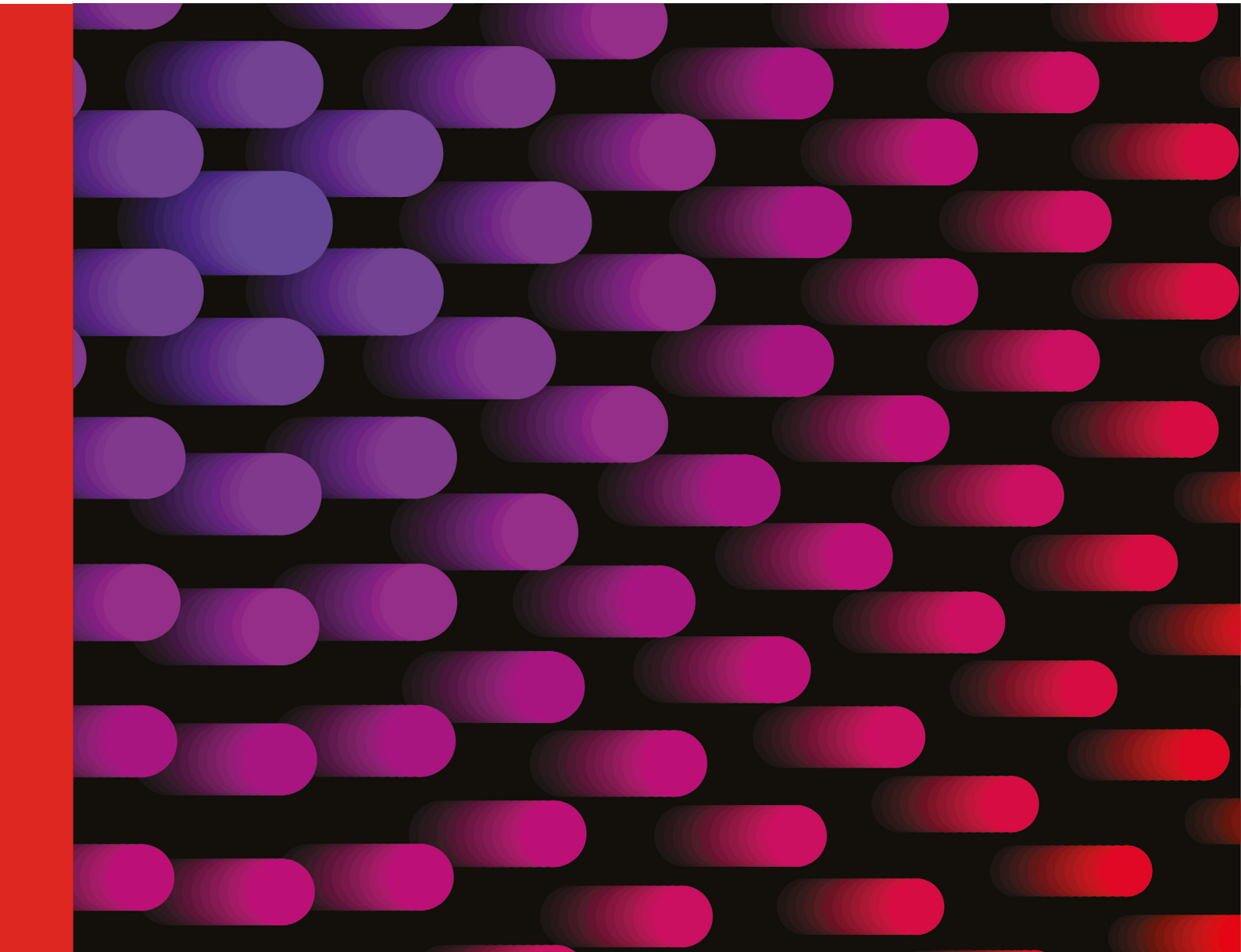


UK pay gap report

2023/24

Published April 2025



Introduction

This report is Norton Rose Fulbright's 2023/24 UK pay gap report. Norton Rose Fulbright is committed to cultivating a working environment that embraces people of every background and is rooted in our core global business principles of quality, unity and integrity. This commitment reflects our belief that a range of different perspectives strengthens our firm and enhances the quality of service we offer.

We report on gender and bonus pay gap data for our UK employees and our UK partners. We also report our ethnicity, sexual orientation, social mobility and disability pay gap data.

The pay data used for this report is accurate as of April 5, 2024 (our official 'snapshot date') and includes the results for 2023/24 alongside a comparison of the previous reporting period (2022/23). The bonus data for employees is calculated with reference to bonuses received in the 12-month period up to and including April 5, 2024.



Peter Scott
Global and EMEA Managing Partner



Farmida Bi
EMEA Chair

Our approach

We continue to go beyond the UK's statutory requirements and report the following:

- **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 current disclosure rate for ethnicity is 93%.
- **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 current disclosure rate for sexual orientation is 83%.
- **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 current disclosure rate for disability is 75%.
- **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 current disclosure rate for social mobility is 75%.

The report only represents data for known populations within the firm (UK) and does not include any unknown data and "prefer not to say" options.

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 UK targets

In February 2020, we announced our new aspirational 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 2023, over 40% of UK partner promotions were women.

Equal pay analysis and benchmarking

We analyse and moderate pay and talent data centrally and take reporting snapshot across various demographics. We have recently developed a series of dashboards that allow us to track the distribution of salary, bonus and performance proposals in real time throughout our annual review process. 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 competency framework

We introduced a new competency framework to support our key strategic priorities. This framework sets expectations around behaviours and skills and is a key tool to help everyone achieve their potential.

New action plans

Introduced to embed inclusion and accountability for all. These action plans were put in place for every team at the firm to focus on gender representation and pipelines all backed by strong data and best practice actions.

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.

UK Employee pay and bonus gap

	2022/23		2023/24
Mean gender pay gap	4.5%	↑	9.6%
Median gender pay gap	13.1%	↑	21.2%

46.3% ↑ 42.7%
Mean employee bonus gap

38.4% ↑ 25.5%
Median employee bonus gap

56.1%
Women receiving a bonus payment in the UK

43.9%
Men receiving a bonus payment in the UK

Pay quartiles ■ Female ■ Male

Lower quartile



Lower middle quartile



Upper middle quartile



Upper quartile



Partner pay and bonus gap

This analysis is based on UK partners only:

	2022/23		2023/24
Mean hourly pay	13.3%	↑	17.4%
Median hourly pay	9.4%	↑	25.8%
Mean bonus	24.7%	↓	23.1%
Median bonus	2.2%	↑	28.1%

Ethnicity pay gap

We are committed to the attraction, development and retention of ethnic minority colleagues in our business and increasing representation at all levels.

Our UK 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 our 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, Ethnic Minority 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 under representation through the provision of a talent and development programme. This addresses the barriers that can get in the way of progression and retention.

Data and strategy

Our focus for the coming year will be to continue improving disclosure of diversity data and introduce a refreshed race and ethnicity strategy for the firm.

UK Employee pay and bonus gap data

	2022/23		2023/24
Mean hourly pay	5.7%	↑	6.1%
Median hourly pay	3.4%	↑	11.2%
Mean bonus	23.3%	↓	12.2%
Median bonus	-1.6%	↓	-2.9%

Sexual orientation pay gap

We are committed to creating an inclusive environment where all our LGBTIQ+ people can feel empowered and can progress and develop their careers with us. We continue our work to strengthen and promote our commitment to LGBTIQ+ inclusion.

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 LGBTIQ+ community and the work of our Pride & Allies diversity networks, we have continued to strengthen and promote our commitment to LGBTIQ+ 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 LGBTIQ+ inclusion and allyship and continue to look at development opportunities for LGBTIQ+ colleagues.

Global campaigns

Each year, we run a global campaign to celebrate, acknowledge and re-affirm our commitment to LGBTIQ+ inclusion. Initiatives like our '[Proud Voices](#)' campaign and 'in-conversation with' series provide a platform for our LGBTIQ+ 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.

UK Sexual orientation pay gap data

	2022/23		2023/24
Mean hourly pay	16.8%	↓	8.6%
Median hourly pay	27.1%	↓	0.4%
Mean bonus	41.2%	↓	13.4%
Median bonus	40.3%	↓	0.4%

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 socio-economic backgrounds.

Through our UK activities and initiatives in 2023-24, 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.

Scholars

The Scholars programme aims to remove financial barriers to the legal profession and provide access to resources and connections for aspiring lawyers from underrepresented backgrounds. The programme offers a combination of work experience and interactive workshops, including commercial awareness training, mentoring, networking schemes, and a tailored legal skills workshop to have an impact on our talent pipelines. Alongside this, students receive a £5000 bursary.

UK Mean hourly pay

	2022/23		2022/24
Professional and working	30.5%	↓	26.8%
Professional and intermediate	9.0%	↑	14.8%
Intermediate and working	23.6%	↓	14.1%

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.'

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 Level 3, 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 development 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 demographic data in order to gain a more accurate picture.

UK Disability pay gap data

	2022/23		2023/24
Mean hourly pay	18.8%	↓	8.0%
Median hourly pay	17.3%	↓	9.4%

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