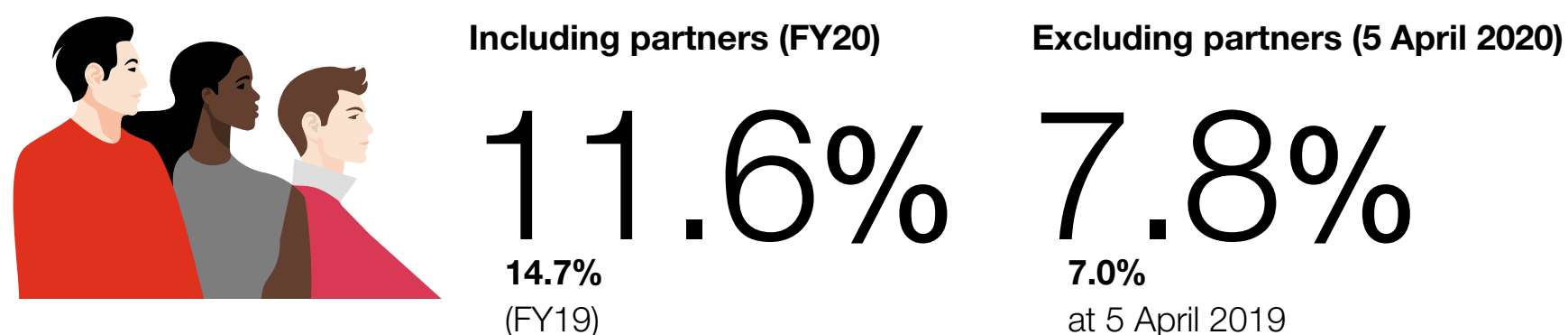




Whole firm Associate Senior associate Manager Senior manager Director Partner

Gender pay gap (median)



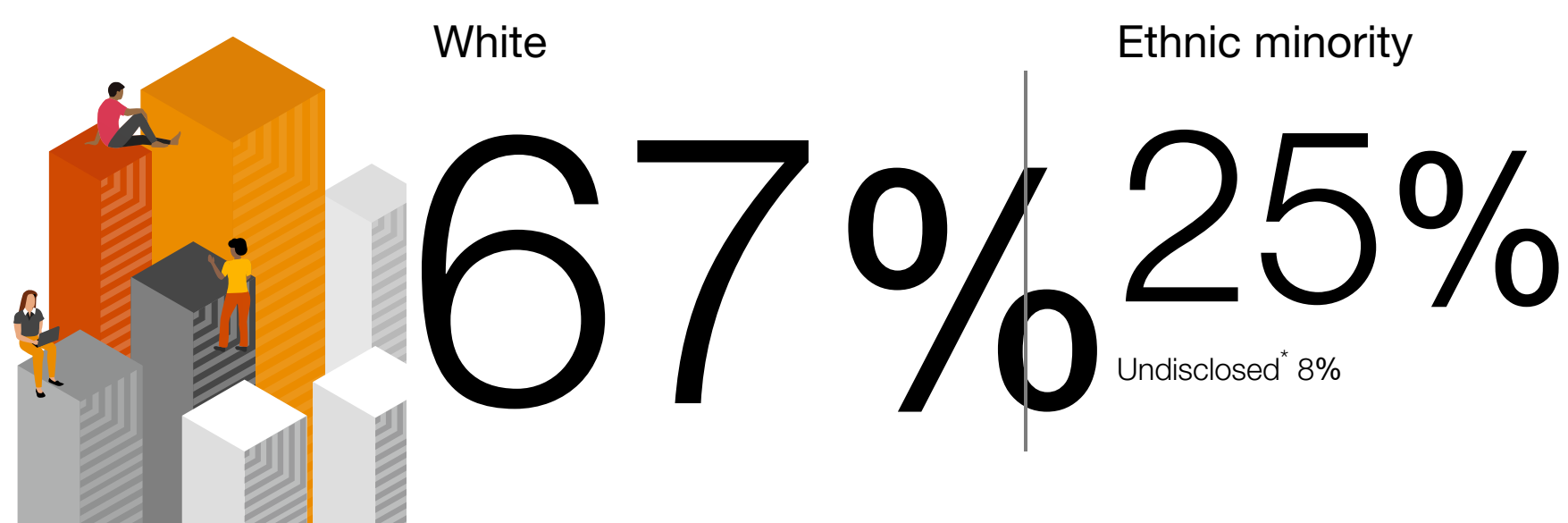
This year we've seen a continued reduction in nearly all of our pay gaps compared to 2019, with the exception of our regulatory gender pay gap which saw a small increase of 0.8% for the first time in five years. This serves to strengthen our commitment to address all the drivers of our diversity pay data to ensure we are on track to minimise the gaps.

Guided by our data, we have a five point action plan outlining the steps we're taking to promote diversity and inclusion within our business.

Using data to sharpen our focus on ethnicity

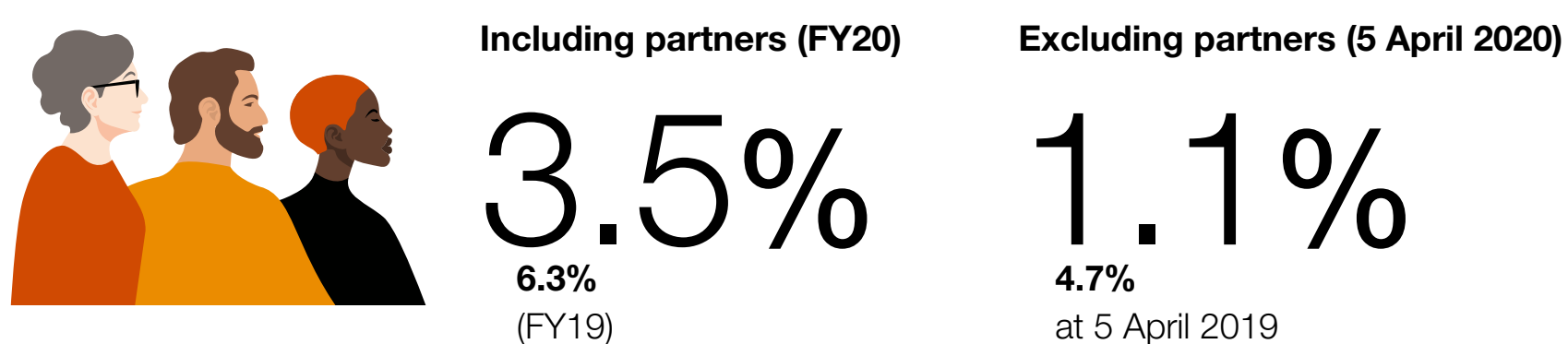
Here you can interact with our diversity data explorer to view our ethnicity pay gap and performance against our targets. This year, for the first time, we're also presenting our ethnicity pay and bonus gap data broken down into Black, Asian and Mixed Ethnic Background data.

Ethnicity data



Whole firm Associate Senior associate Manager Senior manager Director Partner

Ethnicity pay gap (median)



The black lives matter events of early summer served as an important reminder of the inequality that still exists across society. We added to our existing diversity and inclusion plan by announcing a targeted action plan focused specifically on ethnicity, and we relaunched our Speak Up campaign as a way of continuing to drive improvements in all that we do.