

# UK Gender and Ethnicity Pay Gap Report

Published in 2026 for the snapshot date of 5 April 2025

**Building a fair, diverse and inclusive firm is essential for our future success. It will help us to attract and retain the best talent, drive innovation, and deliver the best experience for our people and clients.**





# Foreword

The Gender Pay Gap presents us with a key opportunity to reflect on the progress made as a firm, the challenges that remain, and the actions being taken to strengthen equity and inclusion.

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This year, we are proud to publish our ethnicity pay gap for the first time, an important commitment we made in our 2024 pay gap report.

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Transparency remains essential for us, and publishing both the gender and ethnicity pay gaps is a key step in contributing to meaningful change.

The report covers our mean and median pay gaps, our bonus pay gap, our voluntarily reported partner pay gap and our ethnicity pay gap. We also present our pay distribution across quartiles to provide further clarity.

This year's data shows an increase in our mean and median employee hourly pay gap. However, our median bonus pay gap has reduced by 26.9% and our partner pay gap has reduced by 0.2%. We take these results seriously and have outlined our actions to address these outcomes and ensure sustained progress in this report.



A note from our UK Managing Partner,  
**Ben Aram**

Addressing the gender pay gap remains a priority for the firm. We acknowledge that an imbalance does exist and recognise the need for meaningful change.

This year, we plan to launch our Gender Action Plan to improve career progression, transparency of our processes and how we support career development for women and underrepresented groups across the firm. We also recognise the importance of transparency, and we published increased guidelines on our pay and remuneration committee.

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Employee voice remains crucial in shaping our actions.

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We will continue to work closely with the Women at Kennedys network to support gender parity and action across the firm. Our second employee opinion survey which launched in November 2025, provided us with more detailed data insights into the experiences of our people.

The publication of our first ethnicity pay gap is an important step in enhancing our transparency and accountability. Although our ethnicity pay gap is relatively small, we acknowledge this is in part due to a lower declaration rate across the firm.

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Increasing our diversity data declaration will be a priority moving forward.

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We will continue to offer our Reciprocal Mentoring Scheme, providing junior colleagues from ethnically diverse backgrounds with the opportunity to work with senior leaders to deepen their understanding of race and ethnicity within the firm, while gaining access to senior mentorship.

Whilst the Pay Gap reporting shows we still have meaningful work to do, we are committed to continued action and transparency to drive improvement.

# Key findings

## Definitions:

- **Gender pay gap:** The gender pay gap is the measure of the difference between men and women's average earnings across all UK employees or partners.
- **Ethnicity pay gap:** The ethnicity pay gap is the measure of the difference between ethnically diverse employees and white employees across the UK.
- **Mean pay gap:** The difference between the mean (average) hourly rate of pay/bonus for all men and women.
- **Median pay gap:** The difference between the middle rate of pay/bonus for all men and women when hourly rate is ranked in numerical order.
- **Pay Quartiles:** Calculated by ranking all employees' hourly pay in numerical order and splitting them into equal groups of four.
- **Bonus gap:** The bonus gap is based on actual sums paid during the snapshot period and is not adjusted for part time working.

## Gender pay gap

- Our mean employee hourly pay gap has slightly increased compared to 2024 (22.22% to 24.78%), as has our median pay gap (26.24% to 30.50%).
- Our mean employee bonus pay gap has increased by 12.72% compared to 2024 (38.81% to 51.53%), yet our median bonus pay gap has decreased by 26.91% (50% to 23.09).
- Our median partner hourly pay gap has marginally increased by 0.15% compared to 2024 (15.43% to 15.58%)
- Women continue to outnumber men in all quartiles. The percentage of women has increased in our middle quartiles, but decreased in the lower and upper quartiles.
- The pay gap in the lower three quartiles is significantly smaller than the overall pay gap. The pay gap has, however, increased in the upper quartile by 2.22% from 2024.

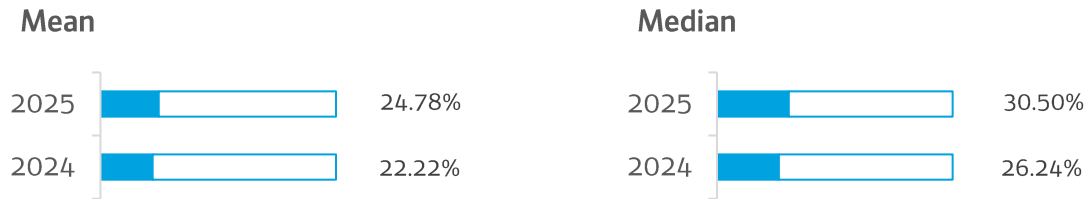
## Ethnicity pay gap

- Following our commitment in our 2024 Gender Pay Gap report, we are voluntarily publishing our ethnicity pay gap data for 2025. Doing so supports our commitment to transparency and helps us better understand and address any disparities.
- As of 5<sup>th</sup> April 2025, 68.55% of employees have voluntarily self-disclosed their ethnicity through our HR system.
- We recognise that this disclosure rate is below the industry standard, and we aim to reach the 80% benchmark by 2030 to provide a more accurate representation of the firm.
- Currently, our mean employee ethnicity pay gap is relatively small (4.63%) and our median pay gap is slightly in favour of ethnically diverse employees at -3.69%. However, as we achieve greater disclosure, the gap may widen as the sample size will be more reflective.

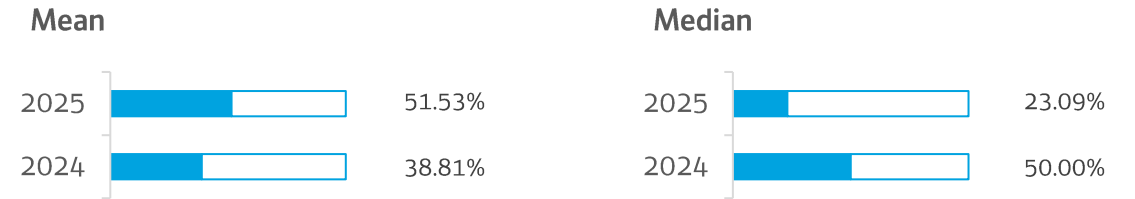


# Gender pay gap

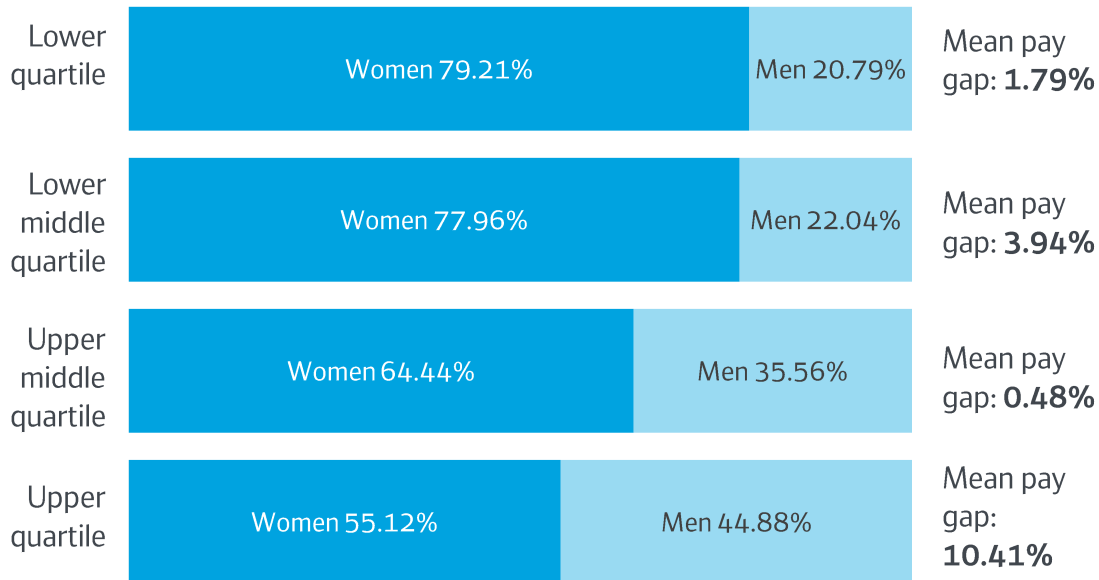
## Employee gender pay gap



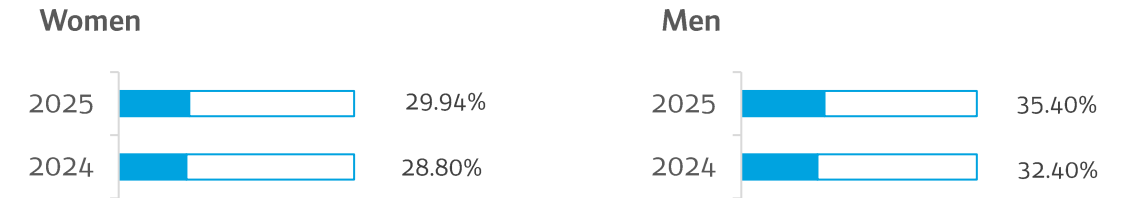
## Employee gender bonus gap



## Proportion of women and men by quartile pay bands (%)



## Proportion of women and men receiving bonus pay (%)



### We publish our employee and partner pay gaps separately.

The data published shows an increase in our mean and median hourly pay gaps, but a significant decrease in our median bonus pay gap. We've also seen that proportionally, slightly more women received bonuses this year, compared to 2024.



# Understanding the gender pay gaps

As of 5th April 2025, our mean employee hourly pay gap was 24.78% and our median employee hourly pay gap was 30.50%. This is a slight increase across both measures (2.56% and 4.26% respectively) compared to 2024.

We have also seen an increase of 12.72% in our mean employee bonus gap (38.81% in 2024 to 51.53% in 2025), yet a decrease of 26.91% in our median employee bonus gap (50.00% in 2024 to 23.09% in 2025).

Overall, we have seen an increase across most of our employee pay and bonus gaps, compared to 2024. This can be attributed to a number of drivers:

- Women are disproportionately represented in the lower and lower-middle pay quartiles and under-represented in the upper-middle and upper quartiles, contributing to wider mean pay gaps and an overall increase in the hourly pay gap.
- At 74.6%, women account for the majority of administrative roles, which are generally lower paid. Although this reflects a year-on-year reduction (83% in 2024), it remains a significant imbalance.
- The firm has an increasing presence outside London. As a result, two thirds (64.4%) of women in fee-earning roles are based outside London, where like-for-like roles are typically paid less than in London.

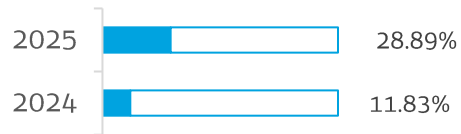
This is higher than the proportion of men in regional fee-earning roles.

- The bonus gap is based on actual sums paid during the snapshot period and is not adjusted for part-time working. 92% of employees who work part-time are women, which means they are disproportionately affected by this.
- It arises because higher-value bonuses are typically linked to seniority, billable hours, and roles within higher-earning divisions, where men are overrepresented.
- A higher proportion of C-suite level bonuses were awarded to men due to attrition around the snapshot date, which reduced the number of eligible female recipients.

# Gender pay gap

## Partner gender pay gap

### Mean



### Median



## Proportion of female and male partners (%)



### Understanding the pay gap

- We voluntarily publish our partner gender pay gap, which has increased to 17.06% on a mean basis, and 0.15% on a median basis.
- Men still disproportionately make up the UK partnership at 62.80%, but we are pleased to see an increase in female representation this year.
- The gap persists because men account for a higher proportion (70%) of full equity partnership roles, which typically attract higher profit shares than salaried partner roles.

As of 5<sup>th</sup> April 2025, women make up 37.2% of our UK partnership, which means we are on track for our 40% female partnership goal.

“I am proud that we are on track to achieve our goal of 40% female partnership by 2030. Increasing the number of women in senior leadership is a critical part of this, and we remain committed to supporting the development and advancement of women at all levels at Kennedys.

We also remain committed to our diversity, equity and inclusion efforts and ensuring Kennedys is a workplace where all can thrive”.



**Emma Cooper,**

UK & EMEA HR Director





# Ethnicity pay gap

## Employee ethnicity pay gap



### Understanding the pay gap

- As of 5 April 2025, 11.47% of employees have self-disclosed an ethnically diverse background.
- Overall, 68.87% of employees have self-disclosed their ethnicity. Consequently, a significant number of colleagues are not represented, and the resulting figures may not fully reflect the firm’s ethnicity pay gap.
- The majority of employees who have declared they are from an ethnic minority background are in the upper three quartiles. This therefore increases the median, so it is in favour of ethnically diverse employees.
- Although the lower three quartiles show a mean pay gap in favour of ethnic minority employees, the higher concentration of white employees in the highest-paid roles widens the mean.

**We anticipate that an increased disclosure rate may drive the gap wider, as this will be a truer representation of the firm. We will focus on increasing the disclosure rate across 2026.**

# Closing the pay gaps – our actions

Over the past year we have made progress against our diversity goals. Some of the work has included:

## Transparency of reward

- Completed an audit of benefits and introduced new options, including the ability to buy and sell holiday to support greater flexibility.

## Accountability of data

- Ran our annual Count Me In campaign to increase our diversity data response rate. This increased our response rate by 3%.
- Continued monitoring of attraction, selection, promotion and attrition through diverse metrics, enabling data-driven action at firm and Divisional level.

## Review of Policy

- We have introduced neo-natal care leave for up to four weeks full pay for all genders.

## Engagement of our people

- Launched our Women at Kennedys network, helping to strengthen employee voice and inform future initiatives and policy.
- Continued the work of EMBRACE, our race and ethnicity network, which promotes cultural inclusion, celebrates heritage and advocates for racial equality.
- Continued partnerships with diverse partners, including iCan, myGwork and Aspiring Solicitors, to support the attraction and retention of people at Kennedys. These partnerships offer opportunities such as networking and speaker events to develop staff.
- Celebrated key events throughout the year, including International Women’s Day, Pride and Black History Month, giving colleagues the chance to learn from others and see senior role models who reflect their identities.
- Race Fluency training is offered to all Partners and Business Services Chiefs across the firm, allowing them the opportunity to learn more about leading inclusively and proactive actions to support colleagues from ethnically diverse backgrounds.
- Delivered our Reciprocal Mentoring Scheme, enabling junior colleagues from ethnically diverse backgrounds to mentor senior colleagues, share their experiences and gain career insights and guidance.

## Reflecting on the reciprocal mentoring scheme:

*“The experience was difficult, scary and uncomfortable, but our conversations were refreshingly honest, and I learnt so much. The only way to truly understand is by listening to and hearing the experiences of others.”*

*As a leader, you need to challenge inequity when you see it. It’s rarely comfortable, but it’s vital for building inclusivity and safety.”*



**Claire Bushen,**  
Partner

# Closing the pay gaps – our ambitions

1

We will launch our Gender Action Plan. This will include programmes such as De-mystifying the Partnership to improve transparency, level the playing field for women and underrepresented groups, and increase gender and racial diversity within the partnership. This plan will improve career progression, transparency of processes and how we support career development.

2

We will improve diversity data through targeted campaigns aimed at increasing disclosure rates from 68% to 75% , enabling better data-informed decisions, supporting ethnicity pay gap reporting, and building scope for future pay gap reporting.

3

We will continue to offer Race Fluency Training and extend participation to Senior Associates. This will ensure the future partnership pipeline is confident in discussing race and ethnicity and challenging behaviours in the workplace.

4

We will work with staff networks to create safe, supportive spaces for colleagues and allies to share experiences and inform future initiatives and policies, alongside the launch of our Social Mobility Network in 2026 to strengthen our intersectional approach.

5

We will take targeted action to improve representation among Early Careers candidates by widening the breadth of applicants through outreach with our Social Impact team and Early Careers diversity partners such as Aspiring Solicitors and Bright Network.

6

We will make further enhancements to our pay and remuneration transparency through our pay policy. This is to ensure our processes have increased transparency and have market data embedded into our pay approach. We will continue to review our policies to ensure fairer pay practices and share these across the firm.

7

We will use feedback from our Employee Opinion Survey and other channels to continue listening to employees and take informed action in response to their views, allowing us to track trends while responding flexibly.

8

We will sustain our strategic partnership with iCan, a multicultural insurance network driving change across the industry, expanding into new regional hubs with a focus on events supporting women and ethnically diverse colleagues.





**John Bruce**

Senior Partner



**Ben Aram**

UK Managing Partner



**Emma Cooper**

UK & EMEA HR Director



**Lorna Culpin**

Diversity, Equity and Inclusion  
Manager


Legislation in the UK requires organisations with 250+ employees to publish gender pay information. The gender pay gap is not measured by reference to equal pay, which looks at men and women performing equal work, but is the measure of the difference between men and women's average earnings across all UK employees.

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