

UK pay gap report

2022/23



Foreword

This report is Norton Rose Fulbright's 2022/23 pay gap report. We are committed to creating a more inclusive workplace and through a range of programmes, initiatives and partnerships, we continue to focus on increasing diversity and representation at all levels of our business. We recognise that there is always more to do to further reduce pay and bonus gaps across our UK population.

As part of our wider commitment to improving diversity, equity and inclusion across the firm, we continue to go beyond the UK's statutory requirements of reporting gender pay and bonus data for our employees. We also report our ethnicity pay gap, sexual orientation pay gap, social mobility and disability pay gap data. Additionally, we include gender pay gap data for our UK partners.

“ Our diversity is a strength that benefits our people, our culture, our clients, and the communities that we operate in. We believe that diversity in terms of representation, thoughts and perspectives is extremely valuable and as a firm we actively look to empower individuals with the ability to approach challenges and see opportunities differently. ”



Peter Scott
EMEA Managing Partner



Farmida Bi
EMEA Chair

Pay gap reporting

The pay data used for this report is accurate as of April 5, 2023 (our official 'snapshot date') and includes the results for 2022/23 alongside a comparison of the previous reporting period (2021/22). The bonus data for employees is calculated with reference to bonuses received in the 12 month period up to and including April 5, 2023.

Our voluntary approach

Government guidelines currently require us to show the gap between women and men, meaning that statutory reporting does not include data on non-binary people or any other gender identities.

- **Ethnicity employee data** is calculated using the same methodology as that used for gender and is expressed as a difference between each population and other colleagues. The disclosure rate for ethnicity is 89%.
- **Sexual orientation employee data** is calculated using the same methodology as that used for gender and is expressed as a difference between each population and other colleagues. The disclosure rate for sexual orientation is 83.7%.
- **Disability employee data** is calculated using the same methodology as that used for gender and is expressed as a difference between each population and other colleagues. The disclosure rate for disability is 40.5%.
- **Social mobility data** is based on the method and definitions shared by the Social Mobility Commission which is grouping the answers to our question relating to parents' occupation at 14 years old into three categories (professional, intermediate and working). The disclosure rate for social mobility is 40.5%.

In 2024, we will introduce our new demographic survey exercise to support improved data collection.

Employee gender pay gap

Gender balance is a key focus of our strategy and as such we are committed to increasing the representation of women in senior roles, reducing the gender pay gap and the implementation of inclusive practices and policies across the firm. We continue to develop our internal initiatives to ensure we drive further progress. Our targeted actions include:

Our targets

In February 2020, we announced our new gender diversity targets: a minimum of 40% women, a minimum of 40% men, and 20% to be truly inclusive including those who are non-binary, men, and women. This ratio forms the basis for a range of gender metrics, including overall partnership, management committees and leadership roles, partner promotions, external partner candidates and senior business services hires and business services leaders. In 2022, 55% of UK partner promotions were women.

Equal pay analysis and benchmarking

We analyse and moderate pay and talent data centrally and take reporting snapshots across various DE&I demographics. Each year we work with two external organisations to carry out a benchmark exercise and compare our pay and total-comp structures against the market.

New career framework

We will introduce a refreshed careers framework to support internal opportunities, progression, and career development programmes.

Updated family policies

Annually we conduct a review of our family leave policies. Following the most recent review, our Paternity leave has increased from two to six weeks fully paid and ten days paid fertility leave and two days paid for a partner/spouse was introduced.

Leveraging technology

Working with resource managers who are responsible for allocating work fairly and equitably in our teams, ensuring those colleagues who work from home, part-time and flexibly have access to equal opportunities.

Employee pay and bonus gap

	2021/22		2022/23
Mean gender pay gap	13.3%	↓	4.5%
Median gender pay gap	24.5%	↓	13.1%

42.7% ↓ 47.3%
Mean employee bonus gap

25.5% ↑ 4.5%
Median employee bonus gap

64.1%
Women receiving a bonus payment in the UK

60.7%
Men receiving a bonus payment in the UK

Pay quartiles



Lower quartile



Lower middle quartile



Upper middle quartile



Upper quartile



Partner pay and bonus gap

This analysis is based on UK partners only:

	2021/22		2022/23
Mean hourly pay	9.2%	↑	13.3%
Median hourly pay	16.7%	↓	9.4%
Mean bonus	36.9%	↓	24.7%
Median bonus	33.3%	↓	2.2%

Combined employee and partner gender pay gap data

	2021/22		2022/23
Mean hourly pay	44.0%	↓	36.4%
Median hourly pay	32.5%	↓	17.0%
Mean bonus	65.2%	↓	58.2%
Median bonus	17.4%	↑	32.6%

Ethnicity pay gap

We are committed to the recruitment, empowerment and advancement of ethnic minority colleagues in our business and increasing representation at all levels.

While we still have much to do, we believe that our internal initiatives and programmes will increase representation and reduce our ethnicity pay gap.

Our targets

We have set a number of UK targets that include; 15% of partners and 25% of the firm to be Black, Asian or from an ethnic minority background by 2025. We also have annual trainee recruitment targets; 25% of trainee cohort to be Black, Asian or from an ethnic minority background and a target of 10% Black trainees.

Equal pay analysis and benchmarking

We conduct annual equal pay analysis by level, function, and performance banding looking specifically at Black, Asian, Minority Ethnic and White groups. We will continue to voluntarily report our ethnicity pay gap in addition to our gender pay gap.

Investing in training and development

Our Career Strategies Programme (CSP) is one of our leading talent programmes for our people. The purpose of this programme is to help address gender and racial diversity through the provision of a specialised talent identification and development programme. This addresses the barriers that can get in the way of the progression and retention of women and Black, Asian, and ethnic minority professionals.

Data

Our focus for the coming year will be to continue improving disclosure of diversity data in order to gain a more accurate picture and analyse data across application to interview rates, interview to offer rates, retention, promotion and attrition.

Employee pay and bonus gap data

	2021/22		2022/23
Mean hourly pay	2.4%	↑	5.7%
Median hourly pay	6.7%	↓	3.4%
Mean bonus	19.3%	↑	23.3%
Median bonus	10.1%	↓	-1.6%

Sexual orientation pay gap

We are committed to creating an inclusive environment where all our LGBTQI+ people can feel empowered and can progress and develop their careers with us. We continue our work to strengthen and promote our commitment to LGBTQI+ inclusion through our partnerships, initiatives, policies and training.

We remain focused on our action plan and hope that the publication of our sexual orientation pay gap demonstrates our commitment.

Pride network

Over the past year, through continued discussions with our LGBTQI+ community and the work of our Pride & Allies diversity networks, we have continued to strengthen and promote our commitment to LGBTQI+ inclusion. This also involves collaboration with external partnerships and community organisations.

Investing in training and development

We have updated a number of our training programmes to include LGBTQI+ inclusion and allyship and continue to look at development opportunities for LGBTQI+ colleagues.

Global campaigns

Each year, we run a global campaign to celebrate, acknowledge and re-affirm our commitment LGBTQI+ inclusion. Initiatives like our 'Proud Voices' campaign and 'in-conversation with' series provide a platform for our LGBTQI+ colleagues and allies so they can share a part of their story and lived experiences.

Data

Our focus for the coming year will be to continue improving disclosure of diversity data in order to gain a more accurate picture and analyse data across application to interview rates, interview to offer rates, retention, promotion and attrition.

Sexual orientation pay gap data

	2021/22		2022/23
Mean hourly pay	13.6%	↑	16.8%
Median hourly pay	11.2%	↑	27.1%
Mean bonus	35.8%	↑	41.2%
Median bonus	26.6%	↑	40.3%

Social mobility pay gap

We want everyone, regardless of their background or experience, to have the opportunity to fulfil their potential. For the second year running, we are reporting data on social mobility, in an effort to identify any barriers to career progression amongst those from lower socioeconomic backgrounds.

Through our activities and initiatives in 2022-23, we aimed to improve access to the legal industry for people from lower socio-economic backgrounds. We want to lead the way, championing alternative routes into legal careers and ensure law is a profession where everyone is able to reach their full potential.

Apprenticeship programme

Through the firm's apprenticeship programme, we have recruited talented individuals from lower socio-economic backgrounds, who may not have had the resources to access a career in law through the traditional training contract route. Our apprenticeship pledge has enabled us, and the industry, to go further and increase awareness of the barriers which can continue to exist for those from lower socio-economic backgrounds throughout their careers.

Advance

Advance is our diversity network which champions social mobility. Its mission is to support the firm to widen access to more socio-economically diverse talent and foster an environment in which everyone can thrive. The network also seeks to raise awareness of social mobility issues and encourages employee participation in social mobility schemes and volunteering opportunities, as well as influencing a wider approach to social mobility through cross-industry collaboration.

PRIME

We are a founding member of PRIME – an alliance of law firms and in-house legal teams across the UK and Republic of Ireland determined to improve access to, and socio-economic diversity within, the legal profession. We offer a combination of work experience and interactive workshops to young people from underrepresented backgrounds, who might otherwise not have the opportunity to access a legal career or experience a corporate environment. This programme continues to have an impact on our talent pipelines.

Mean hourly pay

	2021/22		2022/23
Professional and working	28.6%	↑	30.5%
Professional and intermediate	17.3%	↓	9.0%
Intermediate and working	13.7%	↑	23.6%

Our method for assessing socioeconomic background is based on that shared by the Social Mobility Commission, which is, grouping the question relating to parents' occupation at 14 years old into three categories. The Social Mobility Commission defines each category as 'professional', 'intermediate' and 'working.'

We hold socioeconomic demographic data for 50% of our population.

Professional

Teacher, nurse, solicitor, scientist, accountant, police officer.

Intermediate

Secretary, call centre agent, nursery nurse, small business owner, restaurant manager.

Working

Plumber, electrician, train driver, security guard, caretaker, farm worker, cleaner.

Disability pay gap

As a Disability Confident Leader, we ensure that we support our people by enabling them to work in a way that suits them.

We endeavour to embed disability inclusion at every stage of the employee lifecycle, however, we are aware that there is room for developments given our disability pay gap and we will consider how we can further improve our offering through our recruitment practices, pay conversations and progression discussions.

We actively look to empower individuals with the ability to approach challenges and see opportunities differently. We understand that there is no such thing as a one-size-fits-all offering that will work for everyone. Because of this, we take a more tailored approach and continually talk with our people about how we can best meet their individual – existing and evolving – needs.

Through our Tailored Workplace Adjustments Passport, our people are able to facilitate conversations with managers and supervisors that help them implement the adjustments they may require as a result of a disability, condition, or neurodiversity. Adjustments are available to all colleagues at every level.

Shine

Shine is our diversity network which champions disability inclusion and focuses on disability and health conditions that impact on experience in the workplace over an extended period, or are long-term in nature. Its ultimate goal is to enable the firm to create a level playing field for all colleagues to succeed, irrespective of any disability or health condition.

Data

Our focus for the coming year will be to continue improving disclosure of diversity data in order to gain a more accurate picture and analyse data across application to interview rates, interview to offer rates, retention, promotion and attrition.

Disability pay gap data

	2021/22		2022/23
Mean hourly pay	16.9%	↑	18.8%
Median hourly pay	13.1%	↑	17.3%

We hold disability demographic data for over 40% of our population. We have deemed the data as representative but will strive for a greater response rate in future reports to ensure the data shows the fullest possible picture of our current pay information.

NORTON ROSE FULBRIGHT

Norton Rose Fulbright is a global law firm. We provide the world's preeminent corporations and financial institutions with a full business law service. We have more than 3500 lawyers and other legal staff based in Europe, the United States, Canada, Latin America, Asia, Australia, Africa and the Middle East.

Law around the world

nortonrosefulbright.com

Norton Rose Fulbright Verein, a Swiss verein, helps coordinate the activities of Norton Rose Fulbright members but does not itself provide legal services to clients. Norton Rose Fulbright has offices in more than 50 cities worldwide, including London, Houston, New York, Toronto, Mexico City, Hong Kong, Sydney and Johannesburg. For more information, see nortonrosefulbright.com/legal-notices. The purpose of this communication is to provide information as to developments in the law. It does not contain a full analysis of the law nor does it constitute an opinion of any Norton Rose Fulbright entity on the points of law discussed. You must take specific legal advice on any particular matter which concerns you. If you require any advice or further information, please speak to your usual contact at Norton Rose Fulbright.

© Norton Rose Fulbright LLP. Extracts may be copied provided their source is acknowledged.
0184380_EMEA - 04/24