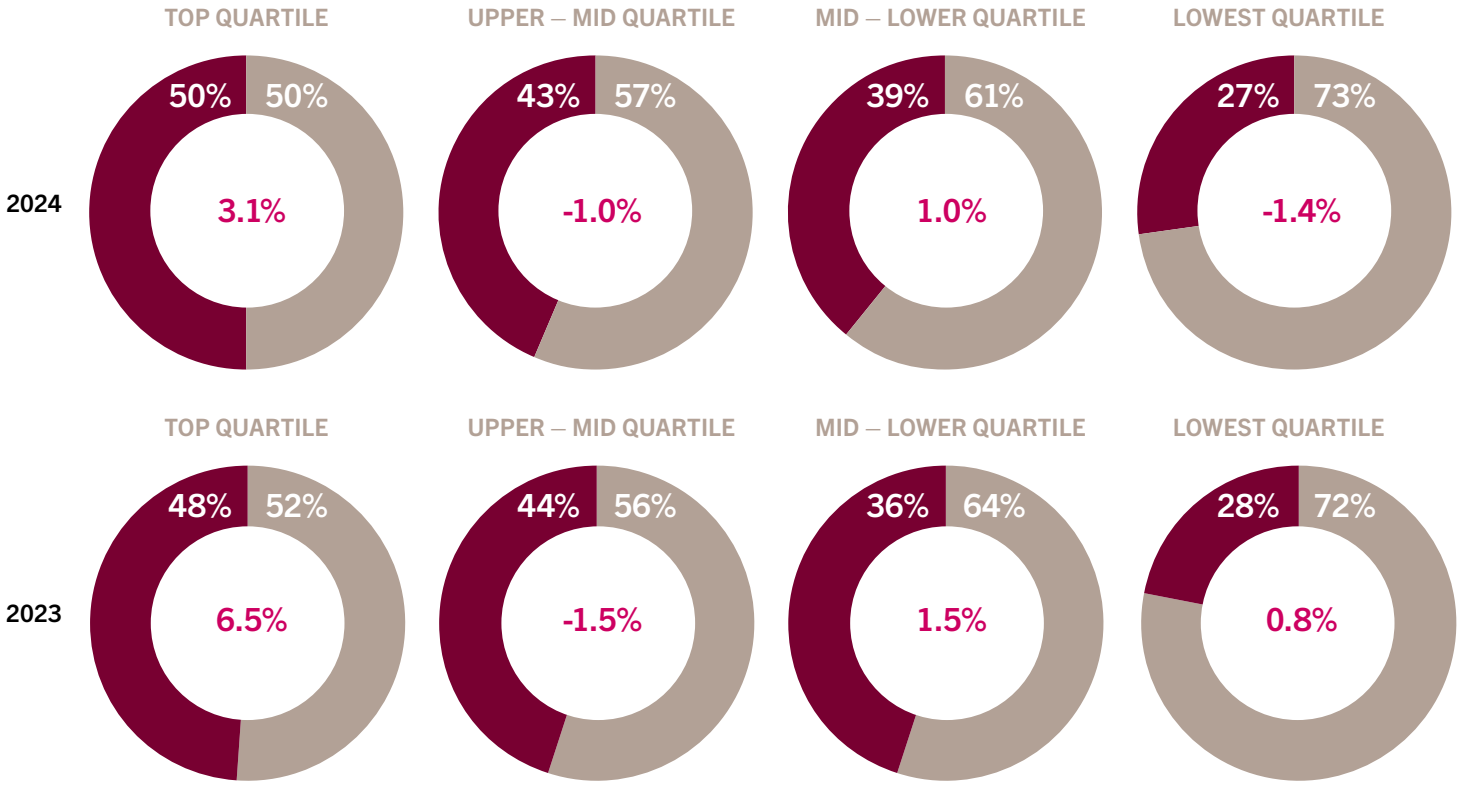
Mean



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.

VOLUNTARY PUBLICATION

Gender Pay Gap: UK Linklaters including equity partners

FTE Total Earnings (including equity partners)

Mean

58.7%	2024	
59.8%	2023	

Median

38.4%	2024	
34.5%	2023	

Equity partners only

Mean

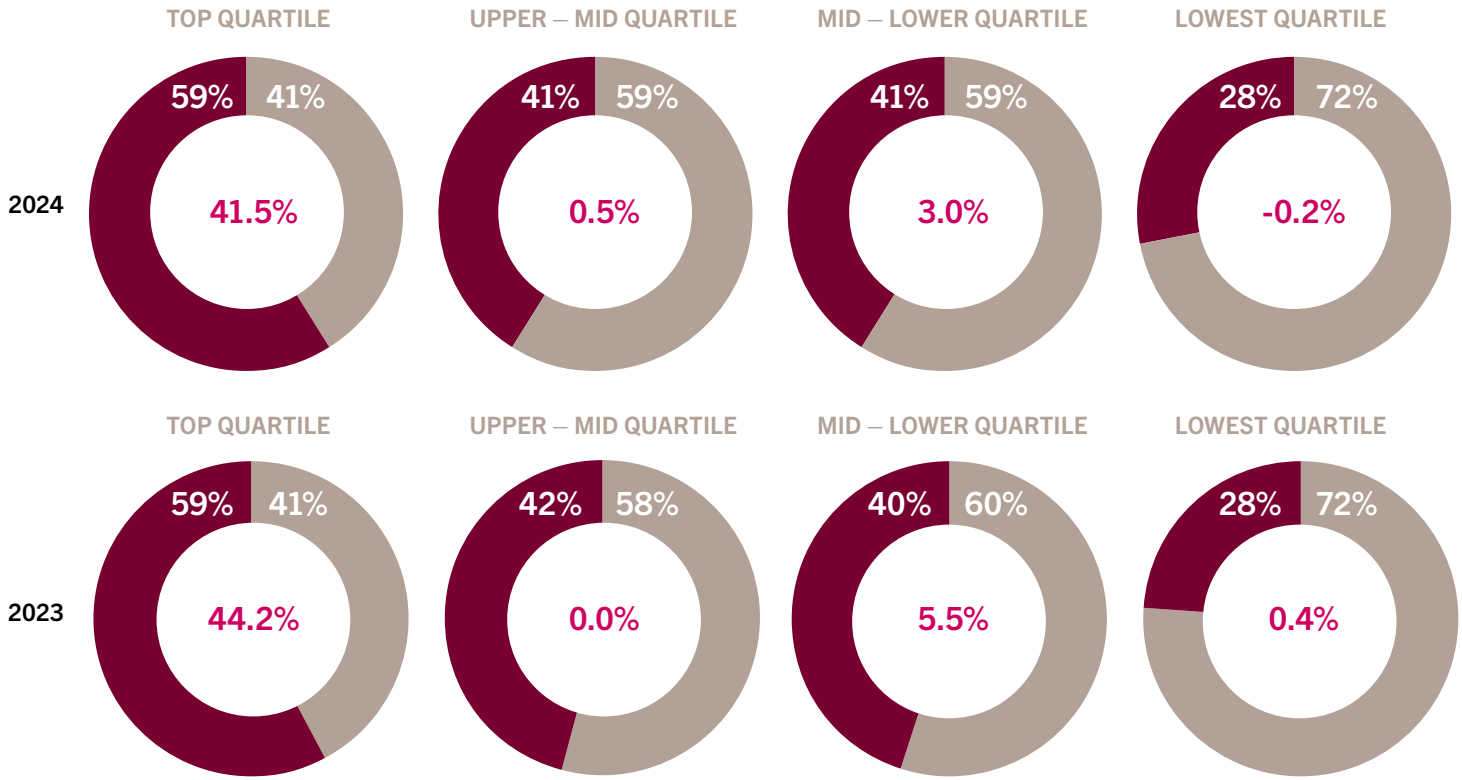
20.2%	2024	
17.6%	2023	

Median

35.8%	2024	
22.0%	2023	

*Partner figures reflect FY24 profit share.

Pay quartiles



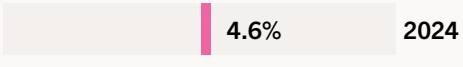
Our statutory reporting refers to Linklaters Business Services (LBS). LBS is a wholly-owned subsidiary and the service company of Linklaters LLP. LBS is the main employing entity for Linklaters' UK-based employees.

VOLUNTARY PUBLICATION

Ethnicity Pay Gap: UK Linklaters workforce excluding equity partners

Pay (excluding equity partners)

Mean



Median



Bonus (excluding equity partners)

Mean



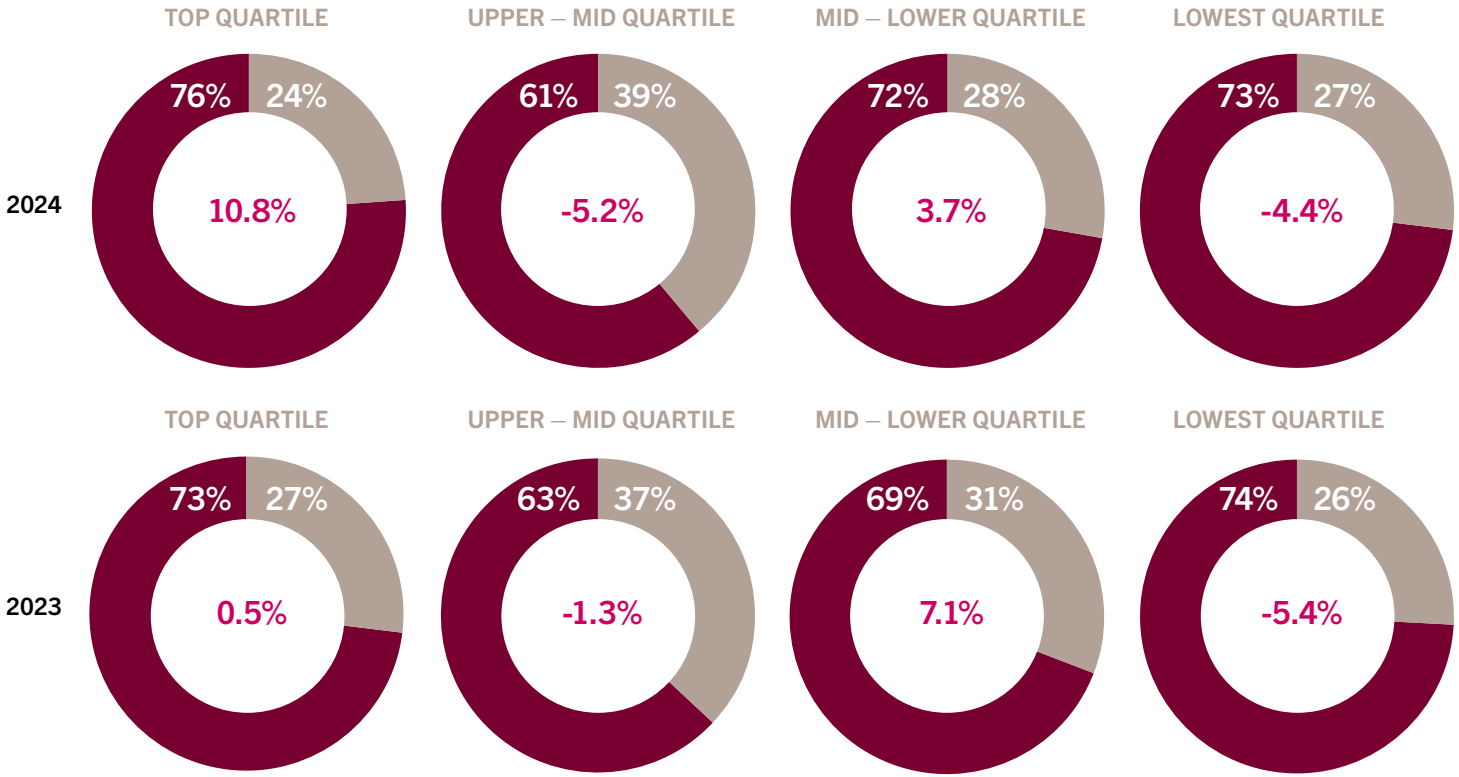
Median



This year our ethnicity pay gap on the mean basis and the median basis has decreased. We continue to see Black and minority ethnic individuals progressing through the firm into more senior roles.

Our ethnicity bonus gap also decreased on both a mean and median basis. Compared to our white population, our Black and minority ethnic population is relatively small. This difference in the size and spread of these two populations means that our bonus figures can be quite volatile, particularly when comparing year on year.

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.

72% of colleagues in the UK have voluntarily shared their ethnicity information and within that population, 24% identify as Black or minority ethnic.

VOLUNTARY PUBLICATION

Ethnicity Pay Gap: UK Linklaters workforce including equity partners

FTE Total Earnings (including equity partners)

Mean

40.4%	2024
44.8%	2023

Median

-2.4%	2024
5.7%	2023

Equity partners only

Mean

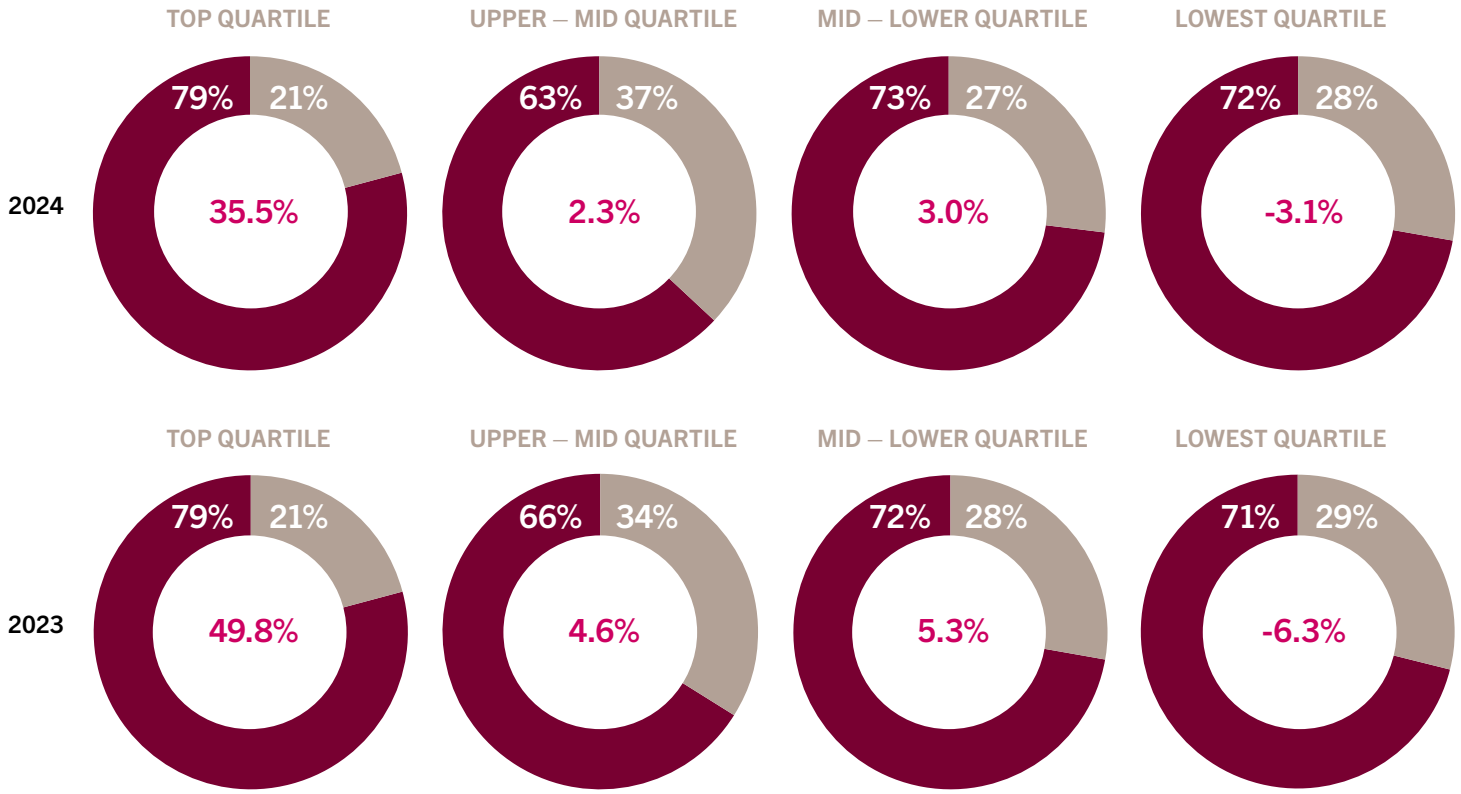
17.1%	2024
23.1%	2023

Median

20.9%	2024
32.9%	2023

*Partner figures reflect FY24 profit share.

Pay quartiles



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.

VOLUNTARY PUBLICATION

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.

73% of colleagues in the UK (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.

*Revised SEB pay gap figures due to error in previous calculation.

All firm, including UK Equity Partners

Professional vs lower socioeconomic

Mean

40.5%	2024
38.6%*	2023

Median

50.5%	2024
41.1%*	2023

Professional vs intermediate

Mean

14.8%	2024
17.2%	2023

Median

37.1%	2024
26.4%	2023

Intermediate vs lower socioeconomic

Mean

30.1%	2024
25.8%	2023

Median

21.2%	2024
20%	2023



Linklaters LLP

One Silk Street

London EC2Y 8HQ

Tel: +44 20 7456 2000

Fax: +44 20 7456 2222

linklaters.com

This publication is intended merely to highlight issues and not to be comprehensive, nor to provide legal advice. Should you have any questions on issues reported here or on other areas of law, please contact one of your regular contacts, or contact the editors.

© Linklaters LLP. All Rights reserved 2025

Linklaters LLP is a limited liability partnership registered in England and Wales with registered number OC326345. It is a law firm authorised and regulated by the Solicitors Regulation Authority. The term partner in relation to Linklaters LLP is used to refer to a member of the LLP or an employee or consultant of Linklaters LLP or any of its affiliated firms or entities with equivalent standing and qualifications. A list of the names of the members of Linklaters LLP and of the non-members who are designated as partners and their professional qualifications is open to inspection at its registered office, One Silk Street, London EC2Y 8HQ, England or on www.linklaters.com and such persons are either solicitors, registered foreign lawyers or European lawyers. Please refer to www.linklaters.com/regulation for important information on our regulatory position. LIN.GBR.461.24