




UK Gender Pay Gap Report 2024

Published in 2025 for the snapshot date 5 April 2024

Kennedys

The background features a dynamic, abstract composition of light streaks in vibrant red and deep blue, radiating from the center and creating a sense of movement and energy. A solid black rectangular area is overlaid on the left side, serving as a backdrop for the text.

Building a fair, diverse and inclusive firm is essential for our future success. It will help us to attract and retain the best talent, drive innovation, and deliver the best experience for our people and clients.

Foreword

We are committed to fostering a diverse, inclusive and equitable workplace where all our people can thrive. Transparency is a crucial part of this commitment, and our Gender Pay Gap Report provides an important opportunity to reflect on our progress, challenges and the steps we are taking to create lasting change at all levels within the Firm.

While our gender pay gap figures are influenced by various factors, including broader trends in the legal profession, we acknowledge the imbalances that exist within our firm and the need for change. This year we aim to launch our gender action plan which will encompass targeted and evidenced-based initiatives that support the development and advancement of women into senior leadership roles. As part of our ongoing efforts to drive greater equality, we will continue to regularly listen to our people to better understand their experiences, thoughts and challenges. We conducted our first employee opinion survey in 2024. This year, we will strive to work more closely with our affinity groups and networks to inform future decisions.

This report highlights the steps we are taking to address the gender pay gap and provides a detailed analysis of the statistics. It also includes voluntary partner pay gap data and analysis.

We remain focused on increasing female representation at senior levels, supporting career progression through mentorship and sponsorship programmes, and enhancing flexibility to ensure that everyone has equal opportunities to succeed. We continue to support our pipeline of female candidates at senior levels, particularly into equity partnership.

Addressing the gender pay gap remains a key priority for the whole Firm. This commitment has been reiterated by our Partnership and highlighted as a key priority for the forthcoming year. We will continue to collect, monitor and rigorously analyse both our qualitative and quantitative data to identify trends, insights and areas of progress. We believe our efforts will help us reduce the gender pay gap at Kennedys in the coming years.



A message from our UK Managing Partner,
Ben Aram

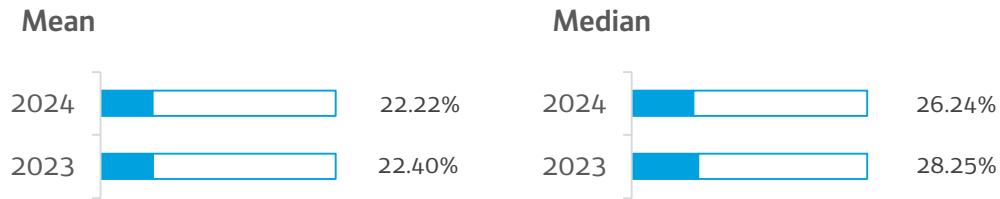
We know that gender equality starts at the top and we are proud that 60% of our new Executive Group is made up of women.

“Getting more women into senior leadership roles is critical and we are on track of achieving our goal of 40% female partnership by 2030. Whilst we continue to improve the representation of women in the partnership year on year, we recognise that disparities still exist. We know there is more to do, and we remain dedicated to driving meaningful change through targeted initiatives that support the development and advancement of women at all levels.”

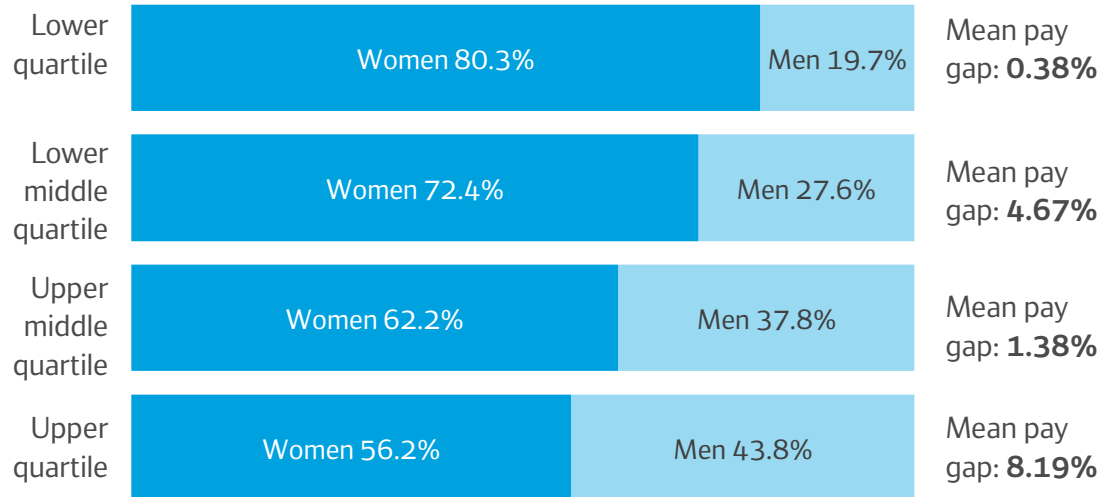
We remain committed to our diversity, equity and inclusion efforts and creating a workplace where talent and ambition, rather than gender or background, determine career progression and reward.”

Our statistics

Employee pay gap



Proportion of female and male employees by quartile pay bands (%)



Key findings

- Our mean gender pay gap has decreased by 0.18%.
- Our median gender pay gap has decreased by 2.01%.
- The pay gap in each quartile is significantly smaller than the overall pay gap, and in most cases is minimal.
- Women outnumber men in all quartiles including the upper quartiles.

Contributing factors

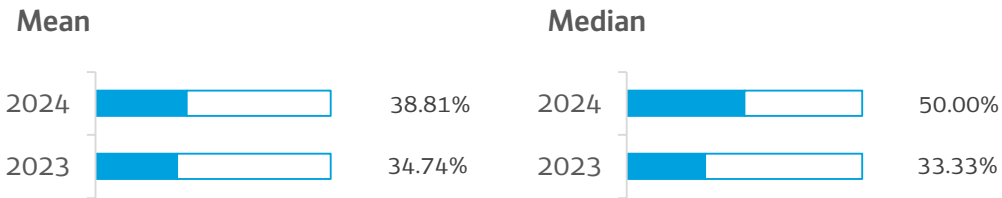
- A significant proportion (83%) of our secretarial and administrative employees are women.
- There is a higher number of women joining the profession at entry level.

Definitions:

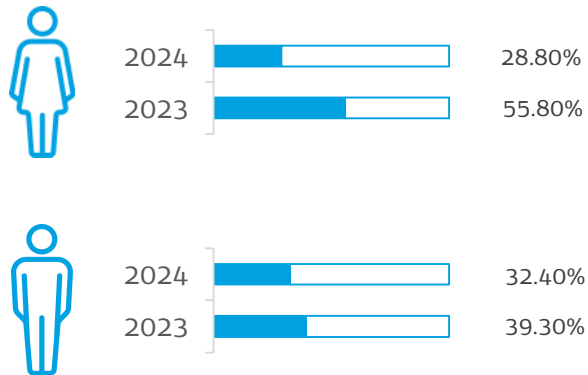
- **Gender pay gap:** The gender pay gap is not measured by reference to equal pay, which looks at men and women performing equal work, but is the measure of the difference between men and women's average earnings across all UK employees.
- **Mean:** The difference between the mean (average) hourly rate of pay/bonus for all men and women.
- **Median:** The difference between the middle rate of pay/bonus for all men and women when hourly rate is ranked in numerical order.
- **Quartiles:** Calculated by ranking all employees' hourly pay in numerical order and splitting them into equal groups of four.

Our statistics

Employee bonus gap



Proportion of female and male employees receiving bonus pay (%)



Key findings

- Our mean bonus pay gap has increased by 4.07%.
- Our median bonus pay gap has increased by 16.67%.
- There is a lower proportion of women who received a bonus compared to 2023.
- There is a lower proportion of men who received a bonus compared to 2023.

Contributing factors

- As bonuses are usually awarded as a percentage of salary and given that men occupy a higher proportion of our high paid and senior roles, this translates into men receiving higher bonuses.
- As of 5 April 2024, 22% of women were working part-time compared to 3% of men. Working part-time results in receiving lower average financial payments.

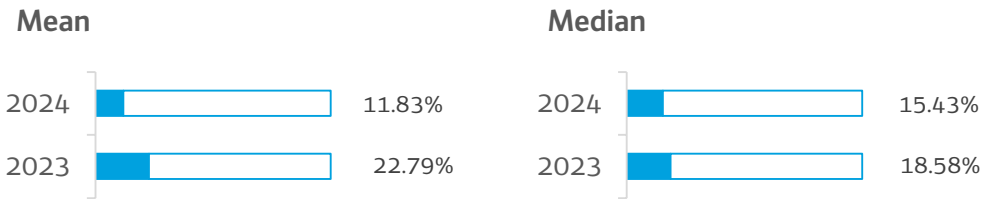
Definitions:

- **Bonus gap:** The bonus gap is based on actual sums paid during the snapshot period and is not adjusted for part time working.

- Fewer women are receiving bonuses compared to the previous reporting period because in December 2022 a cost-of-living payment was awarded to support our employees earning under £35,000/year. Of all those receiving a cost-of-living payment, 83.7% were women.

Our statistics

Partner pay gap



Proportion of female and male partners as of 5 April 2024 (%)



Key findings

- Our mean partner pay gap has decreased by 10.96%.
- Our median partner pay gap has decreased by 3.15%.
- Men continue to disproportionately make up the UK partnership at 65.8% as of 5 April 2024.

Contributing factors

- Women make up 34.2% of the UK partnership as of 5 April 2024.
- Men have historically made up (and continue to make up) a higher proportion of the full equity partnership roles, impacting the data notably in the upper two quartiles.

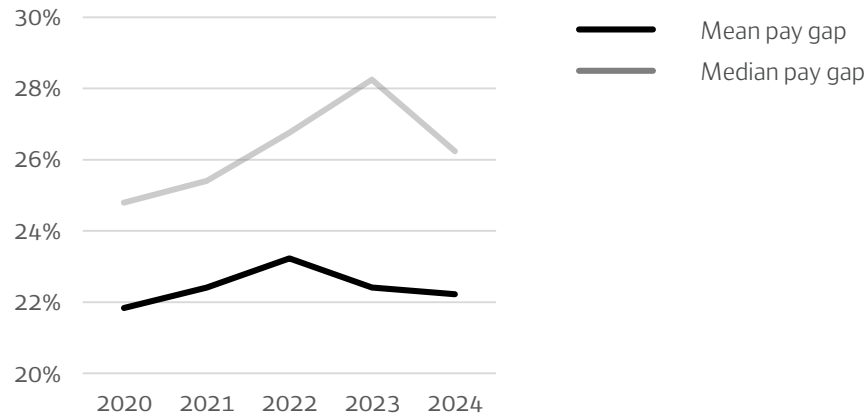
Definitions:

- **Gender pay gap:** The gender pay gap is not measured by reference to equal pay, which looks at men and women performing equal work, but is the measure of the difference between men and women's average earnings across all UK partners.

Findings and analysis

Employee pay gap

Year on year comparison



Over the past four years our mean and median gender pay gaps have remained relatively stable. Since 2020, the mean gender pay gap has stagnated around 22%. The median gender pay gap has decreased since 2023 but remains higher compared to 2020.

As of April 2024, our mean pay gap has decreased to 22.2% (from 22.4% in 2023) and our median pay gap has decreased to 26.24% (from 28.25% in 2023).

The gender pay gap continues to exist at Kennedys primarily because we have a disproportionate number of women in secretarial, administrative and entry-level roles.

A significant proportion (83%) of our secretarial and administrative employees are women. Administrative roles typically have lower salaries than legal roles, in line with the legal sector norm. Legal administrative roles traditionally almost exclusively attract women.

As at April 2024, 79% of our Trainee Solicitors, 66% of our Legal Apprentices and 86% of our Litigation Assistants were women.

There are more women studying the law and entering the legal profession. Women constitute the majority of law students in the UK (70% of UK students accepted to study law in 2022 were women).

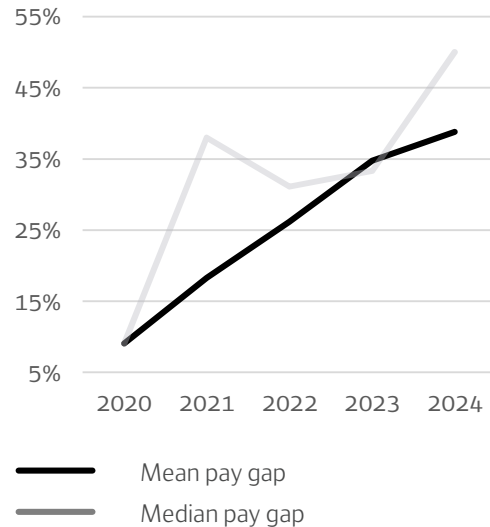
While we ensure that our recruitment and selection processes are inclusive and open to all, we continue to see the talent pool predominantly made up of women for administrative and entry level roles.

The pay gap in each quartile is significantly smaller than the overall pay gap, and in most cases is minimal. Women outnumber men in all quartiles, including the upper quartiles. However, it is important to note that the upper quartile has the largest pay gap at 8.19%. This suggests that an area of focus should be further investigation into discrepancies within each pay band and developing robust pay practices. It also gives further evidence as to why we should focus our efforts on the disparity at senior levels.

Findings and analysis

Employee bonus gap

Year on year comparison



Our mean bonus pay gap has increased to 38.81% (from 34.74% in 2023), while the median increased to 50% (from 33.33% in 2023). Of the population receiving a bonus,

32.4% were men and 28.8% were women. Fewer women are receiving bonuses compared to the previous reporting period because in December 2022 we issued a cost of living payment to support our employees. Of all those receiving a cost of living payment, 83.7% were women.

The bonus gap is based on actual sums paid during the snapshot period and is not adjusted for part-time working. It exists because high-value bonuses are typically linked to senior roles and billable hours, both areas where men are overrepresented. Additionally, parental leave, career breaks, flexible working arrangements, and part-time roles, which are more commonly taken up by women, can impact bonus eligibility and size of payment.

At Kennedys, as of April 2024, 22% of women worked part-time compared to 3% of men. 7% of men who worked part-time received a bonus compared to 26% of women who worked part-time.

Partner pay gap (%)

Although we are not required to do so, we have chosen to publish our partner figures. Whilst gender diversity in the profession has significantly improved, much more remains to be done at this senior level.

The mean gender pay gap in our partnership has decreased to 11.83% (from 22.79% in 2023) and our pay gap median has decreased to 15.43% (from 18.58% in 2023). In the upper quartiles, we have a negative pay gap, which signifies that the mean and median gaps are currently in favour of female partners.

Overall, we continue to see a positive number of women being promoted (53% of those who were promoted to our global partnership in 2024 were women). We have made progress in terms of the representation of women in the partnership.

With 34% of women in the UK partnership (as of April 2024), we are on track to meet our 40% goal by 2030.

However, men continue to make up a higher proportion (74%) of the full equity partnership roles who generally receive higher profit shares than salaried partners. One of our priorities this year will be identifying ways to better support our female salaried partners and increase our proportion of women entering the full equity partnership.

What are we doing?

Over the past year we have made progress against our diversity goals. Some of the work has included:

Transparency of reward

- Establishing and continuing to embed a pay remuneration structure centred around four pay principles and supported by robust tools to inform pay decisions for new hires and promotions. We also completed a review of our external benchmarking used to inform pay decisions to align our salaries to the market and address any disparities.
- Commissioning a review of our reward and recognition framework following feedback from our engagement survey considering how we reward our people financially and non-financially. Following this, we launched a new approach to our reward, benefits and pay, focused on helping our people understand their wider reward package.

Auditing and increasing our benefits offering to **become more diverse with the introduction of a wellbeing allowance** and more frequent communication on our total reward offering.

Accountability of data

Increasing our diversity questionnaire response rates from 59% to 69% through our Count Me In campaign. We will run another campaign in 2025, ensuring reliable and robust data.

- Using diversity metrics across our teams to monitor attraction, selection, promotion and attrition data. The new application tracking system we introduced last year has enabled us to conduct more rigorous diversity analytics to identify trends and take action.
- Incorporating diversity metrics into our process for appointing our preferred recruitment partners, leading to a significant increase in female lateral partner hires.
- Publishing the election and appointment processes for our senior leadership roles including Senior Partner, Global Managing Partner and Board members. This is in line with the Mansfield Principles. We also provided clear role descriptions to drive greater transparency and clarity.

Review of policies

- Introducing our new Success Map competency framework and a new performance development process. This follows feedback from our employee survey and, together, they enable clear career development pathways and greater transparency and frequency of career and performance conversations.
- Launching our new reporting channel where colleagues can raise concerns anonymously, Speak Up. The platform is designed for people to report issues including discrimination, bias, sexual harassment and bullying.
- Rolling out our Workplace Adjustments Plan, which enables colleagues to request support and adjustments. This was also made available for carers.

Updating our enhanced family leave policy to offer fertility leave to all our employees, regardless of gender, and extending our support to those returning from parental leave by providing additional coaching sessions.

Engagement of our people

Creating a Women at Kennedys UK steering committee to help inform future initiatives or policies and growing our existing affinity groups. Since launching in 2024, our Parents and Carers Together (PACT) network has become our largest network.

- Listening to our people through our first global employee opinion survey which we aim to repeat every year. We also held extensive focus groups around people's wellbeing to understand their needs. The findings will inform our wellbeing strategy.
- Launching our first mental health storytelling campaign to promote psychological safety. This included showcasing senior female partners talking about a range of issues that can impact your personal life and work life.
- Launching a mentoring programme for our rotational trainees ensuring we support and retain our current talent.

Looking ahead

We recognise there is still work to be done and have identified some key areas of focus, for the next year, to which we will hold ourselves accountable.



one

Launch our gender action plan to support the development and advancement of women into senior leadership roles.

two

Increase transparency around appointment and election processes for senior leadership roles beyond Mansfield categories.



three

Work in collaboration with our newly formed Women at Kennedys steering committee and all our other existing networks to identify and address barriers to support change.

four

Set up a Responsible Business Leadership Group to improve governance and drive accountability for achieving our targets.



five

Increase our diversity questionnaire disclosure rates to strengthen our data, enabling us to report our 2026 ethnicity pay gap while also introducing individual diversity dashboards for product groups to better understand and address specific needs within each division.

Declaration

We confirm that Kennedys' gender pay gap calculations are accurate and have been carried out in line with the methodology provided in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



John Bruce

Senior Partner



Meg Catalano

Global Managing Partner



Ben Aram

UK Managing Partner



Alan Demirkaya

Chief People Officer



Kate Hursthouse

Head of Responsible Business



Marianne Blattès

Senior Diversity, Equity and Inclusion Manager

Legislation in the UK requires organisations with 250+ employees to publish gender pay information.

The gender pay gap is not measured by reference to equal pay, which looks at men and women performing equal work, but is the measure of the difference between men and women's average earnings across all UK employees.

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