

# ALLEN & OVERY



## UK Pay Gap Report 2019

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# Contents

“It’s important to be clear about our actions and progress” (including key findings) <i>Sasha Hardman, Global HR Director</i>	03
<hr/>	
1. Gender pay gap reporting	06
1.1 Combined partner and employee pay gaps – UK	06
1.2 Employee gender pay gaps for London – in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (the Regulations)	07
1.3 Employee gender pay gaps for Belfast	08
1.4 Gender action plan	10
<hr/>	
2. Ethnicity pay gap reporting	12
2.1 Combined partner and employee pay gaps – UK	12
2.2 London employee pay gaps by quartile	14
2.3 Race and ethnicity action plan	15
<hr/>	
3. Sexual orientation pay gap reporting	16
3.1 Combined partner and employee pay gaps – UK	16
3.2 LGBT+ action plan	17
<hr/>	
“Change is happening” <i>Wim Dejonghe, Senior Partner</i>	18
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## It's important to be clear about our actions and progress

This is A&O's third UK Pay Gap Report. This year, we have expanded our reporting on ethnicity, as well as including high level data on sexual orientation for all partners and staff in the UK.

Our aim in expanding our report again is to ensure we are as transparent as possible with the data we have, so that we fully understand the reasons why pay gaps exist and take action where necessary.

Diversity and inclusion are strategic priorities for us and we have seen progress across many areas over the past year. It's important to understand how and where we are making progress because many of the ultimate measures of success – for example, seeing better gender balance in our partnership – are long-term goals. The scale of structural and cultural change needed to really improve diversity and inclusion takes time to implement and show results.

But we are certainly moving in the right direction, not least in understanding the issues, challenges and barriers better than we ever have, and being confident that the plans we have in place will produce the results we want.

*“Our aim is to ensure we are as transparent as possible with the data we have, so that we fully understand and can take action to tackle the reasons pay gaps exist.”*

Sasha Hardman, Global HR Director



## Key findings

### Gender

- Both the mean and median pay gaps for our London employees have fallen this year, as has our mean bonus gap.
- When we look at our London employees on a pay quartile basis, we have no material pay gap in any of our quartiles.
- In many cases the year-on-year changes are relatively small – just one or two percentage points – which is to be expected, as significant change will take longer to achieve. But in some areas we have seen larger decreases: for example, the pay gap in our top pay quartile (the most senior employees) in London has fallen to 3.3%, down from 13.6% in 2017.

### Ethnicity

- Our ethnicity pay gaps remain relatively unchanged over the past year and when we look at London employees by pay quartile (which we include for the first time this year), all but one of the pay gaps are 1% or less.
- We have a robust data set with 96% of our people recording their ethnicity, and importantly can see that the proportion of Black, Asian and Minority Ethnic (BAME) employees remains evenly distributed across the quartiles.

### Sexual orientation

- Currently, 73% of our people in the UK have recorded their sexual orientation, with 5% identifying as LGBT+. It is harder to draw meaningful comparisons between two populations that are very different in size, but both the mean and median pay gaps for partners and staff in the UK favour LGBT+ colleagues.

### What the data tells us

Where gender and ethnicity pay gaps exist they are, as we have talked about in previous reports, predominantly the result of having fewer women and people from BAME backgrounds in our partnership and other senior roles, and of having a much higher proportion of women in business support/administrative roles.

When we compare our workforce by role type – ie looking across the pay quartiles – the gaps are much smaller or non-existent – as outlined in the data that follows. We monitor our reward practices and have a rigorous annual review process that compares salaries and bonuses to ensure we pay our people fairly for equivalent roles. We also conduct regular benchmarking surveys to make sure our reward packages – for both legal and non-legal roles – are competitive in the market.

*“It’s important to understand how and where we are making progress because many of the ultimate measures of success are long-term goals.”*

Sasha Hardman, Global HR Director



## Action to tackle pay gaps

A lot is happening across our business, both to address specific diversity objectives and more broadly to achieve the culture of inclusion that encourages people to stay and progress to senior positions. We know this is critical in order to close our pay gaps.

### Leadership

- We have a well-established reverse mentoring programme – now in its third year – with women, BAME and LGBT+ colleagues all mentoring more senior people in our business. A&O's Board, Executive Committee and People & Performance Board all have reverse mentors, as do many of our partners across London practice groups.
- Our partners undertake sponsorship training to ensure they provide effective sponsorship to everyone, regardless of gender, race, sexual orientation, social background or any other characteristic. Diversity objectives are also being built into partner reviews.
- We have had a comprehensive programme of unconscious bias training for several years, for partners and all people managers in UK support functions, and have expanded it to include raising awareness of the 'micro behaviours' that can create exclusion in a workplace.

We talk more about our specific action plans for gender, race and ethnicity and LGBT+ in the sections that follow. Importantly, we are listening to people across our business to ensure we are focused on measures that will actually achieve change. We review and build on our plans each year, and producing these reports is one of the ways we will stay focused on our progress.

### Everyday working culture

- Our global Code of Conduct is embedded in every office and upheld by our Values Partners. It focuses on creating an inclusive environment where everyone can be themselves, as we know that's how we get the best from our people. An important part of this is enabling our people to speak up freely and there are many ways to do this, including an independent, confidential speaking-up service.
- We understand the importance of flexibility within our working lives, which is why our iFlex scheme brings a trust and common-sense approach that means our people can decide to work remotely when it suits them.
- We're also working hard to demonstrate that there are alternative career paths – people progressing in ways that suit their own lives. Two of our partners promoted in 2019 work part-time and one is the head of our tech innovation space, Fuse, a venture that she founded. The traditional, linear route to partnership and other senior roles is changing.



**Sasha Hardman**  
Global HR Director

Published September 2019

*“A lot is happening across our business, both to address specific diversity objectives and more broadly to achieve the culture of inclusion that encourages people to stay and progress to senior positions.”*



# 1. Gender

## 1.1 Combined partner and employee gender pay gaps

This section shows the gender total compensation pay gaps for our combined UK partner and employee population in our London and Belfast offices (currently this is outside the scope of the Regulations).

### Gender

Our overall combined UK partner and employee gender pay gap is:

2019

<b>Mean</b>	61.5%	<b>Median</b>	43.8%
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2018

<b>Mean</b>	61.2%	<b>Median</b>	39.0%
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Our overall gender pay gap is more pronounced when we include our partners because we have a higher proportion of men than women in our partnership, as well as a higher number of men in the most senior partner positions.

Achieving real progress relies on improving the gender balance at the most senior levels of our business – we talk more about this in our Gender Action Plan (page 10).

When we look at the gender balance and pay gap of our UK workforce by role type, the gaps are much smaller.

Partners are remunerated differently from employees so the most accurate way for us to calculate the combined pay gaps is to look at the total annual earnings of all UK partners and the total annual FTE (full-time equivalent) earnings of our UK employees. This is done on an annual rather than hourly basis as all of our partners receive a share of the firm's profits as opposed to a salary.

#### Definitions at a glance

##### Total annual employee FTE earnings:

FTE salary, FTE bonus, firm pension contributions and other benefits the firm pays for on behalf of our employees.

##### Negative pay gap (-%):

A negative percentage figure indicates a pay gap in favour of women.

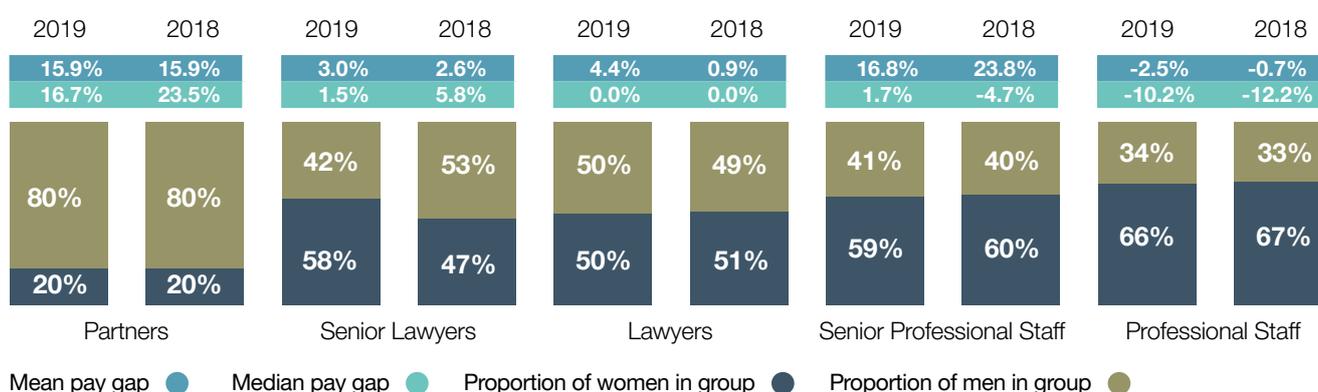
##### Mean:

The difference between the mean (average) total annual earnings for all male UK partners and employees, and all female UK partners and employees.

##### Median:

The difference between the 'middle' rate of pay for all men and the 'middle' rate of pay for all women, when total annual earnings are ranked in numerical order.

## Gender pay gaps for our UK workforce by role type



We have small pay gaps for our Senior Lawyers, Lawyers and Professional Staff – the latter favouring women. The mean and median partner pay gaps are explained by the fact that 80% of partners in London are men, and also that there is a higher representation of men at the more senior levels of our partnership. Having significantly more men in our partnership, and at the more senior levels, has the effect of widening the

gender pay gap. This also applies to the 16.8% gap for Senior Professional Staff – although this is down from 23.8% in 2018. We have more women in this group overall, but more men at the most senior levels.



## 1.2 Employee gender pay gaps for London

In accordance with the Regulations, this section shows the difference between the average hourly pay for all male and all female employees in London, regardless of their role or seniority. This is not a comparison of how much we pay men and women in the same or similar roles (equal pay).

Our mean and median gender pay gaps as at 5 April 2019:

2019

<b>Mean</b>	17.1%	<b>Median</b>	31.8%
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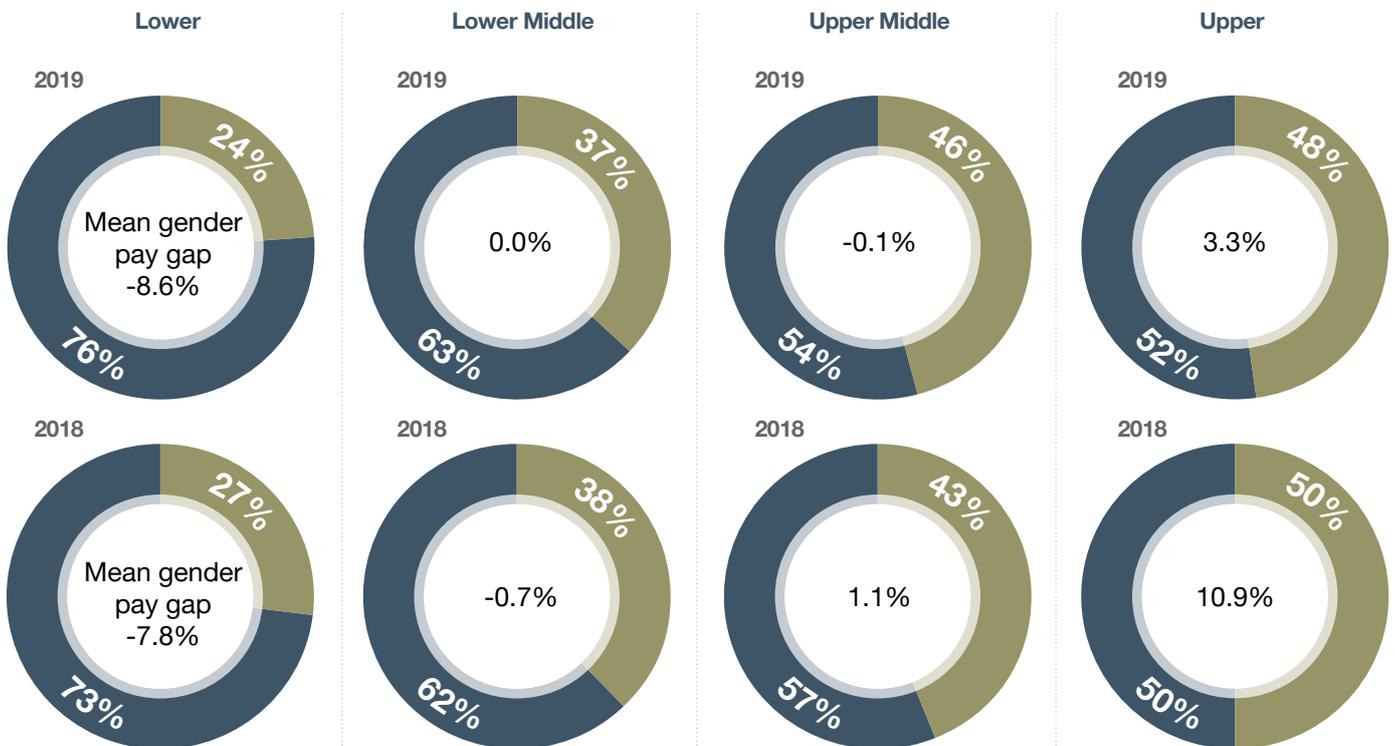
2018

<b>Mean</b>	20.0%	<b>Median</b>	32.8%
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While our mean and median pay gaps have fallen, they continue to reflect the make-up of our workforce, with over 28% of our people in London being women in business support/administrative roles.

On a pay quartile basis (below), we have no material gender pay gap in our lower to upper-middle pay quartiles. We have seen a significant reduction in the pay gap for our upper quartile – the most senior employees in London – which has fallen to 3.3% (from 10.9% in 2018 and 13.6% in 2017).

### Hourly pay gap quartiles



Proportion of women in pay quartile ● Proportion of men in pay quartile ●



## Bonus pay gap

The proportion of our men and women who were paid a bonus in the 12 months ending 5 April 2019:

	2019	2018
Men	60.7%	74.8%
Women	68.9%	79.6%

Our mean and median gender bonus gap for the 12 months ending 5 April 2019:

2019

Mean	40.3%	Median	44.6%
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2018

Mean	45.3%	Median	28.0%
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In accordance with the Regulations, we have calculated our gender bonus gap using actual bonuses paid to employees. This creates a more pronounced gap as, currently, more women than men work part-time, meaning they receive a pro-rated bonus in line with their working hours.

The distribution of roles and role types also impacts our bonus gap. The median bonus gap is based on a number of factors so is likely to change each year - but when we look at the underlying pay quartiles the bonus gaps are much smaller.

## 1.3 Employee gender pay gaps for Belfast

Our Belfast office (which is a separate legal entity) houses A&O's Support Services Centre and Legal Services Centre. Currently, the Regulations do not cover Northern Ireland, but we have chosen to report these figures on the same basis as applies to the rest of the UK.

Our mean and median hourly gender pay gap for Belfast employees as at 5 April 2019:

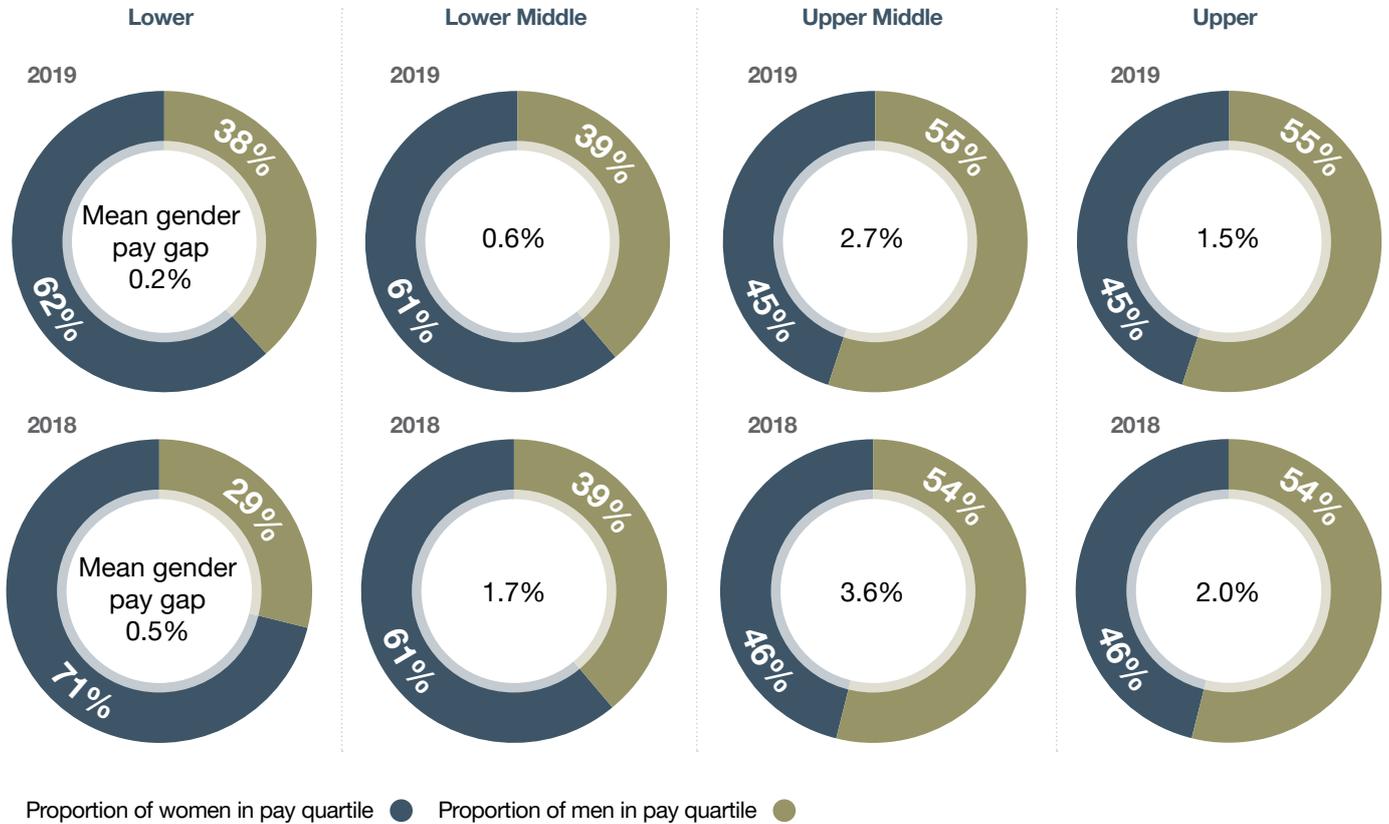
2019

Mean	11.7%	Median	16.8%
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2018

Mean	13.8%	Median	16.0%
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## Hourly pay gap quartiles



On a pay quartile basis in Belfast, we have very small pay gaps of 2.7% or less, all of which have decreased over the past year. However, as is the case in London, we have a higher representation of women in the first two pay quartiles, which has an impact on our overall gender pay gap.

## Bonus pay gap

The proportion of our men and women who were paid a bonus in Belfast in the 12 months ending 5 April 2019:

	2019	2018
Men	66.0%	64.2%
Women	74.2%	69.4%

Our mean and median gender bonus gap for the 12 months ending 5 April 2019:

Year	Mean	Median
2019	42.5%	10.9%
2018	53.1%	31.5%

As with London, the bonus pay gap has been calculated by using actual bonuses. This creates a more pronounced gap as currently more women than men in our Belfast office work part-time, meaning they receive a pro-rated bonus in line with their working hours. The distribution of roles also impacts our bonus gap.



# 1.4 Gender action plan

At the start of 2018 we stepped up work to achieve better gender balance at the top levels of our organisation. In 2019, 29% of new partners in London were women (24% globally) and two are part-time partners. We are moving in the right direction but remain focused on the long-term picture to ensure progress continues every year.

## Accountability and targets

- One of the biggest changes has seen partners take greater responsibility for monitoring and reporting on pipelines of talent and specific plans for development, sponsorship and mentoring. This is giving us greater visibility early on in women’s careers, as well as our long-term pipeline.
- We also introduced a target to have at least 30% women in the partnership selection process each year. This is to ensure we’re looking widely enough across our pool of talent so that more women are considered in the process. We can see that this is already changing conversations.
- Our broad aim is to grow the proportion of women in our partnership to 30% globally, and to ensure that lateral hires, recruitment shortlists and succession plans all work towards this. 30% is a milestone not an end goal – in many offices we have over 30% female partners already, so where possible we will aim higher.

## Listening and developing talent

- We have development programmes for women at junior, middle and senior levels and conduct listening exercises to make sure we understand women’s day-to-day realities. This is important because it ensures we don’t avoid difficult issues or take decisions based on incorrect assumptions. It’s only by listening to people that we can continue to develop our plans and see where we need to do more work.



**Partner Shruti Ajitsaria and senior associate MaameYaa Kwafo-Akoto have been listed in the Financial Times and HEROes Champions of Women in Business lists 2019**



**A&O was announced as one of The Times Top 50 Employers for Women in 2019**

**We met our objective of having at least 30% women in leadership positions in 2018:**

Board:  
**30% women**

Executive Committee:  
**40% women**

Risk Committee:  
**54% women**

People & Performance Board:  
**36% women**

## Supporting working families

- To remove barriers for women, we must enable men to be ‘hands-on’ fathers. We offer the same shared parental leave to our male and female employees, as well as the same flexible working options when returning to work. Parental coaching is offered to men taking parental leave, as well as to all A&O partners and people managers so that they can provide support for team members on how and when to return to work.
- This year, we have introduced more emergency back-up care – from nurseries and holiday clubs, to in-home nannies and adult care. We also provide an online resource centre and a Families@A&O network, both of which offer guidance for parents and carers, and we have recently undertaken a broad feedback review to see where we can do more for working parents.



**A&O was awarded ‘Best international firm for work-life balance’ for the fourth year running in the Euromoney Women in Business Law Awards 2019**



**A&O was ranked a Top 30 Best Employer in the UK by charity Working Families in 2018 for the third year running**



## Targets make people think differently

For so long, organisations have been built around a ‘breadwinner’ model where one person in a relationship stays at home and the other has a career. The biases associated with this have an impact from day one of a woman’s career – in fact even before she starts. Even those who don’t have a family can find themselves battling the biases.

So, as a group of partners we have to push ourselves out of our comfort zone to tackle gender inequality, as well as understand better the barriers people from under-represented groups are up against.

I was part of the team that worked on A&O’s gender strategy and I argued strongly for targets. Without clear goals and accountability, we won’t see change at the top.

Targets force people to think differently and look harder for talent that, for reasons we understand better now, has often been overlooked. Requiring every practice group to put forward at least 30% women as partnership candidates each year is a good start – the ambitious and talented women are certainly there – but it’s not the ultimate destination. We need to go higher.

In the meantime, the received wisdom would suggest 30% is the minimum threshold needed to change mindsets, conversations and decision making. And that is ultimately the point of greater diversity – to get away from group think and make sure we have a much broader mix of smart people from different backgrounds, with different experiences in life, coming together to find cleverer ways of doing things.

**Karen Seward**  
Partner, Global Head  
of Litigation

*“30% is the minimum threshold needed to change mindsets, conversations and decision making. And that is ultimately the point of greater diversity.”*



# 2. Ethnicity

## 2.1 Combined partner and employee ethnicity pay gaps

This section shows the total compensation pay gaps for our combined UK partner and employee population in London and Belfast. As these fall outside the scope of the Regulations, we have calculated them in the same way as the combined partner and employee gender figures in section 1.1.

### Proportion of our UK partners and employees identifying as BAME (London and Belfast)

# 14.3%

based on the 96% who have reported their ethnicity

Our overall combined ethnicity pay gap is:

2019

<b>Mean</b>	23.1%	<b>Median</b>	-32.3%
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2018

<b>Mean</b>	21.6%	<b>Median</b>	-26.8%
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As the size of the two populations (BAME and non-BAME) differs significantly, very small workforce composition changes can cause a large change to the overall mean and median ethnicity pay gap. When we look at these pay gaps by group, they are smaller.

#### Definitions at a glance

**BAME:**

Partners and employees who have reported their ethnicity as Black, Asian or Minority Ethnic.

**Ethnicity pay gap:**

The difference in average total annual earnings between our non-BAME employees and partners and our BAME employees and partners in London and Belfast.

**Negative pay gap (-%):**

A negative percentage figure indicates a pay gap in favour of BAME employees and partners.

**Mean:**

The difference between the mean (average) total annual earnings for BAME and non-BAME UK partners and employees.

**Median:**

The difference between the 'middle' rate of pay for all BAME and the 'middle' rate of pay for all non-BAME employees and partners, when total annual earnings are ranked in numerical order.



## Ethnicity pay gap by group

Partners

London employees

Belfast employees

2019



2018



Mean pay gap ● Median pay gap ●

In Belfast, the mean and median pay gaps have increased over the past year. This is because the number of BAME colleagues there is much smaller, so any changes to workforce composition significantly impacts pay gaps.



**A&O has been ranked as a Top 10 Outstanding Employer 2019 in the Investing in Ethnicity Awards.**

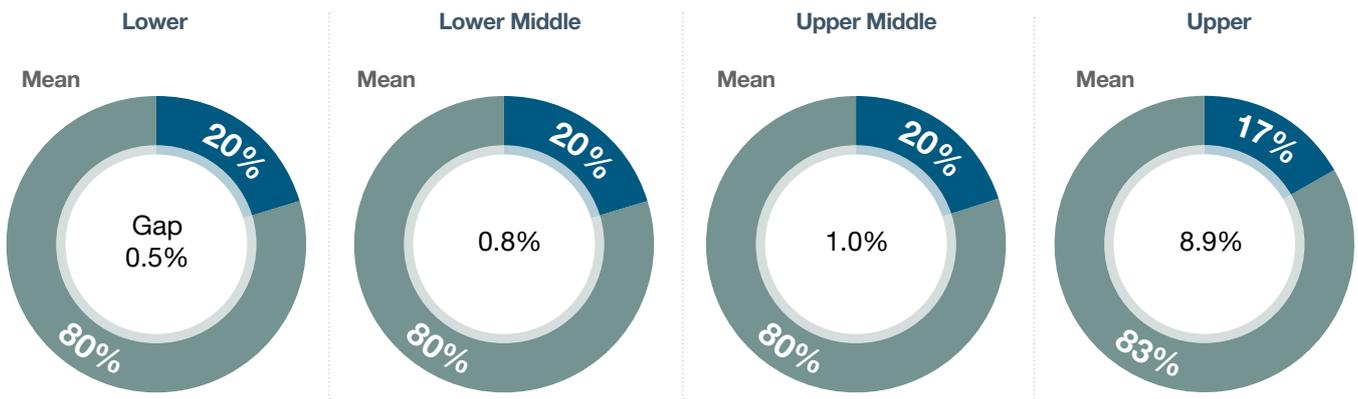
**Senior Associate Guled Yusuf has also been named as a Top 10 BAME Future Leader**



## 2.2 London employee ethnicity pay gaps by quartile

This year, we have included the figures for our London employees by pay quartile (using total earnings) to provide a broader picture<sup>1</sup>.

Our employee mean and median ethnicity pay gaps as at 5 April 2019 are:



BAME ● Non-BAME ●

In the first three quartiles the pay gap is 1% or less. The proportion of BAME individuals is evenly distributed across each of these first three pay quartiles, but decreases slightly in our upper quartile, which is the reason we have a mean pay gap of 8.9%. This is something we are working to address, as we explain in the following section.

### Proportion of our London population identifying as BAME

**32%**  
of trainees

**22%**  
of associates

**10%**  
of partners

**15%**  
of support professionals

<sup>1</sup> We have not done this for Belfast as the BAME population there is much smaller (given the size of the office), so could enable individuals to be identified.



## 2.3 Race and ethnicity action plan

Race and ethnicity is a key focus for us. This year, we are able to broaden our ethnicity report because 96% of our partners and staff in the UK have recorded their ethnicity, so we feel confident our data is robust and allows for a meaningful comparison.

We work hard at a recruitment level to attract BAME graduates and have seen good results in recent years, with 32% of our trainee population in London identifying as BAME.

Currently 10% of partners in London are from a minority background, so we continue to have a strong focus on retention and progression. Key to this is building a culture where everyone at A&O works to understand the challenges minority groups may face and plays their part in removing them.

To support this, we have an active race and ethnicity network with sponsoring partners and a wider working group, which promotes the visibility of role models and mentors at all levels. We have also published a series of frank interviews with members of the network to encourage more open dialogue and understanding around race and ethnicity.

*We work hard at a recruitment level to attract BAME graduates and have seen good results in recent years, with 32% of our trainee population in London identifying as BAME.*

### Alongside this, our priorities are to:

- Understand better and address the points in our processes that may act as barriers to BAME attraction, retention and progression.
- Identify and track BAME talent internally and ensure that effective mentoring and sponsorship is in place.
- Build a strong pipeline of BAME lawyers and support professionals to ensure good representation at more senior levels.
- Provide the platform for role models and allies at all levels to talk openly about their ambitions, challenges and successes.

Underpinning all of these priorities is the need to have a clearer picture, particularly around retention and progression, so we are undertaking a detailed review of our data to help us build more comprehensive action plans and targets.



**Senior associate MaameYaa Kwafo-Akoto was listed among the Financial Times and EMpower 50 Ethnic Minority Future Leaders in 2018**



# 3. Sexual orientation

## 3.1 Combined partner and employee pay gaps

This year, we are including high level pay gap data on sexual orientation for our combined UK partner and employee population. We have calculated this in the same way as for our combined gender and ethnicity total compensation pay gaps.

Our overall combined UK partner and employee sexual orientation pay gap as at 5 April 2019 is:

2019

Mean	-9.8%	Median	-14.3%
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These figures are based on the 73% of our people in the UK who have recorded their sexual orientation – with 5% identifying as LGBT+.

It is harder to draw comparisons between two populations (LGBT+ and non-LGBT+) that are so different in size, but for both the mean and median pay gaps, the gap favours LGBT+ colleagues.

# 5%

of our partners and staff in the UK identify as LGBT+



A&O has been recognised as a Top Global Employer in both 2019 and 2018 by leading LGBT+ rights organisation Stonewall. We are also ranked in the top 40 of its Workplace Equality Index 2019, having moved up over 100 places since first entering two years ago



## 3.2 LGBT+ action plan

Our role as a global employer for our LGBT+ community is clear: we must provide a strong and consistent message that A&O is totally supportive and safe ground.

We believe this is an area in which we've made real progress. We have been ranked in the top 14 global employers for the past two years by Stonewall and also moved up over 100 places in its UK Workplace Equality Index during the same period.

We have done this by focusing on the visibility and impact of our A&Out network, which now has over 100 members and 700 allies across the firm who openly support LGBT+ colleagues and actively work to create an inclusive and friendly environment. Specifically, over the past year in the UK:

- We've been building better awareness of trans and bi communities by running presentations and training on how to be a supportive ally, as well as holding a session on the issues parents and carers of gender diverse children can face.
- We also published a series of articles in which three of our trans, bi and gay trainees interviewed more senior colleagues and peers about how attitudes in the legal industry have changed.
- Our people again came together for the Pride events in London and Belfast, alongside clients, and we have held our own programme of events throughout the year, both for networking and to promote the visibility of our A&Out members.

*Our A&Out network now has over 100 members and 700 allies across the firm who openly support LGBT+ colleagues.*

While the mean and median pay gaps both favour our LGBT+ community, we know we still need to continue building the culture of inclusion and equality that attracts the LGBT+ community and encourages them to stay and progress here. We would also like to improve our data in this area so will focus on encouraging more people to record their sexual orientation.



**The chair of our LGBT+ network – partner Jim Ford – has been recognised in the Financial Times' OUTstanding list in 2018 and 2017. This recognises 100 senior role models within global businesses who have been openly out during their careers and served as an inspiration for younger people**



## Change is happening

For years, many of us believed that improving diversity was about recruitment, and that eventually the picture at the top would change – thereby helping to reduce pay gaps where they exist. As we’re learning, it’s more complex than that. Unless we work hard to really listen and unpick the different issues at play, rather than assuming we know what they are, progress will continue to be slow.

Recruitment is certainly an important factor – ensuring we attract people from all backgrounds and remove bias from the recruitment process. We’ve addressed this by implementing new tests and scenario-based interviews that seek out potential, not ‘fit’ – becoming the first major law firm to do so.

But equally important is the focus on retention and progression – areas where I think business leaders have had blind spots in the past. We need to really understand the extra hurdles people can face and take action to remove them so that everyone at A&O has an equal chance to progress.

I can see the right conversations happening across A&O and I believe we understand the barriers women face much better now – but of course we continue to learn. We’ve understood less about the biases people from minority backgrounds and the LGBT+ community face, so we’re working hard there. If you don’t fully understand a problem you can’t effectively tackle it – as we’ve seen with gender inequality up to now.

Fundamentally, this all comes down to culture. We will only see real, lasting change – and therefore a reduction in pay gaps – when we succeed in shifting mindsets and attitudes throughout the lifespan of people’s careers.

Changing workplace culture and practices needs a commitment from leaders to top-down change, and a strong action plan for bottom-up change. This is the responsibility not only of us as partners but of every person at A&O – to understand these issues and to think about the everyday actions that will help us achieve the progress we want.



*“We will only see real, lasting change when we succeed in shifting mindsets and attitudes throughout the lifespan of people’s careers.”*

A handwritten signature in black ink, appearing to read 'Wim Dejonghe'.

**Wim Dejonghe**  
Senior Partner



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## GLOBAL PRESENCE

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Allen & Overy is an international legal practice with approximately 5,500 people, including some 550 partners, working in more than 40 offices worldwide. Allen & Overy LLP or an affiliated undertaking has an office in each of:

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Antwerp	Casablanca	Jakarta (associated office)	Paris	Tokyo
Bangkok	Dubai	Johannesburg	Perth	Warsaw
Barcelona	Düsseldorf	London	Prague	Washington, D.C.
Beijing	Frankfurt	Luxembourg	Rome	Yangon
Belfast	Hamburg	Madrid	São Paulo	
Bratislava	Hanoi	Milan	Seoul	
Brussels	Ho Chi Minh City	Moscow	Shanghai	

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