

C L I F F O R D
C H A N C E



PAY GAP REPORT
2021

INTRODUCTION

AT CLIFFORD CHANCE, WE ARE COMMITTED TO CREATING AN INCLUSIVE ENVIRONMENT BASED ON MUTUAL RESPECT WHERE EVERYONE HAS AN EQUAL OPPORTUNITY TO SUCCEED.

At Clifford Chance, inclusion is a core value of our firm, and of the law itself. It is a business imperative, as diverse views in decision making leads to better outcomes for our firm and our clients. It is also pivotal to how we develop our talent and support the ambitions and career journeys of all our people.

This is particularly important as we emerge from another challenging year, and we must be guided by our experiences and what matters most to our people.

In our fifth year of pay gap reporting, our data shows that we are on the right trajectory. Since the introduction of Gender Pay Gap reporting in 2017, our mean gender pay gap has narrowed from 20.3% to 16.6% and our mean bonus gap has reduced more substantially from 53.2% to 33.7%

While we are pleased to see some of our numbers move in the right direction, our pay gaps remain unsatisfactory and progress slower than we would like across all areas of diversity. The reporting of this data reminds us that we must maintain focus on inclusivity in both our strategic and day-to-day decisions and actions if we are to accelerate the pace of change and realise our inclusion strategy to change the rules, change the culture and change the lived experience.

This year we will report our Social Mobility pay gap data for the first time, alongside our established reporting for gender, ethnicity, LGBT+ and disability. We believe that understanding more about our socio-economic diversity is crucial if we are to become the truly inclusive firm we wish to be. We have also launched a Social Inclusion Action Group, which is helping us shine a spotlight on social mobility as an inclusion imperative.

Earlier this financial year, we also reported our progress towards our inclusion targets for gender, LGBT+ and ethnicity, a year after launch, and we continue to develop tailored action plans across practice areas and business professional disciplines to achieve these targets.

More of our progress and actions are outlined in this report, with highlights including: a new agile working policy; implementing the recommendations from evidence-based practitioners Delta Alpha Psi following a series of focus groups looking at the differences of career experiences through an ethnicity lens; working to achieve Disability Confident Level 2; and the launch of our values-led Code of Conduct, which goes from strength to strength in terms of employee and partner engagement.

Most recently, we were proud to be named the top-ranking law firm and third overall in Stonewall's latest Top 100 Employers List, recognising our efforts to drive LGBT+ inclusion within every aspect of our business.

As ever there is work still to do, but we stay true to the belief that nurturing our unique culture, and ensuring it is truly diverse and inclusive, will have the greatest impact on our ability to close our pay gaps over the coming years.

We are pragmatic about the time we must invest in these efforts before we see more substantial changes in our data, but we are resolute in our ambitions to deliver the equality of opportunity, aspiration, and experience that everyone deserves.



A handwritten signature in black ink that reads "M. A. Bates".

Michael Bates
Regional Managing
Partner, UK



A handwritten signature in black ink that reads "Claire Howe".

Claire Howe
HR Director, UK

Declaration: Our methodology for the statutory Gender Pay Gap reporting has been reviewed by a third party. We confirm that the data reported is accurate.

KEY FINDINGS: YEAR ON YEAR

We feel it is important to report our pay gaps for the whole of our UK firm including all partners and employees. We therefore continue to include our partners in our overall pay gap figures:

Gender:

- Our gender pay gap for employees has narrowed on both a mean and median basis. On a mean basis it is 16.6% (down from 19.1%). On a median basis it is 35.3% (down from 39.6%).
- There is slight movement in our combined gender pay gap for partners and employees. Our overall gender pay gap is 64.9% on a mean basis (up 1.4%), and 40.4% on a median basis (down 1.1%).

Ethnicity:

- We still have a negative ethnicity pay gap for employees, but our employee bonus gap has increased. On a mean basis, our ethnicity employee pay gap is -3.2% (-1.8% last year). On a median basis, this gap reduces slightly to -16.7% (-19.7% last year). Our ethnicity employee bonus gap on a mean basis is 30.4% (up from 21.6%).
- Our combined ethnicity pay gap for partners and employees has increased on a mean basis to 53.6% (up 6.1%) but decreased on a median basis to -5.7% (0.0% last year).

LGBT+:

- Our LGBT+ employee pay gap remains marginal and our LGBT+ employee bonus gap has decreased. On a mean basis, our employee LGBT+ pay gap is 2.7% (up from -0.9%). On a median basis it is -6.0% (-4.7% last year). Our LGBT+ employee bonus gap on a mean basis is -2.7 (down from 8.2%).
- Our combined LGBT+ pay gap for partners and employees has increased on a mean basis to 31.3% (up 6.6%) but becomes a negative gap of -5.7% on a median basis (down 7.7%).

Disability:

- Our overall disability pay gap, which includes partners, has increased to 34.4% (up from 9.6%).
- As we did last year, we have chosen not to provide a further breakdown of employee pay gap data due to the relatively low numbers of individuals who choose to share that they have a disability or long-term injury or condition.

Social mobility:

- This is our first year of social mobility pay gap reporting. Our overall social mobility pay gaps are: 26.0% (Intermediate vs. Working Class); 44.1% (Professional vs. Working Class); and 24.4% (Professional vs. Intermediate Class). These categories are in line with the [National Statistics Socio-Economic Classification](#).



What does this data tell us?

Our overall pay gaps remain larger than our employee pay gaps as they are significantly impacted by the level of remuneration our partners receive.

So, while we are improving the diversity of our employee populations and our partnership through new partner promotions, the partnership remuneration structure (which is, to a reasonable degree tenure-based) means the partner pay gap will take time to reduce, notwithstanding greater diversity in our new partners.

Our employee bonus gaps are also heavily influenced by the fact that we do not yet have enough diversity in the highest paid populations of the firm.

In areas where a lower number of individuals have chosen to share their diversity information (for example, disability), fluctuations in our overall pay gaps may be more apparent due to the impact of changes in employee and partner populations.

Addressing these key points remains a core priority for us. To ensure our findings are a reliable reflection of our firm, we are also taking steps to improve our data collection and analysis through self-ID campaigns and raising awareness of the benefits of data to drive change.

GENDER PAY GAP

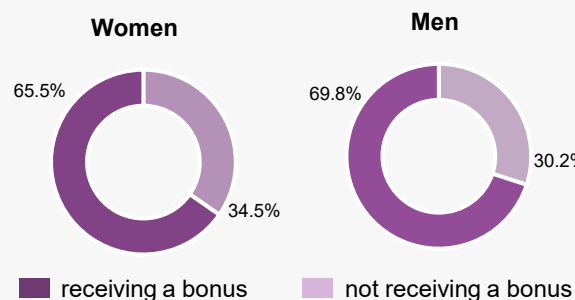
Statutory 2021 Gender Pay Gap Reporting

The Gender Pay Gap aims to show the distribution of men and women across different roles within an organisation and highlight where there may be concentrations of a particular gender at lower or higher pay levels. The Gender Pay Gap legislation is not aimed at showing equal pay for the same role; this has been a legal requirement since the Equal Pay Act 1970. The firm examines that question regularly and we are confident that we pay women and men equally for the same roles. Our 2021 data shows that, based on hourly rates of pay, women's pay is 16.6% lower (mean gap) than that of men. The median gap is 35.3%.

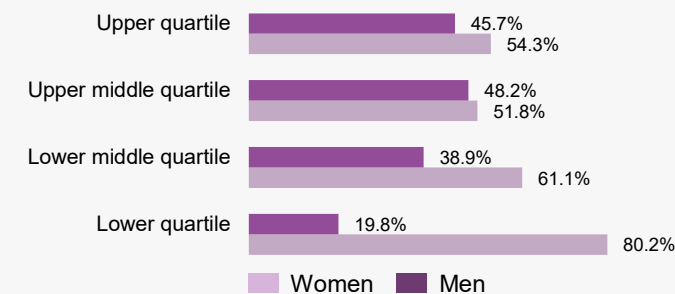
Employee pay and bonus gaps (% less than men)

	Mean	Median
Hourly Pay Gap	16.6%	35.3%
Bonus Gap	33.7%	45.2%

Proportion of employees receiving a bonus



Proportion of employees in each pay quartile band



For more details on the definitions used in this report and the % change since our 2020 Report, please refer to page 12

Our 2021 Overall Gender Pay Gap Data

We believe that the gender pay gap is an important issue for our entire firm. The law does not permit us to include our partners in the statutory calculations. The legislation only allows inclusion of employees; our partners are not employees. However, in order to have a complete understanding of the issue and to help our efforts to tackle gender imbalance, we have continued to include our partners in our overall reported figures to offer a more transparent view of the firm. In this report, the 2021 overall pay gap data includes the pay gap data for UK subsidiaries of the firm.

Overall Pay Gap (includes partners)

	Mean	Median
Pay Gap	64.9%	40.4%

Partner Pay Gap

	Mean	Median
Pay Gap	27.1%	30.4%

Associate Pay Gap

	Mean	Median
Hourly Pay Gap	1.8%	5.7%

Business Professionals Pay Gap

	Mean	Median
Hourly Pay Gap	25.4%	36.4%

Our overall pay gap remains significantly impacted by:

- The level of remuneration that the partners receive.
- The proportion of women in the UK Partnership (24.3% of the total UK partners are women).
- The high proportion of women in our secretarial roles who make up a large part of our lower quartile population.

Our partner pay is a share of the firm's profits, much of which is not paid monthly. We think the most honest and informative way to show the figures is to look at total annual Full-time Equivalent (FTE) pay for UK-based partners and employees (including FTE bonus) rather than looking only at a single month snapshot (which would not include significant amounts of partner pay).

Please note: Gender is referenced in binary terms of men and women on this page, but we recognise that a number of people at Clifford Chance are non-binary or gender non-conforming too and will not be represented by this breakdown.

FURTHER PAY GAP REPORTING

We have continued to report our pay gaps for ethnicity, LGBT+ and disability. We believe that it is important to continue showing pay gap data for partners and employees. The overall pay gaps, which include partners, for each category remain larger than the employee pay gaps.. This tells us that, while we are improving the diversity of our employee populations, there is still progress to be made in ensuring the diversity of the partnership reflects the rest of our firm. Our bonus gaps are heavily influenced by the fact that we do not yet have enough diversity in the highest paid populations of the firm. Addressing these key points remains a core priority for us (as outlined on pages 7 and 8).

Ethnicity

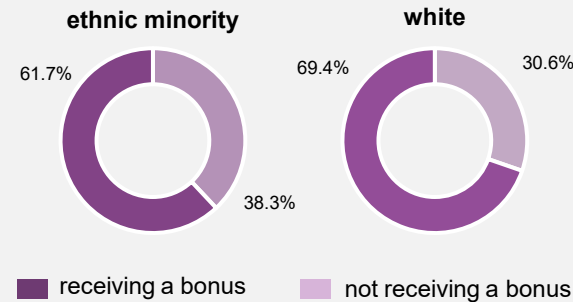
Overall ethnicity pay gap (includes partners)

Mean	Median
53.6%	-5.7%

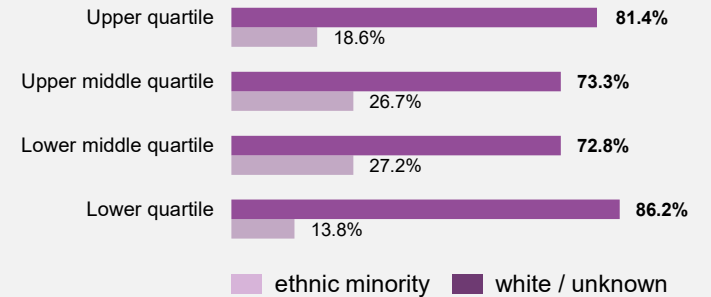
Employee pay and bonus gaps (% less than white)

	Mean	Median
Hourly Pay Gap	-3.2%	-16.7%
Bonus Gap	30.4%	-5.3%

Proportion of employees receiving a bonus



Proportion of employees in each pay quartile band



LGBT+

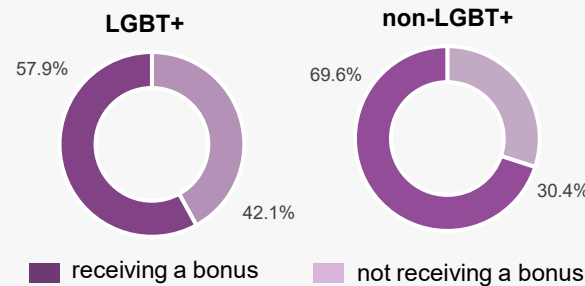
Overall LGBT+ pay gap (includes partners)

Mean	Median
31.3%	-5.7%

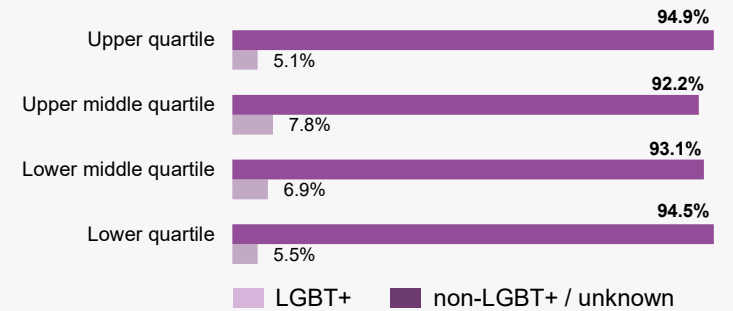
Employee pay and bonus gaps (% less than non-LGBT+)

	Mean	Median
Hourly Pay Gap	2.7%	-6.0%
Bonus Gap	-2.7%	-52.0%

Proportion of employees receiving a bonus



Proportion of employees in each pay quartile band



FURTHER PAY GAP REPORTING

This year, we have reported our social mobility pay gap data for the first time, analysing the pay gaps between three broad population groups of the firm in line with guidance from the Social Mobility Commission and the National Statistics Socio-Economic Classification.

We have chosen to report our social mobility data in the same way as our disability data – giving a combined pay gap figure for partners and employees instead of providing a breakdown on bonus or quartile distribution, given the relatively low number of individuals who have chosen to share their socio-economic background, or that they have a disability or long-term injury or condition. Fluctuations in our overall pay gaps may be more apparent year on year due to the impact of changes in employee and partner populations. Through our Enable network and Social Inclusion Action Group we seek to understand the lived experience of our colleagues and create the right environment for them to feel comfortable to share their stories and capture meaningful data to better understand our population groups.

Disability

Overall disability pay gap (includes partners)

Mean	Median
34.4%	41.6%

Social mobility

Overall social mobility pay gap (includes partners)

	Mean	Median
Intermediate vs Working Class*	26.0%	17.1%
Professional vs Working Class*	44.1%	41.6%
Professional vs Intermediate Class*	24.4%	29.5%

* Employees may choose to answer the question “When you were aged 14 what was the occupation of the main earner in your household?” Responses are then grouped into the above three broad categories in accordance with the [National Statistics Socio-Economic Classification \(NS-SEC\)](#)

Some general examples of parental occupations which fall into these categories according to the NS-SEC:

Professional: Teacher, nurse, accountant, solicitor, scientist, police officer

Intermediate: Secretary, call centre agent, nursery nurse, restaurant manager

Working: Electrician, farm worker, train driver, cleaner, security guard, plumber

How do we collect our data?

Our gender data is informed by official reporting figures required for tax purposes. Our further diversity information is collected on a voluntary basis through our HR self-identification portal.

We encourage all our employees and partners to share their diversity data to help us progress our important inclusion agenda, particularly with regards to our inclusion targets and pay gap reporting.

The proportion of people who have responded to our requests to provide diversity information is:

Ethnicity: 88.6%

LGBT+: 80.89%

Disability: 66.7%

Social Mobility: 48.9%

Those who have chosen not to disclose their data have been excluded from these calculations.

ACTIONS TO DRIVE CHANGE

Actions across all areas of diversity

- We have developed tailored inclusion strategies across practice areas and business professional disciplines to achieve our inclusion targets for gender, ethnicity and LGBT+ people and have reported on our progress a year since the targets' launch.
- We have implemented the recommendations of the independent, inclusion-focused review of our firm's partnership and promotion practices including new inclusion sessions for all partnership promotion assessors.
- We have developed and introduced an updated Code of Conduct across the firm.
- We have introduced a new agile working policy and guidance to adopt inclusive working practices (including hybrid working) as underpinned by our Code of Conduct.
- We are founding members of the Mansfield Rule programme in the UK.
- We are founding partners of the General Counsel D&I forum.
- Our off-site meetings now include inclusion sessions as part of their agenda.
- Our reverse mentoring partnerships continues to expand, linking partners and senior managers with more junior colleagues to challenge perceptions and assumptions, and have an ongoing conversation around diversity topics.

Public recognition

We are delighted with the recognition for our efforts. For example:

- Senior Associates Amy Bird and Anne Collins named in HERoes Women Role Model Lists 2021
- Partners Matthew Newick and Michael Bates named as Empower 'Advocates'
- Currently ranked the top law firm in Stonewall's Top UK 100 Employers for LGBT+ inclusion in the workplace and 3rd overall
- Partner Jennifer Mbaluto named on INVOLVES's EMpower 'Executives' list
- Chief Operating Officer Caroline Firstbrook named 'Most Innovative Change Maker' at FT Innovative Lawyers Europe Awards, and one of Cranfield University School of Management's Women to Watch for 2021
- Senior Associate Haafiz Suleman and Lawyer Ona Odili appear on Empower's 'Future Leaders' list
- Global Partner for Talent Chinwe Odimba-Chapman named in The Lawyer's latest Hot 100 list, which recognises the 'most daring, innovative and creative lawyers'

Overall gender pay gap

Mean	Median
64.9%	40.4%

Overall LGBT+ pay gap

Mean	Median
31.3%	-5.7%

Overall ethnicity pay gap

Mean	Median
53.6%	-5.7%

Overall disability pay gap

Mean	Median
34.4%	41.6%

Overall social mobility pay gap

	Mean	Median
Intermediate vs. Working Class*	26.0%	17.1%
Professional vs. Working Class*	44.1%	41.6%
Professional vs. Intermediate Class*	24.4%	29.5%

**Employees may choose to answer the question "When you were aged 14 what was the occupation of the main earner in your household?" Responses are then grouped into the above three broad categories, in line with the UK Government's [National Statistics Socio-Economic Classification \(NS-SEC\)](#).*

ACTIONS TO DRIVE CHANGE

Consultation with affinity groups

While we do not see affinity groups as a solution to our pay gaps, they play an important role as consultative bodies when developing our action plans. Members of each network are brought into senior management discussions where appropriate, and we continue to encourage and support our affinity groups for gender parity (Accelerate>>>), LGBT+ (Arcus), ethnicity (Race Equality and Celebrating Heritage (REACH)), disability (Enable), and our Social Inclusion Action Group.

Actions relating to social inclusion

- We have established a new Social Inclusion Action Group with partner sponsorship and a growing group of participants.
- We have launched a new Lunch & Learn series to raise awareness and encourage conversation and actions around social inclusion.
- We have over 90,000 student enrolments on our Global Virtual Internships, thereby democratising access to meaningful development opportunities previously restricted by application only selection processes.
- We are a founding member of PRIME an alliance of UK law firms committed to widening access to the legal profession.
- Through PRIME, we have created an award-winning two-year development programme for students from lower socio-economic backgrounds: ACCESS. This pioneering programme consists of 12 components, each focused on core areas of the student's personal and professional development, culminating in the opportunity to secure a place on our [ACCESS SPARK](#) programme and ultimately a Training Contract.
- We contributed to the [Bridge Group's report](#) to understand whether, and how, socio-economic background affects progression to partner.
- We have representation on the advisory board for the UK Government's social mobility taskforce.

Actions relating to ethnicity

- We are implementing the recommendations of evidence-based practitioners Delta Alpha Psi following a series of focus groups looking at different career experiences through an ethnicity lens.
- We are piloting new race fluency training for our people, with the aim of empowering individuals to have greater impact in tackling racial issues, becoming more confident around race fluency, creating an inclusive working culture and developing greater cultural awareness.
- We are founding members of the Legal CORE, a collaboration of law firms to advance race and ethnicity in the legal sector.

Actions relating to disability

- We have built on the success of our global internal storytelling campaign and launched 'Enable: My Lived Experience' externally to raise awareness and educate society about visible and non-visible disabilities, the diversity of working needs and the importance of equality.
- We signed up to #WeThe15, a global human rights campaign to raise awareness of the 15% of the world's population (around 1.2 billion) with a disability, including a launch event for our firm and clients. This campaign continues to provide an opportunity to campaign for our values in society and promote our values within the firm.
- We commenced work to help us achieve Disability Confident Level 2 and build on the commitments we have already made.

Actions relating to LGBT+

- Following a consultation period with our leadership and facilities teams and other affinity networks, we have introduced gender-neutral facilities on numerous floors in our London office, alongside our women's, men's and disabled toilets.
- We joined 250 other organisations who pledged to support trans people by signing up and taking part in the #TransRightsAreHumanRights campaign, calling on the government to protect rights and reform the Gender Recognition Act.
- We have introduced enhanced fertility support including IVF which we hope will positively impact all employees trying to conceive, including women in same sex partnerships.

Actions relating to gender parity

- We have a rich and targeted events programme to educate, inform and support colleagues of all genders, including on intersectionality, career development, provision of role models, and internal allyship.
- We have introduced enhanced New Parent Leave, which is up to 12 weeks in duration (inclusive of 2 weeks of Statutory Paternity Leave) and recognises the importance of enabling **all** parents to have time away from the office following the birth of a child.
- We are working with the firm's leadership and gender action committees in other practice areas to focus on positive gender actions including the implementation of agile working practices and enhancements to culture.

OUR INCLUSION STRATEGY IN ACTION

CHANGE THE RULES | CHANGE THE CULTURE | CHANGE THE LIVED EXPERIENCE

with a gender-neutral language policy

“As part of our ambition to be a force for change in our industry, we've recently undertaken a number of steps to eliminate gendered language in our legal templates. Our global policy on gender neutral language demonstrates our efforts to develop and nurture a more inclusive culture, as it helps us to avoid making any wrong assumptions when we don't otherwise know a person's gender or identity.

While we remain very comfortable addressing those we know with gendered greetings or references that are appropriate for that individual and our prior knowledge of them, this policy helps us set out a standard approach to our legal templates and communication when we don't have that prior knowledge, in a way that signals our inclusive values and promotes gender equality.

We have also recognised the opportunity to take a more systematic approach to implementing this policy. Having removed gendered salutations (like 'Dear Sirs') from letters and schedules in templates some time ago, we've recently been working with colleagues in our Knowledge and Innovation teams to design new ways to use our software and AI tools to identify gendered terms and gender-specific pronouns (like 'Sir', 'Madam' or 'Chairman') in our legal documents to help us be consistent in these efforts.

From a personal perspective, it makes me proud to see our firm not only introduce new policies that help us change our rules and become more inclusive, but also commit to embedding those policies in our everyday actions.”

Felicity Flynn is an Associate in our Global Financial Markets practice



OUR INCLUSION STRATEGY IN ACTION

CHANGE THE RULES | **CHANGE THE CULTURE** | CHANGE THE LIVED EXPERIENCE

as a Code of Conduct Ambassador

"I work with partners and directors to facilitate three-hour workshops where a group of colleagues globally will join discussions about ethics, values and why it's important that we have a Code of Conduct at the firm. We also explore people's own lived experiences to see how the Code and its five core principles (Act with Integrity, Be Inclusive, Embrace Challenge, Speak Up and Act Responsibly) would work in practice.

These workshops have been hugely beneficial for people attending, both in terms of highlighting what we're doing well, but also drawing out areas that we need to focus on more in the future. They have provided us all with an understanding of the behaviours expected of us, as we engage with our colleagues and clients alike – helping us feel connected, as one global team, with a common purpose.

I volunteered to be an Ambassador because I wanted to be part of change for the better. In the past, I have recognised how central people are to the firm's priorities, but our Code of Conduct has truly demonstrated this and the firm has provided us with the tools that we need to embed it. We have introduced a Code that is clear, fair, consistent, has meaning and substance, all of which pivots around inclusion and the wellbeing of all our people.

I feel truly inspired to embrace challenge every day and want to encourage others to do and feel the same."

Kalela Mwenya is an Expatriate & Employment Taxes Senior Manager



OUR INCLUSION STRATEGY IN ACTION

CHANGE THE RULES | CHANGE THE CULTURE | **CHANGE THE LIVED EXPERIENCE**

with a new Social Inclusion Action Group

"When I started work at the firm back in 1997, there were many occasions when I felt like I was not good enough (the so-called "imposter syndrome" that engulfs many of us). Sometimes, it was exhausting trying to fit into an environment that was alien to me. It is important to recognise that not everyone has the same starting position in life but has the same potential.

For my part, I think it is equally important to encourage and convey the message that there is no Clifford Chance type; everyone should feel comfortable being their authentic selves at work. We need to start talking about these issues so that people are able to thrive in their careers and reach their full potential."

Baljit Rai is Director of Insurance Litigation

"Social mobility is a topic that many of us, within the legal sector in particular, feel hasn't received enough attention in the past. We aim to change this by normalising conversations about social inclusion, so we really understand our firm's social diversity and engage with our people on these important topics. To that end, we launched a new Social Inclusion Action Group this year, of which I'm privileged to be an Executive Sponsor.

We know that it is our diversity of thought, culture and experience that drives us forward and will ensure our success in an ever-changing world. 'Be Inclusive' is also one of the core principles of our Code of Conduct, so finding practical, relevant ways to level the playing field of opportunity, regardless of our socio-economic background, is an increasingly important part of how we operate.

We've already got some fantastic initiatives underway with our community outreach and graduate teams and we've had a great response to launching our Social Inclusion Action Group. But the clue is in the title – it's about action. We're committed to developing targeted actions to improve the lived experiences of all our people, and we're ambitious about what we can achieve across all levels of our firm."

Oliver Hipperson is a partner in our Asset Finance practice



YEAR ON YEAR COMPARISON

DETAILED COMPARISON TO STATUTORY GENDER PAY GAP REPORTING IN 2020

Pay and bonus gaps (% less than men)

	Mean 2020	Mean 2021	Difference	Median 2020	Median 2021	Difference
Hourly pay gap	19.1%	16.6%	-2.8%	39.6%	35.3%	-4.3%
Bonus gap	31.8%	33.7%	+1.9%	44.0%	45.2%	+1.2%

Proportion of men and women in each pay quartile band

	Women 2020	Women 2021	Difference	Men 2020	Men 2021	Difference
Upper quartile	51.9%	54.3%	+2.4%	48.1%	45.7%	-2.4%
Upper middle quartile	53.3%	51.8%	-1.5%	46.7%	48.2%	+1.5%
Lower middle quartile	60.5%	61.1%	+0.6%	39.5%	38.9%	-0.6%
Lower quartile	83.3%	80.2%	-3.1%	16.7%	19.8%	+3.1%

Proportion of employees receiving a bonus

	2020	2021
Women	59.7%	65.5%
Men	64.5%	69.8%
Difference	4.8%	4.3%

Pay gaps by employee type (% less than men)

	Mean 2020	Mean 2021	Difference	Median 2020	Median 2021	Difference
Partner	25.7%	27.1%	+1.4%	30.4%	30.4%	0.0%
Associates	5.5%	1.8%	-3.7%	4.8%	5.7%	+0.9%
Business Professionals	25.7%	25.4%	-0.3%	35.4%	36.4%	+1.0%

How to read this data

Mean

Mean figures represent an average, i.e. the sum of compensation of the individuals included in the data, divided by the number of individuals.

Median

If we rank each individual's pay/bonus data from lowest to highest, the median is the value in the middle of that list.

Hourly Pay Gap

This reflects the equivalent hourly rate of pay for all employees of the firm, so long as they were in receipt of full pay in April 2021. This includes those working both part and full time.

In 2021, on a mean basis, women were on average paid 16.6% less than men. This gap has reduced by 2.8% since 2020, when women were paid 19.1% less.

Bonus Gap

The bonus gap reflects the actual bonuses paid to employees during FY20/21. For us, this means bonuses awarded at the end of FY19/20 but paid in early FY20/21 (June 2020).

In 2021, on a median basis, women received an average bonus that was 45.2% lower than that paid to men. This gap has increased marginally since 2020 (1.2%). The mean gap bonus gap has also increased marginally (1.9%).

Proportion of men and women in each quartile band

The quartile distributions divide our employees into four equal groups ranked from highest to lowest levels of pay. The proportions show the relative number of each gender in those groups.

In 2021, 54.3% of those employees in our upper pay quartile were women. This has increased by 2.4% since 2020, when 51.9% of the upper pay quartile were women.

Proportion of employees receiving a bonus

This shows the proportion of employees who receive any level of bonus payment.

In 2020, 59.7% of women received some form of bonus payment. This has increased in 2021, when 65.5% of women received a bonus.

Pay gaps by employee type

These figures break down the pay gaps for our major job families in the UK. We use 'partners' to refer to members of Clifford Chance LLP. Associates are our other qualified lawyers. 'Business professionals' refers to those employees whose role does not include giving legal advice.

In 2021, on a mean basis, female associates were on average paid 1.8% less than men. This gap has decreased by 3.7% since 2020, when female associates were paid 5.5% less.

Pay gap data for UK subsidiaries of the firm is included in our 2021 overall pay gap data, but not our statutory data.

YEAR ON YEAR COMPARISON

COMPARISON TO CLIFFORD CHANCE'S PAY GAP REPORTING IN 2020

Overall gender pay gap

	Mean 2020	Mean 2021	Difference	Median 2020	Median 2021	Difference
Pay Gap	63.5%	64.9%	+1.4%	41.5%	40.4%	-1.1%

Overall ethnicity pay gap

	Mean 2020	Mean 2021	Difference	Median 2020	Median 2021	Difference
Pay Gap	47.5%	53.6%	+6.1%	0.0%	-5.7%	-5.7%

Overall LGBT+ pay gap

	Mean 2020	Mean 2021	Difference	Median 2020	Median 2021	Difference
Pay Gap	24.7%	31.3%	+6.6%	2.0%	-5.7%	-7.7%

Overall disability pay gap

	Mean 2020	Mean 2021	Difference	Median 2020	Median 2021	Difference
Pay Gap	12.4%	34.4%	+22.0%	34.0%	41.6%	+7.6%

C L I F F O R D
C H A N C E

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