



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

PAY GAP REPORT 2023
MARCH 2024

FOREWORD

At Clifford Chance, we are committed to accelerating progress towards our inclusion targets. We believe transparency in our reporting is a critical part of delivering real and lasting change.

In our [last report](#) we outlined how our ambition is to reduce our pay gap in a lasting and sustainable way.

While we have made some progress in reducing our pay gap overall, we recognise the challenges we still face in achieving our targets, specifically in relation to gender. We are continuing to evolve our people strategy to drive change in the way that we recruit and develop a diverse workforce across all areas of our firm and specially to redress the balance of what has become the structural norm, with a larger proportion of our female colleagues in business support roles.

We have seen proportional representation increases for our colleagues who identify as LGBT+, have a disability or are an ethnic minority at all levels across the firm.

For social mobility, our affinity network RISE led a self-identification campaign which has increased the number of our colleagues providing their social mobility data.

This has seen a proportionate reduction in the colleagues identifying as being from a lower socioeconomic background – widening our social mobility pay gap compared to previous years.

At Clifford Chance we see inclusion as a core value and key to our business success. Inclusion is a business imperative, as we see our diversity of representation and thoughts as key strengths to how we work and succeed.

To ensure our talented people have equal opportunity to progress within our firm, we will continue with our programme of actions and regularly review them to ensure that they reflect the needs of our people, our firm, our clients and the wider community.

We are confident that the actions outlined in this report – and our future plans – will lead to sustainable and lasting change that will see our pay gaps reduce over time.



MICHAEL BATES
REGIONAL MANAGING
PARTNER, UK



CLAIRE HOWE
HR DIRECTOR,
LONDON

“

We are confident that the actions outlined in this report – and our future plans – will lead to sustainable and lasting change that will see our pay gaps reduce over time. ”

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.



A YEAR OF ACTION: STRATEGY AND GOVERNANCE

Inclusion Strategy

Our strategy – Change the Rules, Change the Culture, Change the Lived Experience – focusses our approach to achieving our aims.

Change the Rules considers how the structures, policies and processes throughout the firm may need to be revised to drive inclusive cultures.

Change the Culture raises awareness of lived experiences through learning, development and events that highlight how we can better support each other – and the firm – to “be inclusive” in line with [Our Code](#).

Change the Lived Experience is centred around the firm looking to change the day-to-day experience of work. This is supported by our Affinity networks and faith groups which build communities, hold awareness-raising events and act as a voice to leadership.

Nina Goswami, Head of Inclusion UK, said: “In the last 12 months we have seen significant actions taking place in the UK. Much of this is thanks to the voluntary efforts of our colleagues. From co-chairing our affinity networks and faith groups to leading campaigns, each colleague has been – and remains – an ambassador for change.”



We can collectively take pride in the strides we’ve made towards fostering an inclusive culture at Clifford Chance. Our solid foundation and clear focus paves the way for ongoing development – empowering each of us to champion change and embody the principles in Our Code.”

Carlos Conceicao
Kalela Mwenya

Inclusion Committee co-chairs

Process and structural change

The inclusion governance structure for our London and Newcastle offices has been formalised.

Our Inclusion Committee is now a delegated management body and made up of 14 leaders representing all practice areas and departments.

Its purposes include setting the UK inclusion priorities and overseeing the firm’s implementation of our programme of inclusion activities.

The UK Inclusion Committee has outlined the following priority areas:

- Achieving our inclusion targets
- Ensuring impactful pay gap actions
- Proportionate conversion of trainees to newly qualified lawyers
- Ensuring inclusive recruitment practices
- Increased retention of associates and business professionals
- Improved accessibility for all.

Based on these priorities, more than 25 work streams have been launched, with some already having been completed.

Some of those work streams include:

- Continuing to increase partners’, supervisors’ and people managers’ understanding of different people’s lived experiences. Our Creating Racial Equity workshops and Rare Recruitment’s Hemisphere bias training have been redesigned and relaunched
- Revising our supervisor allocation process to reinforce a fair approach for everyone
- Providing in-depth training to supervisors and people managers on effective management practices and support for their teams.



Inclusion Committee members

Carlos Conceicao
Co-chair (Litigation & Disputes Resolution)

Kalela Mwenya
Co-chair (Finance)

Angie McGhee
Working Group Lead (Transaction Support)

Bahare Heywood
Accelerate>>> (Risk)

David Towers
Arcus (Global Financial Markets)

Matt Taylor
Enable (Real Estate)

Riteeka Sawhney
REACH (Tech)

Oliver Hipperson
RISE (Global Financial Markets)

Marie Berard
Litigation & Disputes Resolution

Charlotte Cale
Newcastle

Anna Cotgreave
Human Resources

Richard Crosby
Corporate

Nainna Leader
Client & Market Development

David Saleh
Tax, Pensions & Employment

A YEAR OF ACTION: **CHANGE THE RULES**

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At Clifford Chance, we are committed to accelerating the pace of change towards gender parity in our firm. It is important to our people and our clients, and is essential for our firm's continued success. ”

Emma Matebalavu

Global Head of Financial Markets


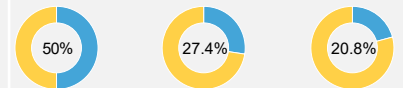
Global Accelerate>>>
Executive Sponsor



UK Inclusion Targets

In the UK, we have inclusion targets for our partnership of 5% LGBT+ partners, 15% ethnic minorities promoted to partnership each year and 30% women in partnership by the end of 2025. We are on track to meet our UK inclusion targets for 2025. This indicates that we are diversifying our partnership.

Elsewhere, we take a data-driven approach to develop and deliver our initiatives, which are evaluated regularly to ensure they are making a tangible difference to the lived experience of our people.

Target	Progress FY23	Commentary
GENDER		
UK target Increase the proportion of women partners by 25% by 2025 (achieving 30% women partners) and by 60% by 2030 (achieving 41% women partners)	28.9% women partners, up 0.4% from 28.5%	An increase in the rate of women promotions to partner is required to meet our goals.
LGBT+		
UK partner target of 5% by 2025	 <p>3.8% partners identified as LGBT+ in the UK, falling slightly from 5.1%</p> <p>96.2% non-LGBT+</p>	The UK has fallen back on its LGBT+ target.
ETHNICITY		
UK targets 15% of partners made up each year by 2025 30% senior associates and business professionals (manager and above) by 2025	<p>Percentage of identified represented by ethnic minority in the UK:</p>  <p>New Partners: 50% Senior Associates: 27.4% Business Professionals: 20.8%</p>	<p>For the third year in a row, the firm remains on track to meet our targets for partners from an ethnic minority population group in the UK region.</p> <p>Overall, the UK continues to increase its Senior Associates figure towards the 30% goal.</p> <p>The UK Business Professionals figure needs to accelerate its rate of change.</p>

Source: Responsible Business Report 2023, Clifford Chance

A YEAR OF ACTION: **CHANGE THE LIVED EXPERIENCE** (GENDER PARITY)

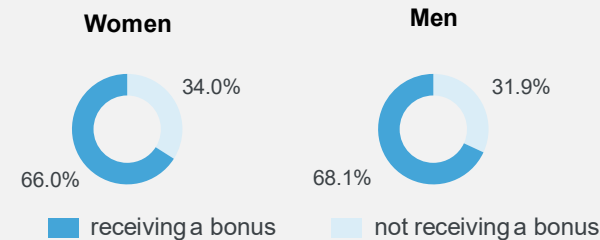
Statutory 2023 Gender Pay Gap Reporting

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.

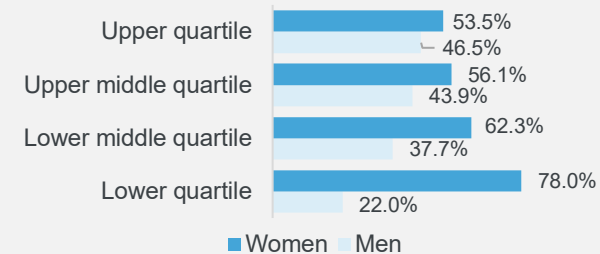
Employee pay and bonus gaps (% less than men)

	Mean	Median
Hourly Pay Gap	17.2%	33.5%
Bonus Gap	45.7%	51.5%

Employee pay and bonus gaps (% less than men)



Proportion of employees in each pay quartile band



For more details on the definitions used in this report and the % change since our 2022 Report, please refer to page 12.

Our 2023 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 the 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 2023 overall pay gap data includes the pay gap data for UK subsidiaries of the firm.

Overall Pay Gap (includes partners – % less than men)

	Mean	Median
Pay Gap	58.8%	40.7%

Partner Pay Gap

	Mean	Median
Pay Gap	21.4%	43.0%

Associate Pay Gap (% less than men)

	Mean	Median
Hourly Pay Gap	2.0%	4.9%

Business Professionals Pay Gap

	Mean	Median
Hourly Pay Gap	27.3%	36.3%

Our overall pay gap remains impacted by:

- The level of remuneration that the partners receive.
- The proportion of women in the UK partnership.
- 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.

Structural impact explained



The Gender Pay Gap is the difference between the gross hourly earning for all men and all women, regardless of the job they do.

One of the main reasons for the gender pay gap is that men are more likely to be in senior roles and women at the other end of the pay structure. This is clearly demonstrated at Clifford Chance in the UK.

For example, the 2023 data shows that if Practice Assistants (Legal Secretaries) were seen as separate from the rest of the business, then our pay gap for all other employees decreases from 17.2% to 8.8%.

Though there are clear structural reasons for our pay gap, we are confident that we are an equal and fair pay employer.

Equal pay is where a man and a woman are paid the same amount for doing the same – or similar – job.

A YEAR OF ACTION: **CHANGE THE LIVED EXPERIENCE** (GENDER PARITY)

Gender

Clifford Chance has a target to reach 30% women in partnership by the end of 2025. In the UK, we believe we are on track to meet this target. By 2030, we have a target of at least 41% women partners.

We, therefore, need to ensure our pipeline of talent is equipped to move from senior associate to partner. Over the last year, the firm has focused on providing associates with the support they need to balance work and home.

The firm has embedded its emergency care provision in relation to childcare and elder care. It is also fully accredited as both a Menopause Friendly and Endometriosis Friendly employer.

We also sponsored Encompass Equality's *Why Women Leave* research to better understand the factors that would influence our colleagues from staying or leaving. Relationships with managers came out as the number one factor. Clifford Chance will be providing managers with in-depth training to help them support those that report to them.

Our gender parity network Accelerate>>> has also continued to raise awareness through a series of events including Career Conversations and the launch of the Accelerate Allies programme.



Men at Clifford Chance recognise our role in progressing towards gender equity. Accelerate Allies are committed to understanding the different perspectives of our colleagues and taking actions that enhance opportunities and improve outcomes for women in our firm.



Drew Rundus

Partner

Accelerate Allies sponsor



Accelerate Allies

Accelerate Allies was launched for male colleagues who are committed to work actively on achieving gender parity. Allies share with others how men can get involved with events, share best practice and provide allyship to drive gender equity. Each Allies Cohort attends a gender allyship workshop, which is then followed by sponsorship sessions. They are asked to participate in the Accelerate strand of reverse mentoring, focusing on gender parity. During March 2024, the first allies networking event was held to foster connection between senior leaders and women at all levels within the business.

Engagement by numbers



30% of male partners signed up to be part of the Accelerate Allies programme. **Almost a fifth** of these allies were new to inclusion initiatives and will be supported by the firm to develop their allyship commitments.



More than two-thirds of partners and senior leaders have been involved in at least one inclusion-related initiative within the last year (i.e. reverse mentoring, member bubbles, accelerate allies). An overall increase of 10% on the previous year.



Inclusion-related events held by the firm, the affinity networks and faith groups have on average seen increased attendance of **30%** in the last year.

A YEAR OF ACTION: **CHANGE THE LIVED EXPERIENCE** (DISABILITY)

“

I am very aware that those with disabilities and neurodiverse conditions face significant prejudice and challenges across society and in the workplace.

We all have a part to play through educating ourselves and speaking up to support each other to stamp out stigma. ”

Matt Taylor

Partner

Enable Executive Sponsor

Inclusion Committee member



Disability

Our key challenge in driving an inclusive culture for our disabled and neurodivergent colleagues is having a better understanding of our population across the UK offices.

Self-declaration of colleagues who have a disability or are neurodivergent has increased, but the data remains a small sample. Further action is required to increase declaration rates to get a better understanding of the firm’s disabled and neurodivergent population.

To this end, we will continue to expand our award-winning My Lived Experience storytelling campaign – tying this to the importance of data collection and how that understanding drives actions for a more inclusive culture within the firm.

We have also become signatories to the Diversity Lab Disability Commitments. These commitments have been created by the people behind the Mansfield Certification initiative.

Elsewhere, we have reviewed and restructured our internal processes to drive transparency and consistency within our reasonable adjustments processes.

Overall Disability Pay (including partners – % less than non-disabled colleagues)

Mean	Median
39.7%	44.5%

We are committed to continuing to publish our disability pay gap data, which has widened compared to last the last reporting year. Over the last 12 months, we have sought to raise awareness around the importance of colleagues disclosing their diversity data. This has seen an increase in self-declaration, which we believe has played a factor in the reporting.



Clifford Chance has adopted the Sunflower. Part of the non-apparent awareness campaign, the Sunflower is a globally recognised symbol that acknowledges that the wearer is disabled and is typically worn on a lanyard or badge. Our affinity network Enable led the launch of the Sunflower in December 2023. Colleagues, clients and visitors can collect a lanyard in both our UK offices.

A YEAR OF ACTION: **CHANGE THE LIVED EXPERIENCE** (ETHNICITY)

“

We see one of our greatest strengths as being the diversity of culture and heritage we have across the firm. It makes us who we are.

”

Ethnicity

Our pay gap data depicts a strong performance from colleagues from ethnic minority backgrounds. Pay gap is impacted by structure, and one person can impact the overall picture. Therefore, we need to delve deeper to understand whether our colleagues from ethnic minority backgrounds are feeling they belong and can do their best work.

Our UK target for the end of 2025 of 15% of new partners made up from ethnic minority backgrounds has been met three years in a row. To continue meeting this target in the future we need to ensure our pipeline of talent is within the business.

Over the last 12 months, we have rejuvenated our programme of actions to continue improving our support of our ethnic minority colleagues.

Based on the UK Inclusion Committee's priorities, we have undertaken a range of actions, including:

- Redesigning our Creating Racial Equity workshops, which are available to partners, supervisors and people managers, to support them in gaining a better understanding of different people's lived experiences.
- Redesigning Rare Recruitment's Hemisphere bias training to help increase awareness. This initially focused on hiring managers, but now includes people manager modules.
- During our appraisal process – called Three Conversations – additional tools and guidance are available to appraisers.

In addition, our UK REACH affinity network – Race Equality and Celebrating Heritage – continues to raise awareness through events such as Black History Month, Lunar New Year, the REACH book club and their career conversations series.

As a firm, we continue to be signatories to the Race Fairness Commitment, founding members of the Black Equity Organisation and Legal CORE. This year will also be supporting the Black Counsel Forum.

These actions will be ongoing and iterative. They will take time to affect our pay gap data. We believe that in the future they will have sustained and productive impact for all.

Ethnicity Pay Gap

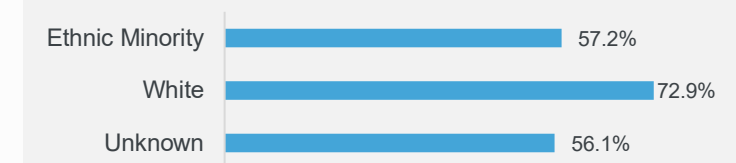
Overall ethnicity pay gap (includes partners – % less than white)

Mean	Median
45.7%	1.3%

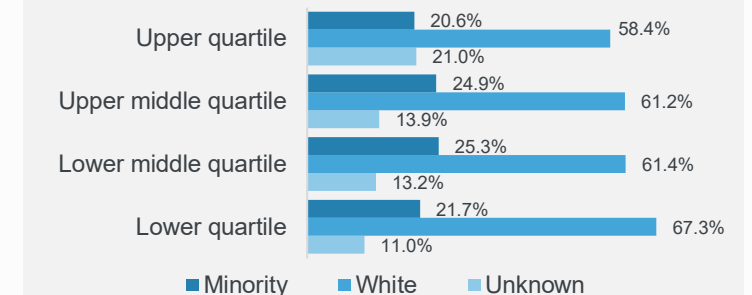
Employee pay and bonus gaps (% less than white)

	Mean	Median
Hourly Pay Gap	-4.9%	-1.3%
Bonus Gap	11.7%	-2.2%

Proportion of employees receiving a bonus



Proportion of employees in each pay quartile band



Chinwe Odimba-Chapman

Global People and Talent Partner

UK REACH Executive Sponsor

A YEAR OF ACTION: **CHANGE THE LIVED EXPERIENCE** (LGBT+)

“

It is useful that we all share our data in order that the firm has a really good idea of what its population looks like. Having the data enables us to ensure that we are supporting every person in the most appropriate way we can.”

LGBT+

In the UK, we have a target for the end of 2025 to have 5% LGBT+ representation within our partnership. We believe we are on track to meet this target through increased self-declaration.

In the last year we have continued our campaign to increase our LGBT+ self-declaration data. This has resulted in a better understanding of our population and has impacted our LGBT+ pay gap data.

Clifford Chance remains committed to ensuring we have a culture where our LGBT+ colleagues feel they belong and can, therefore, thrive and do their best work. This has seen the firm reach the number one ranking within the Stonewall Employer Index in the UK.



Matt Fairclough

Partner

UK Leadership Group

Arcus Executive Sponsor

Led by our LGBT+ affinity network Arcus, we continue to raise awareness through events including through our global campaign Pride Art and UK-focused campaigns such as for LGBT+ History Month. One of this year's highlights included a photography display called "Where Love is Illegal" on loan from medical charity Médecins Sans Frontières.

We continue to partner with many organisations to raise awareness for our colleagues and clients. These organisations include Trans in the City, which has Trans Awareness training for its members – something Clifford Chance has made available to its colleagues internally.

The firm continues to hold its annual ACCEPT conference to share law as a potential career path for students from LGBT+ communities.

Through the conference senior leaders share with aspiring lawyers what it is like to be LGBT+ in the city and how colleagues can bring their authentic self to work each day.

The firm remains committed to providing colleagues with the right support and benefits, which include gender reassignment surgery for transgender colleagues under our private medical insurance scheme.

Moving forward, our focus remains on improving our understanding of our LGBT+ population – especially in our partnership – as we aspire to meet our 2025 targets.

We are also seeking to better understand through further quantitative and qualitative analysis how we can continue to better support our colleagues.

LGBT+ Pay Gap

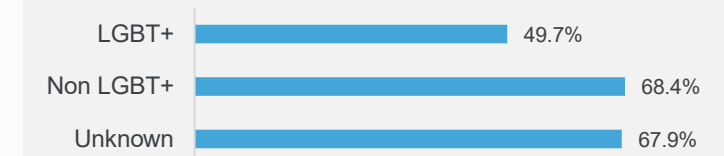
Overall LGBT+ pay gap (includes partners – % less than non-LGBT+)

Mean	Median
30.8%	18.3%

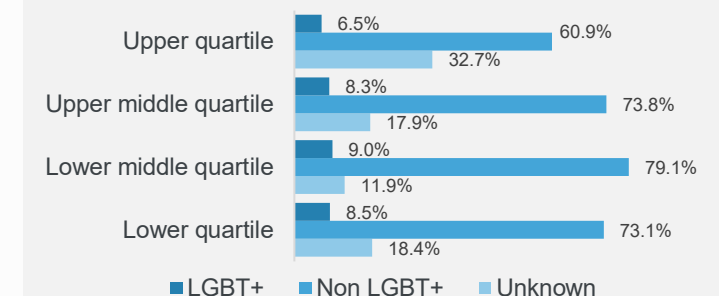
Employee pay and bonus gaps (% less than non-LGBT+)

	Mean	Median
Hourly Pay Gap	4.3%	8.6%
Bonus Gap	-27.5%	-89.4%

Proportion of employees receiving a bonus



Proportion of employees in each pay quartile band



A YEAR OF ACTION: **CHANGE THE LIVED EXPERIENCE** (SOCIAL MOBILITY)

“

It is essential for everyone to feel empowered to reach their full potential, to believe that all opportunities are available to them, and to have a voice at every table. Social inclusion leads to happier, more fulfilled individuals who perform at their best.

”

Claire Freeman

Partner

RISE Executive Sponsor

Social Mobility

Understanding our demographic from a social mobility perspective has been a focus, alongside new initiatives from our Early Talent careers team.

Our Early Talent team continues to showcase the opportunities law can give to all – regardless of their background. This has seen the team build on its annual initiatives, such as ACCEPT and SPARK, with a new conference called ELEVATE aimed at aspiring lawyers from lower socioeconomic backgrounds.

Our social mobility affinity network RISE launched a storytelling campaign to share colleagues' stories of their experiences. With this came a call to our colleagues to review their self-declared diversity data to ensure it is up to date.

Thanks to RISE's campaign we have seen our declaration rate increase to a level where we feel the data is robust.

With a clearer picture of our population, coupled with further research, 2024 will see us revise our social mobility action plan.

Overall Social Mobility Pay (including partners)

	Mean	Median
Intermediate vs Working Class*	20.4%	25.9%
Professional vs Working Class*	48.3%	52.9%
Professional vs Intermediate Class*	35.1%	36.5%

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

* 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 \(NS-SEC\)](#).

This year is our third year of reporting our social mobility pay gap. We believe the widening of the gap may be the result of having an increased number of colleagues providing their social mobility data. This gives us a clearer understanding of our firm and will inform our future actions.



In 2023, Clifford Chance hosted its first ELEVATE conference aimed at aspiring lawyers from lower socioeconomic backgrounds. The aim is to broaden access to the legal profession and open the doors to Clifford Chance to those who might have otherwise not known where to start. Delegates received practical tips to build confidence, advice in relation to application processes and heard from Clifford Chance role models from a variety of backgrounds.

FUTURE FOCUS

OBJECTIVES AND KPIs FOR THE UK

Objective	KPI
1. Engage and activate the firm population as advocates for inclusion	1.1 Develop inclusion campaigns that raise awareness of the UK's inclusion strategy initiatives – and how people can be actively involved to deliver the strategy objectives and priorities.
	1.2 Align inclusion training and campaigns with Our Code's principles "Be Inclusive" and "Speak Up" as part of the continuing embedding of the Code.
	1.3 Continue to expand our reverse-mentoring programme across the UK with a focus on gender, ethnicity, LGBT+ and disability.
	1.4 Expand our Bubbles network-building programme for underrepresented population groups.
	1.5 Work with internal stakeholders to embed inclusive practices and deliver inclusive facilities in our current buildings and new buildings.
2. Work with external stakeholders to deliver inclusion	2.1 Collaborate with clients on raising awareness of and support for inclusion in the workplace, and develop and deliver inclusion products and programmes for clients.
	2.2 Ensure collaboration across the legal sector with other law firms and regulators to share best practice and drive action together.
	2.3 Continue our engagement with external, independent and objective consultants and advisors.
3. Improve the gender balance in our partnership	3.1 Continue to implement gender targets strategy and publicly report on progress towards the UK gender targets.
	3.2 Continue to grow Accelerate Allies programme and build on the initiative.
	3.3 Review milestone training courses for our senior associates.

Objective	KPI
4. Improve LGBT+ inclusion in our firm	4.1 Continue to implement LGBT+ inclusion targets strategy and publicly report on progress towards the UK inclusion targets.
	4.2 Develop LGBT+ roadmap for UK region to deliver LGBT+ inclusive workplaces and practices.
5. Improve the ethnic diversity of our firm	5.1 Continue to implement ethnicity inclusion targets strategy and publicly report on progress of the UK inclusion targets.
	5.2 Deliver the ethnicity action plan to ensure inclusive workplaces and practices.
	5.3 Develop a talent and career development programme for ethnically diverse colleagues in the UK.
	5.4 Undertake analysis to learn how our colleagues from ethnic minorities perceive Clifford Chance as a place where they feel they belong and can perform their best work.
6. Improve inclusion of disability within our firm	6.1 Continue to improve the UK's accessibility and adjustments processes.
	6.2 Increase self-declaration levels on disability.
7. Improve inclusion of social mobility within our firm	7.1 Develop a social mobility roadmap for the UK region to deliver social mobility-related practices.
	7.2 Increase self-declaration levels for social mobility.
8. Improve inclusion for all in the firm and wider dimensions of diversity	8.1 Continue to develop and support our affinity networks, faith groups, the Armed Forces Network and others.
	8.2 Enhance training around people management and sponsorship.
9. Increase alignment of our learning and development programmes with our inclusion strategy	9.1 Develop and deliver a suite of inclusion sessions and training that align with the UK inclusion priorities.

For more on Clifford Chance's global inclusion objectives, see the latest [Responsible Business Report](#)

Number 1 for diversity in professional services:
Financial Times and Statista
Diversity Leaders List 2023

Mansfield Plus:
Certification status
maintained in the UK

Number 1 LGBT+ employer:
UK Stonewall Workplace Equality
Index 2023

Stonewall Gold Status:
Global Stonewall Diversity
Champions Equality
Workplace Index

Double winner, Faith Initiative of the Year, Women & Diversity in Law Awards
Clifford Chance Islamic Community (2023)
Hindu, Sikh, Jain & Buddhist Society (2024)

YEAR-ON-YEAR COMPARISON

GENDER PAY GAP, INCLUDING HOW TO READ THIS DATA

Pay and bonus gaps (% less than men)

	Mean 2023	Mean 2022	Difference in percentage points	Median 2023	Median 2022	Difference in percentage points
Hourly pay gap	17.2%	16.6%	+0.6%	33.5%	31.8%	+1.7%
Bonus gap	45.7%	33.6%	+12.1%	51.5%	45.3%	+6.2%

Proportion of men and women in each pay quartile band

	Women 2023	Women 2022	Difference in percentage points	Men 2023	Men 2022	Difference in percentage points
Upper quartile	53.5%	54.1%	-0.6%	46.5%	45.9%	+0.6%
Upper middle quartile	56.1%	54.4%	+1.7%	43.9%	45.6%	-1.7%
Lower middle quartile	62.3%	59.1%	+3.2%	37.7%	40.9%	-3.2%
Lower quartile	78.0%	79.3%	-1.3%	22.0%	20.7%	+1.3%

Proportion of employees receiving a bonus

	2023	2022	Difference in percentage points
Women	66.0%	67.5%	-1.5%
Men	68.1%	64.4%	+3.7%

Pay gaps by employee type (% less than men)

	Mean 2023	Mean 2022	Difference in percentage points	Median 2023	Median 2022	Difference in percentage points
Partner	21.4%	20.0%	+1.4%	43.0%	30.0%	+13.0%
Associates	2.0%	4.0%	-2.0%	4.9%	4.1%	+0.8%
Business Professionals	27.3%	22.2%	+5.1%	36.3%	37.0%	-0.7%

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 2023. This includes those working both part and full time.
- In 2023, on a mean basis, women were on average paid 17.2% less than men. This gap has increased since 2022.

Bonus gap

- The bonus gap reflects the actual bonuses paid to employees during FY21/22. For us, this means bonuses awarded at the end of FY21/22 but paid in early FY22/23 (June 2022).
- In 2023, on a median basis, women received an average bonus that was 51.5% lower than that paid to men. This gap has increased since 2022 (6.3%). The mean bonus gap has also increased (12.7%).

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 2023, 53.5% of those employees in our upper pay quartile were women. This decreased by 0.6% since 2022, when 54.1% 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 2022, 67.5% of women received some form of bonus payment. This decreased in 2023, when 66.0% 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 2023, on a mean basis, female associates were on average paid 2.0% less than men. This gap has decreased by 2.0% since 2022, when female associates were paid 4.0% less.
- Pay gap data for UK subsidiaries of the firm is included in our 2023 overall pay gap data, but not our statutory data.

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: 87.3%
LGBT+: 81.2%
Disability: 70.3%
Social Mobility: 67.7%

This shows how willing people are to share their information, giving context to the statistics in this report.

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

OVERALL PAY GAP DATA COMPARISONS

COMPARISON TO CLIFFORD CHANCE'S 2022 REPORT AND FIRST REPORTING YEARS

NB '+' denotes gap has increased in 2023, '-' denotes gap has decreased

Overall gender pay gap

	Mean 2023	Difference in percentage points to last year	Difference in percentage points to first published (2017)	Median 2023	Difference in percentage points to last year	Difference in percentage points to first published (2017)
Pay Gap	58.8%	-4.7%	-7.5%	40.7%	+5.6%	-2.9%

Overall ethnicity pay gap

	Mean 2023	Difference in percentage points to last year	Difference in percentage points to first published (2018)	Median 2023	Difference in percentage points to last year	Difference in percentage points to first published (2018)
Pay Gap	45.7%	+0.1%	-6.3%	1.3%	+4.0%	+1.3%

Overall LGBT+ pay gap

	Mean 2023	Difference in percentage points to last year	Difference in percentage points to first published (2018)	Median 2023	Difference in percentage points to last year	Difference in percentage points to first published (2018)
Pay Gap	30.8%	+5.3%	-4.8%	18.3%	+1.6%	+18.5%

Overall disability pay gap

	Mean 2023	Difference in percentage points to last year	Difference in percentage points to first published (2018)	Median 2023	Difference in percentage points to last year	Difference in percentage points to first published (2018)
Pay Gap	39.7%	+13.5%	-22.2%	44.5%	+6.6%	+44.1%

Overall social mobility pay gap

	Mean 2023	Difference in percentage points to last year	Difference in percentage points to first published (2021)	Median 2023	Difference in percentage points to last year	Difference in percentage points to first published (2021)
Pay Gap						
Intermediate vs Working Class	20.4%	+6.7%	-5.4%	25.9%	+2.3%	+8.8%
Professional vs Working Class	48.3%	+2.3%	+4.2%	52.9%	+4.1%	+11.3%
Professional vs Intermediate Class	35.1%	-2.3%	+10.7%	36.5%	+3.5%	+7.0%



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