

Clifford Chance

# UK Pay Gap 2025

March 2026



# Foreword

At Clifford Chance, we are committed to building an inclusive and collaborative culture where diverse perspectives and backgrounds are recognised and valued.

We know that when each of us can perform at our best we all benefit and so do our clients.

Pay gap reporting helps us assess our progress and focus our efforts on ensuring equal access to opportunities for everyone at our firm. We recognise that numbers taken in isolation do not show the full picture, but they do help to start a conversation about the structures in place and any challenges to progression. For this reporting period, our data shows:

- 1 a decrease in our statutory gender pay gap on a mean basis;
- 2 a reduction in the pay gap between our male and female associates;
- 3 a reduction in the pay gap between our male and female business professionals;
- 4 a reduction in pay gaps for disability and ethnicity; and
- 5 slight variations for LGBT+ and social mobility pay gaps compared to the previous reporting period.

We will keep building on this progress.

By strengthening equality of opportunity across our people and talent processes, and by addressing the structural and cultural factors that can influence career progression, we aim to create the inclusive conditions everyone needs to succeed.

While gender pay reporting is a legal requirement, our analysis covers a range of demographics to help us focus our inclusion efforts and drive further progress.

Some examples of the actions we are taking are included in this report. This year we are also voluntarily including our gender and menopause action plan ahead of the mandatory requirement to publish this for the 27/28 reporting year. We believe this demonstrates our commitment in working together to deliver on our inclusion goals.



**Chinwe Odimba-Chapman**  
Office Managing Partner  
for London/Co-Regional Managing  
Partner for One Europe



**Shelley Holmes**  
Co-Regional HR Director for  
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**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

**Our progress during the last 12 months is highlighted against our global key strategic focus areas at that time:**

## Embedding equal access to opportunity through our people processes:

Continued our [ACCESS](#) programme and maintained proportionate diversity in trainee-to-NQ conversion.

## Training and supporting our leaders:

Delivered inclusive leadership training open to all partners globally.

## Collecting data where legal:

Continued gathering insights to understand experiences and ensure fair access to opportunities.

## Supporting our inclusive communities within the firm:

Launched a new Allies programme for all colleagues to strengthen everyday inclusion.

## Championing and embedding our Code:

Continued the delivery of our Code workshops to promote inclusion, respect and speaking up.

## Continuing to comply with local legal requirements:

Maintained compliance with UK reporting obligations, including statutory gender pay gap and SRA inclusion disclosures.

Company of the Year finalist, British Diversity Awards 2026

REDI Index 2025 – Ranked second for top faith-friendly workplace

Ranked 3<sup>rd</sup> in Vault Survey for overall Best Law Firm to work for, work culture, quality of work

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

# Statutory 2025 gender pay gap

## Gender pay gap

The gender pay gap shows the distribution of men and women across different roles within an organisation and highlights where there may be concentrations of a particular gender at lower or higher pay levels.

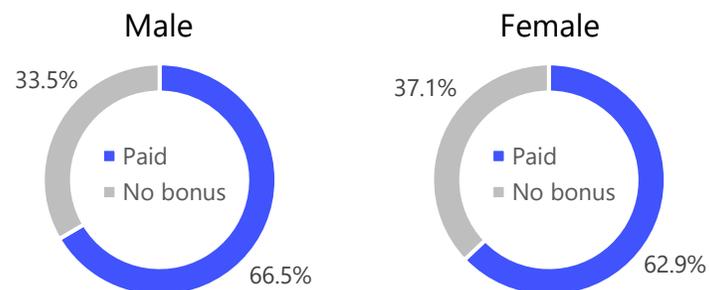
Gender pay gap legislation does not show equal pay for the same role; this has been a legal requirement since the Equal Pay Act 1970. We regularly review our approach and we are confident that we pay women and men equally for the same roles.

For more details on the definitions used in this report and the % change since our 2024 Report, please refer to pages 11-13.

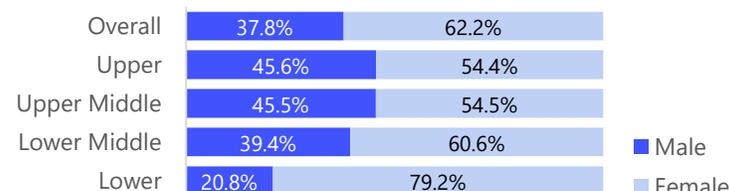
### Employee pay/bonus gaps (% less than men)

Gap	Mean	Median
Pay gap	18.2%	38.1%
Bonus gap	38.2%	47.0%

### Bonuses paid



### Pay quarter representation



### Year of action:

- Launched elder care and infertility support peer groups within Accelerate, our global gender parity affinity group
- Maintained Menopause Friendly and Endometriosis Friendly accreditations
- Updated family leave intranet resources to spotlight colleagues' lived experiences

See more on [Clifford Chance's Gender web pages](#).

# Our 2025 overall gender pay gap data

## Gender pay gap

The law does not require us to include our partners in statutory calculations, as they are not classified as employees.

However, we have chosen to include them in our overall reported figures. This approach provides a more transparent view of the firm and supports our efforts to address gender pay imbalances. In this report, the 2025 overall pay gap data also includes the pay gap data for the firm's UK subsidiaries.

### Overall pay gap

(includes Partners — % less than men)

Gap	Mean	Median
Pay gap	55.3%	38.6%

### Partner pay gap

Gap	Mean	Median
Pay gap	14.0%	27.3%

### Associate Pay Gap (% less than men)

Gap	Mean	Median
Pay gap	3.2%	1.1%

### Business Professionals Pay Gap

Gap	Mean	Median
Pay gap	22.2%	35.3%

### Our overall pay gap is affected by:

- the level of remuneration that the partners receive;
- the proportion of women in the UK partnership and;
- the high proportion of women in secretarial roles who make up a large part of our lower quartile population.

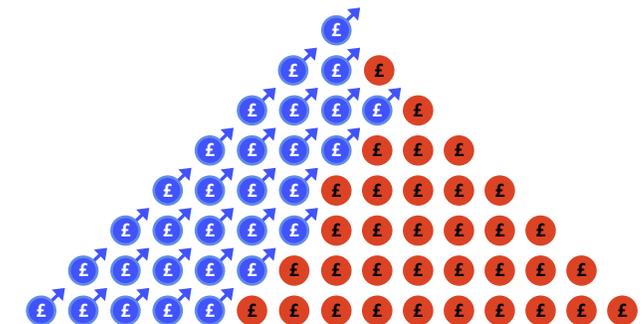
Our partner pay is a share of the firm's profits, much of which is not paid monthly. We think the most meaningful and informative way to show the figures is to look at total annual Full-time Equivalent (FTE) pay for UK-based partners and employees (including FTE bonuses) rather than looking only at a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

### Structural impact explained

One of the main reasons for the gender pay gap is that men are more likely to be in senior roles, while women more often at the lower end of the pay structure. This is clearly demonstrated at the firm in the UK.

For example, 2025 data shows that if Practice Assistants (Legal Secretaries) are considered separately from the rest of the business, the pay gap for all other employees decreases from 18.2% to 10.1%. The Practice Assistant population in April 2025 was 100% female.

Although there are clear structural reasons for our pay gap, we are confident that we are an equal and fair pay employer. Equal pay means a man and a woman are paid the same amount for doing the same or similar job.



Please note: Gender is referenced in binary terms (men and women) on this page. We recognise that some colleagues at the firm are non-binary or gender non-conforming and are not be represented by this breakdown.

# Disability pay gap

Our key challenge in building an inclusive culture for our disabled and neurodivergent colleagues is understanding our population across the UK offices.

We are committed to voluntarily publishing our disability pay gap data, which narrowed compared to the last reporting year. Levels of self-declaration in relation to disability remain low, which can lead to swings in the pay gap data. The firm's focus is on increasing declaration rates so we can better understand our population.

## Overall disability pay gap

(includes Partners – % less than non-disabled colleagues)

Gap	Mean	Median
Pay gap	38.8%	14.9%

## Year of action:

- Continued sharing of colleagues' 'My Lived Experience' stories
- Embedded the Enable Buddy Scheme launched last year
- Continued the Hidden Disabilities Sunflower initiative

See more on [Clifford Chance's Disability web pages](#).

# Ethnicity pay gap

Our overall ethnicity pay gap data shows similar outcomes for our white and ethnic minority colleagues. As we know, the pay gap is affected by our organisational structure.

Therefore, we continue to explore whether all our colleagues feel they belong, can do their best work, and have equal access to opportunities.

## Overall ethnicity pay gap

(includes Partners – % less than white)

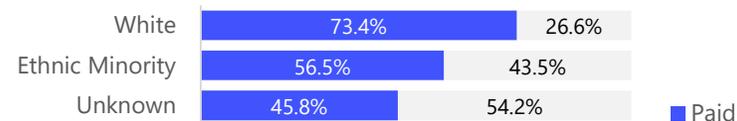
Gap	Mean	Median
Pay gap	39.5%	-9.7%

## Employee pay/bonus gaps

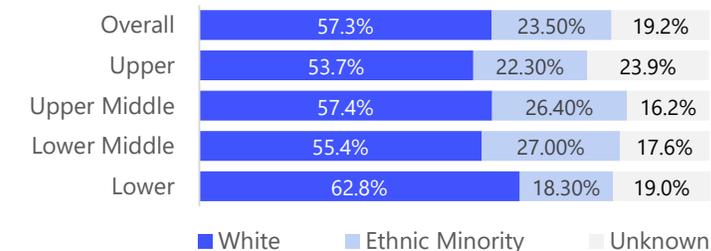
(% less than white)

Gap	Mean	Median
Pay gap	-1.3%	-16.0%
Bonus gap	-0.7%	-24.4%

## Bonuses paid



## Pay quarter representation



## Year of action:

- Focus on culture through events led by REACH, our race, equality and celebrating heritage affinity network, and faith groups
- Continued learning opportunities to build understanding of race inclusion
- Gold sponsor of the Black Counsel Forum

See more on [Clifford Chance's Ethnicity web pages](#).

# LGBT+ pay gap

We are committed to voluntarily publishing our LGBT+ pay gap data, which widened compared to last year. For our employees, the overall pay gap data shows similar outcomes for our non-LGBT+ and LGBT+ colleagues.

The firm remains committed to ensuring we have a culture where our LGBT+ colleagues feel they belong, can thrive and do their best work.

## Overall pay gap

(includes Partners – % less than non-LGBT+)

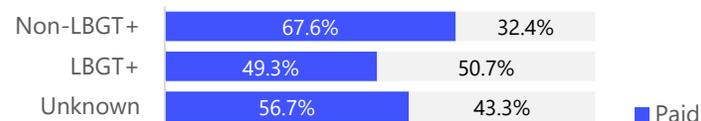
Gap	Mean	Median
Pay Gap	28.5%	-15.0%

## Employee pay/bonus gaps

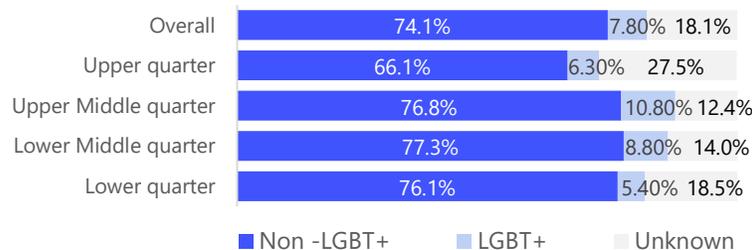
(% less than non-LGBT+)

Gap	Mean	Median
Pay Gap	-4.0%	-34.4%
Bonus Gap	-38.0%	-33.8%

## Bonuses paid



## Pay quarter representation



## Year of action:

- Expanded PMI fertility support by removing diagnosis requirements, improving access for same-sex female couples
- Continued awareness raising through events such as Pride Art led by Arcus, our LGBT+ affinity network
- Focus on client collaborations and community building opportunities

See more on [Clifford Chance's LGBT+ web pages](#).

# Social mobility pay gap

This is our fifth year of voluntarily reporting our social mobility pay gap. We have continued to focus on increasing self-declaration in relation to social mobility within the firm and have completed research to better understand colleagues' lived experiences.

## Overall pay gap

(includes Partners)

Gap	Mean	Median
Intermediate vs Working Class*	19.7%	18.5%
Professional vs Working Class*	44.7%	47.6%
Professional vs Intermediate Class*	31.2%	35.7%

## Some general examples of parental occupations that 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 three broad categories above, in line with the [National Statistics Socio-Economic Classification \(NS-SEC\)](#).

## Year of action:

- Conducted social mobility research, both internally and in collaboration with the wider sector
- Focus on increasing self-declared social mobility data
- Continued RISE roundtables – group mentoring led by RISE, our social mobility affinity network

See more on [Clifford Chance's Social Mobility web pages](#).

# 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 2025. This includes those working both part- and full-time.

In 2025, on a mean basis, women were on average paid 18.2% less than men. This gap has decreased since 2024.

## Bonus gap

The bonus gap reflects the actual bonuses paid to employees for work carried out during FY23/24. For us, this means bonuses awarded for FY23/24 but paid in early FY24/25 (June 2024).

In 2025, on a median basis, women received an average bonus that was 47.0% lower than that paid to men. This gap has reduced since 2024 (-1.4%). The mean bonus gap has also narrowed (-3.3%).

## Proportion of men and women in each quarter of our pay range

The quarter of our pay 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 2025, 54.4% of those employees in our upper pay quarter were women. This increased by 0.7% since 2024, when 53.7% of the upper pay quarter were women.

## Proportion of employees receiving a bonus

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

In 2024, 63.0% of women received some form of bonus payment. This decreased in 2025, when 62.9% 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 2025, on a mean basis, female associates were on average paid 3.2% less than men. This gap has decreased by 2.2% since 2024, when female associates were paid 5.4% less on a mean basis.

Pay gap data for UK subsidiaries of the firm is included in our 2025 overall pay gap data, but not our statutory data.

# Year-on-year comparison

## Gender pay gap

### Pay and bonus gaps (% less than men)

Type	Mean 2025	Mean 2024	Difference in % points	Median 2025	Median 2024	Difference in % points
Hourly pay gap	18.2%	19.8%	-1.6%	38.1%	33.0%	5.0%
Overall	38.2%	41.5%	-3.3%	47.0%	48.4%	-1.4%

### Proportion of men and women in each quarter of our pay range

Type	Women 2025	Women 2024	Difference in % points	Men 2025	Men 2024	Difference in % points
Upper quarter	54.4%	53.7%	0.7%	45.6%	46.3%	-0.7%
Upper Middle quarter	54.5%	57.8%	-3.2%	45.5%	42.2%	3.2%
Lower Middle quarter	60.6%	61.8%	-1.2%	39.4%	38.2%	1.2%
Lower quarter	79.2%	80.0%	-0.8%	20.8%	20.0%	0.8%

# Year-on-year comparison (continued)

## Gender pay gap

### Proportion of employees receiving a bonus

Type	2025	2024	Difference in % points
Women	62.9%	63.0%	-0.1%
Men	66.5%	66.0%	0.5%

### Pay gaps by employee type (% less than men)

Type	Mean 2025	Mean 2024	Difference in % points	Median 2025	Median 2024	Difference in % points
Partner	14.0%	13.4%	0.6%	27.3%	33.2%	-5.8%
Associates	3.2%	5.4%	-2.2%	1.1%	5.4%	-4.3%
Business Professionals	22.2%	25.0%	-2.8%	35.3%	37.3%	-2.0%

## How do we collect our data?

Our gender data is informed by official reporting figures required for tax purposes. Additional diversity information is collected voluntarily through our HR self-identification portal.

We encourage all our employees and partners to share their diversity data to support our inclusion agenda, particularly in relation to pay gap reporting.

The proportions of individuals who have responded to our requests to provide diversity information are:

- Ethnicity: 81.8%
- LGBT+: 81.8%
- Disability: 70.9%
- Social Mobility: 60.2%

This indicates the level of willingness among individuals to share their information, providing context for the statistics in this report. Individuals who have chosen not to disclose their data have been excluded from these calculations.

# Overall pay gap data comparisons

**Comparison to Clifford Chance's 2024 report** (NB '+' denotes gap has increased in 2025, '-' denotes gap has decreased)

## Overall gender pay gap

	Mean 2025	Mean 2024	Difference in percentage points	Median 2025	Median 2024	Difference in percentage points
Pay gap	55.3%	58.7%	-3.4%	38.6%	37.1%	+1.6%

## Overall disability pay gap

	Mean 2025	Mean 2024	Difference in percentage points	Median 2025	Median 2024	Difference in percentage points
Pay gap	38.8%	47.1%	-8.3%	14.9%	44.1%	-29.1%

## Overall ethnicity pay gap

	Mean 2025	Mean 2024	Difference in percentage points	Median 2025	Median 2024	Difference in percentage points
Pay gap	39.5%	43.4%	-3.8%	-9.7%	-3.6%	-6.1%

## Overall LGBT+ pay gap

	Mean 2025	Mean 2024	Difference in percentage points	Median 2025	Median 2024	Difference in percentage points
Pay gap	28.5%	27.3%	1.2%	-15.0%	2.3%	-17.3%

## Overall social mobility pay gap

	Mean 2025	Mean 2024	Difference in percentage points	Median 2025	Median 2024	Difference in percentage points
Intermediate vs Working Class*	19.7%	13.6%	6.1%	18.5%	17.8%	+0.7%
Professional vs Working Class*	44.7%	43.7%	1.1%	47.6%	43.0%	+4.6%
Professional vs Intermediate Class*	31.2%	34.8%	-3.6%	35.7%	30.7%	+5.0%

# Gender and menopause action plan

From 27/28 reporting year it will be mandatory to report on our actions in relation to gender parity and menopause support. We are voluntarily sharing our actions to date against the current draft government focus areas.

Focus area	Current status	Future action
Make job descriptions inclusive	Inclusive language guidance applied to all UK role profiles.	Continuous review of inclusive language guidance.
Advertise flexible working arrangements in job adverts	UK job adverts routinely reference flexible working options, where applicable.	Maintain current practices.
Advertise leave policies in job adverts	Family-friendly policies now highlighted in recruitment materials.	Continuous review of where policies are promoted.
Encourage applications from a range of candidates	UK recruitment partners with PRIME, Aspiring Solicitors, and social mobility outreach.	Regular review of recruitment partners.
Reduce unconscious bias in CV screening	Structured screening with trained reviewers to minimise bias.	Continue to review applicability of hiring interviewer training.
Use fair and structured interview techniques	Competency-based interviews used consistently across recruitment.	Continue reviewing interview processes to ensure fairness.
Automatically consider eligible employees for promotion	Lawyer structure allows for automatic consideration of promotion as part of annual review cycle.	Continue to evolve promotion process for all employees, as required.
Encourage employee development through actionable steps	Development conversations supported appraisals processes.	Continue to review efficacy of approach.
Offer mentoring, sponsorship and other development programmes	Opportunities provided for career and reverse mentoring, with development through Academy programmes, and inclusion initiatives, such as Allies.	Continue to evolve and review programmes.

# Gender and menopause action plan (continued)



From 27/28 reporting year it will be mandatory to report on our actions in relation to gender parity and menopause support. We are voluntarily sharing our actions to date against the current draft government focus areas.

Focus area	Current status	Future action
Increase transparency for promotion, pay and rewards	Developing in line with the EU Pay Transparency Directive.	Look to deliver and embed in line with the EU Pay Transparency Directive.
Enhance and promote leave policies and flexible working entitlements	Updated family leave resources and menopause support, promoted internally.	Review communication opportunities to promote policies and benefits.
Set targets to improve gender representation	Action plans in place to meet the firm's ambition for equality of opportunity.	Continue to evolve actions plans.
Appoint diversity leads or taskforces	The firm has an inclusion team and in the UK the Inclusion Committee oversees the region's inclusion priorities.	Continue as business as usual.
Train managers to support employees going through menopause	Awareness raising events held and peer group established.	Seeking to deliver manager training on menopause support.
Review existing policies and procedures to ensure they reflect the needs of employees going through menopause	Regular review of policies as part of business as usual, and continued review of benefit providers.	Continue as business as usual.
Offer employees going through menopause tailored occupational health advice	Support available via GP services, EAP and occupational health pathways.	Continue to review offer.
Offer tailored workplace adjustments for employees going through menopause	Workplace adjustments provided through HR/Occupational Health request process.	Continue as business as usual.
Set up menopause support groups and networks	Peer networks active through our gender parity network Accelerate>>>.	Continue as business as usual.
Conduct a menopause risk assessment for your workplace	Initial scoping underway as part of broader wellbeing and workplace review.	Complete and regularly review assessment.

# Clifford Chance

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