

ALLEN & OVERY



UK Pay Gap Report

2020





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elements which
are interactive.



Accelerating progress with diversity and inclusion

This has been a difficult year for businesses in many ways, but also one that has demonstrated the benefits of greater diversity and given us the momentum to speed up progress in certain areas.

The impact of Covid-19 lockdowns has created challenges but also brought us further forwards with flexible and agile working practices – an important factor in people being able to take control of their careers and find balance between work and home life. As we plot a course through this situation, we will need diversity of thought more than ever to continue working through the challenges and spotting the opportunities ahead.

Where pay gaps exist – whether with gender, race, sexual orientation or disability – the most effective way to remove them is to achieve greater diversity at the senior levels of our business. During a global crisis, there is always a risk that issues like diversity and inclusion become less of a priority as other business considerations take precedence, but we are absolutely determined not to let that happen. We have made significant progress in several areas – which we outline in this report – and do not want to lose what we have worked hard to gain.

This year has also provided the momentum to accelerate progress with racial and ethnic diversity. We have published our ethnicity pay gap since 2018 because, while not compulsory, we know that being transparent in this area will help us to drive action and measure progress.

We are also including high-level figures on disability for the first time this year.



Click to view
Sasha's profile
on [allenoverly.com](https://www.allenoverly.com)

A handwritten signature in black ink that reads "Sasha Hardman".

Sasha Hardman,
Global HR Director

Key findings



A&O has **won the award** for Diversity & Inclusion at the LexisNexis Legal Awards 2020



In the Social Mobility Employer Index 2019, we moved up over 40 places to be ranked **32 out of 125 top companies** working to improve social mobility

Gender

- The combined UK partner and employee mean pay gap has fallen slightly this year.
- Both the mean and median pay gaps for our London employees have also 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 (ie of more than 5%) in favour of men in any quartile.
- For Belfast employees, we have no material pay gap in any quartile.
- The year-on-year changes continue to be small, as we would expect, but the overall trend is moving in the right direction: our mean pay gap for London employees has fallen from 20% to 16.1% in two years.

Ethnicity

- Our combined ethnicity pay gap for all partners and employees in the UK has fallen this year.
- When we look at London employees by pay quartile, there is no material pay gap in the first three quartiles. The proportion of ethnic minority employees remains fairly evenly distributed across the quartiles.

Sexual orientation

- The mean combined pay gap for all partners and employees favours LGBT+ colleagues

Disability

- 74% of our people have recorded their status, showing that 3% have a disability. The numbers are therefore very small, but show a pay gap of 20.2% in favour of non-disabled colleagues.

What the data tells us

These figures do not relate to equal pay. We monitor our reward practices and have a rigorous review process that compares salaries to ensure we pay our people fairly for equivalent roles.

Where consistent and pronounced pay gaps exist, they essentially reflect the make-up of our workforce, with fewer women and ethnic minorities in the most senior positions and a much higher proportion of business support/administrative roles filled by women (76%). For each area – gender, race and ethnicity, sexual orientation and disability – we outline key points from our action plans in this report. It is important, we believe, not only to publish our data but to explain the actions we are taking to achieve greater diversity across our business. This has been a strategic priority for a number of years, and remains so into the future.

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).

Our mean and median combined UK Partner and employee gender pay gaps as at 5 April 2020:

2020

| | |
|--------|-------|
| Mean | 59.9% |
| Median | 46.4% |

2019

| | |
|--------|-------|
| Mean | 61.5% |
| Median | 43.8% |

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 and 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 women 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.

Regulations:

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

Gender pay gaps for our UK workforce by role type

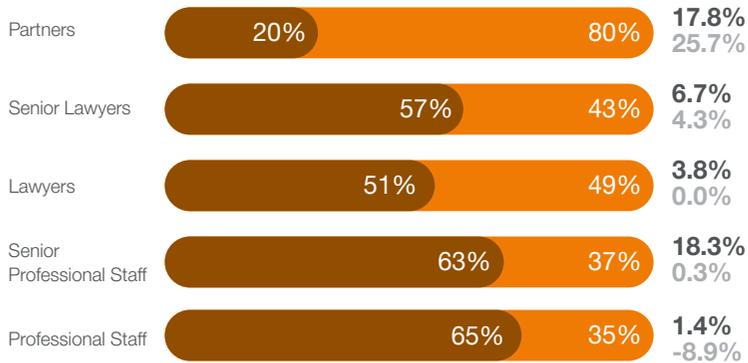
We have small pay gaps for our Senior Lawyers, Lawyers and Professional Staff. The mean and median partner pay gaps are explained by the fact that 80% of partners in London are men, and also that there is a higher representation of men at the more senior levels of our partnership.

Having significantly more men in our partnership, and at the more senior levels, has the effect of widening the combined gender pay gap. This also applies to the 18.3% gap for Senior Professional Staff as there are more men in the most senior role levels.

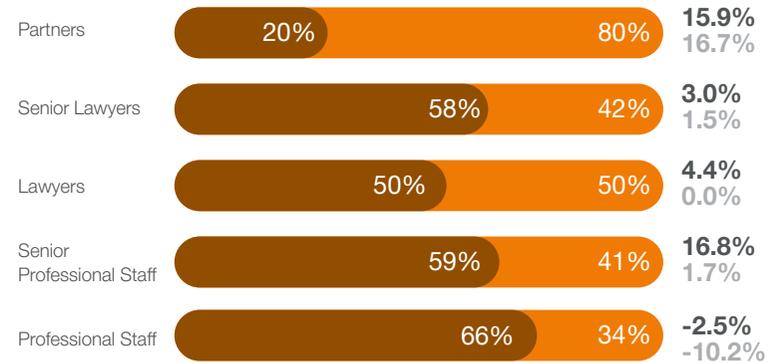
Our mean and median UK gender pay gaps by role type as at 5 April 2020:

- Proportion of women in role type
- Proportion of men in role type
- Mean pay gap
- Median pay gap

2020



2019



1.2 Employee gender pay gaps for London

In accordance with the Regulations, this section shows the difference between the average hourly pay for men and women 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 2020:

2020

| | |
|--------|-------|
| Mean | 16.1% |
| Median | 28.7% |

2019

| | |
|--------|-------|
| Mean | 17.1% |
| Median | 31.8% |

While our mean and median pay gaps have fallen, they continue to reflect the make-up of our workforce, with 30% 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 and the pay gap in the upper quartile is less than 5%.

Hourly pay gap quartiles

2020



2019



- 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 2020:

2020

| | |
|-------|-------|
| Men | 76.1% |
| Women | 79.1% |

2019

| | |
|-------|-------|
| Men | 60.7% |
| Women | 68.9% |

Our mean and median gender bonus gaps for the 12 months ending 5 April 2020:

2020

| | |
|--------|-------|
| Mean | 36.5% |
| Median | 50.0% |

2019

| | |
|--------|-------|
| Mean | 40.3% |
| Median | 44.6% |

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. When we calculate this on a full time equivalent basis, the mean bonus gap reduces to 32.0% and the median bonus gap reduces to 38.1%.

The distribution of roles and role types also impacts our bonus gap. The median bonus gap is impacted by 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 2020:

2020

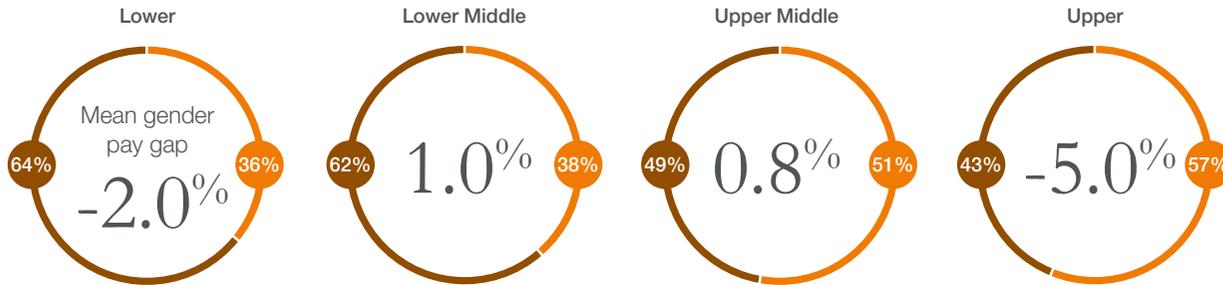
| | |
|--------|-------|
| Mean | 11.4% |
| Median | 17.8% |

2019

| | |
|--------|-------|
| Mean | 11.7% |
| Median | 16.8% |

Hourly pay gap quartiles

2020



2019



- Proportion of women in pay quartile
- Proportion of men in pay quartile

When looking at hourly pay on a quartile basis, we have no material gap in any quartile in Belfast.

Bonus pay gap

The proportion of our men and women who were paid a bonus in the 12 months ending 5 April 2020:

2020

| | |
|-------|-------|
| Men | 72.7% |
| Women | 77.1% |

2019

| | |
|-------|-------|
| Men | 66.0% |
| Women | 74.2% |

Our mean and median gender bonus gap for the 12 months ending 5 April 2020:

2020

| | |
|--------|-------|
| Mean | 43.5% |
| Median | 14.9% |

2019

| | |
|--------|-------|
| Mean | 42.5% |
| Median | 10.9% |

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

We have made real progress against the targets we set ourselves at the start of 2018 – in many cases ahead of our timelines:

– **Achieving 30% women in leadership positions.** We are now at:

Board:
30%
women

Risk committee:
50%
women

Executive committee:
31%
women

People &
Performance Board:
42%
women

– **Ensuring at least 30% women partnership candidates each year by 2021:**
In our partnership promotions this year, 45% of new partners were women.

– **Achieving 40% women lawyers below partner level:** We have achieved this at every level in the UK and at every level globally except for counsel (currently 37%).

Our focus now is to see these figures translate into an increase in the overall proportion of women partners, working towards an initial target of 30% globally. Lateral hires, recruitment shortlists and succession plans are all working towards this target.

What actions are helping us to make progress?

Our plan is to continue embedding the measures we can see working and to monitor progress.

- **Partner responsibility and accountability:** Monitoring our pipeline of women and ensuring that effective sponsorship, mentoring and development plans are in place.
- **Developing talent and listening:** Day to day realities for women can change over time – both collectively and for each individual – so we listen regularly. Our three development programmes for women are targeted at key stages of careers, from junior up to senior emerging leader levels.
- **Fair distribution of opportunities:** Ensuring that development needs and flexible working patterns are not a barrier when allocating work opportunities.
- **Alternative career paths:** Demonstrating that it is no longer only the traditional, linear career path that can lead to partnership.
- **Supportive working environment:** Trusting people to work remotely on an informal basis and building more flexible and agile working practices. The Covid-19 lockdown has shown us this is both achievable and effective.

Enhanced support for working families

In March this year, we announced an improved set of policies for working parents in the UK, including an increase to 12 weeks' paid paternity leave, new neonatal and adoption policies and a phased return to work from maternity and Shared Parental Leave (SPL). We offer the same SPL, flexible working options and parental coaching to men and women, and last year introduced more emergency back-up care for parents and carers.

★ **Fourteen of our women lawyers have been named as IFLR1000 Women Leaders 2020 – more than any other firm**

This list represents the leading transactional lawyers around the world, consistently recommended by clients and peers for the quality of their advice and service

Senior associate **Temi Esho has been named in the 2020 Timewise Power 50 List**, celebrating those achieving career success while working part-time.

A&O has been named by The Times as a **Top 50 Employer for Women** for the second year.

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.

“I’m hugely encouraged that women made up 45% of our partner promotions this year – indeed 50% in the UK – but this success doesn’t mean the challenges have disappeared so **we will stay firmly focused** on the measures we believe are working.”

Ian Field

We need both leadership and **collective responsibility**

At the end of 2019, I took on the new role within A&O of Regional Diversity & Inclusion Partner for the UK – one of five partners appointed globally to drive engagement and accountability for our programme of work.

Nearly a year into the role, I am encouraged by the progress we're making in many areas. A significant and long-term commitment is required to change the culture and business structures, built up over considerable time, that create obstacles for certain groups of individuals and lead to under-representation at the senior levels of our firm and profession – which is ultimately what creates pay gaps.

There are two key elements to this: implementing the right strategy from our leadership to recruit, retain and promote talent in all its forms; and embedding a collective responsibility on the part of every person at A&O to build an inclusive culture in which we respect every individual's differences and can all thrive together.



Leadership action

From a leadership perspective, we are continuing with the strategy we began four years ago and which we can see is producing results. I'm hugely encouraged that women made up 45% of our partner promotions this year – indeed 50% in the UK – but this success doesn't mean the challenges have disappeared so we will stay firmly focused on the measures we believe are working.

2019 saw us conduct a large-scale review of race and ethnicity at A&O, looking at long-term data and listening to our people's experiences to gain a better picture of where we need to take more action. In the context of the anti-racism demonstrations this year, a more honest conversation is happening within our business, supported by a new strategy and set of targets to achieve greater racial diversity, particularly at senior levels.

Collective responsibility for our culture

The more diversity we achieve, the more the historic culture at work is challenged – that is a good thing.

As partners we need to lead by example in understanding the realities and perspectives of those around us – for example by listening to colleagues as part of our work on race and ethnicity, and by expanding our reverse mentoring programme and unconscious bias training.

We also need a concerted effort from everyone at A&O to take responsibility for the actions and behaviours that make up our culture. People's day to day experiences are what determine whether they stay and progress, or leave. We all play a part in that.

This year has brought both challenges and opportunities, so we will stay firmly focused on what we can see is working and push harder in the areas where we need to do more.

Ian Field

Regional Diversity &
Inclusion Partner, UK

2. Ethnicity

2.1 Combined partner and employee ethnicity pay gaps

This section shows the total compensation pay gap 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.

Our overall mean and median combined UK partner and employee ethnicity pay gaps as at 5 April 2020:

| 2020 | | 2019 | |
|--------|--------|--------|--------|
| Mean | 22.4% | Mean | 23.1% |
| Median | -41.1% | Median | -32.3% |

These figures are based on 96% of our people in the UK who have recorded their ethnicity.

Definitions at a glance

Ethnic minority:

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 white employees and partners and our ethnic minority employees and partners in London and Belfast.

Negative pay gap (-%):

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

Mean:

The difference between the mean (average) total annual earnings for ethnic minority and white UK partners and employees.

Median:

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

Ethnicity pay gap by group

As the size of the two populations (ethnic minority and white) 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.

2020

Partners

| | |
|--------|------|
| Mean | 7.7% |
| Median | 5.0% |

London employees

| | |
|--------|------|
| Mean | 9.5% |
| Median | 4.8% |

Belfast employees

| | |
|--------|-------|
| Mean | 23.9% |
| Median | 11.2% |

2019

Partners

| | |
|--------|-------|
| Mean | 3.8% |
| Median | 11.1% |

London employees

| | |
|--------|------|
| Mean | 9.5% |
| Median | 9.1% |

Belfast employees

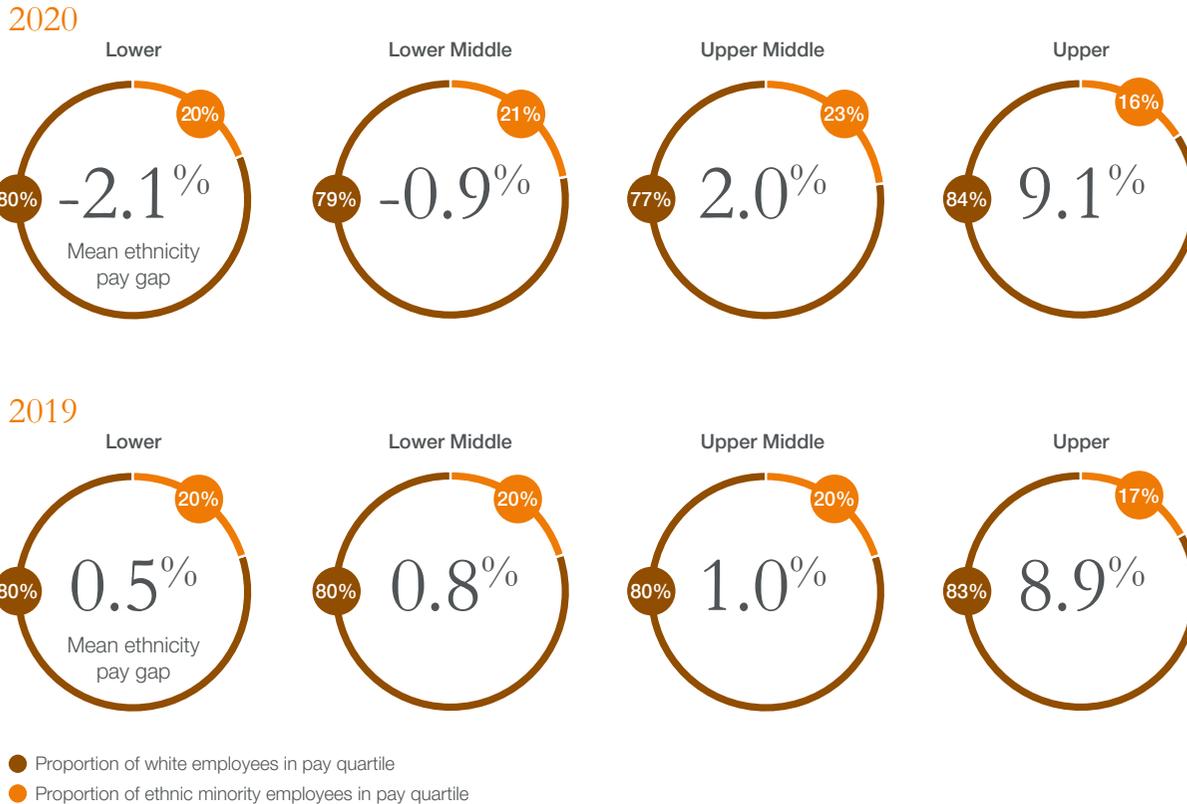
| | |
|--------|-------|
| Mean | 22.6% |
| Median | 10.2% |



2.2 London employee ethnicity pay gaps by quartile

As we did last year, we have included the figures for our London employees by pay quartile (using total earnings) to provide a broader picture¹.

Our employee mean ethnicity pay gaps as at 5 April 2020:



Although the proportion of ethnic minority individuals is relatively evenly distributed across the quartiles, there are more white individuals in the most senior positions, which impacts the pay gap in the upper quartile.

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

Proportion of our London population identifying as ethnic minority

31.1%
of trainees

9.1%
of partners

22.2%
of associates

16.4%
of support professionals

2.3 Race and ethnicity action plan

In 2019, we conducted a large-scale review of race and ethnicity across our London office, looking at the recruitment, retention and promotion of ethnic minority lawyers.

Currently, 19% of all partners and staff in London identify as ethnic minority, as do 31% of our trainee population. We know, however, that ethnic minority and particularly black lawyers have on average a shorter tenure at A&O compared to their white colleagues – ‘stay gap’ figures that we **published** in August. This leads to lower representation at the more senior levels – which in turn creates a pay gap. So we need to improve retention and progression and build a stronger pipeline of ethnic minority talent.

Targets and actions

All of this has informed our strategy, within which we have set ourselves the following targets:

- Overall target of **25% ethnic minority lawyers and support staff in London by 2025**
- Graduate recruitment target of **35% ethnic minority, including 10% black** trainees each year
- Equal retention rates for ethnic minority lawyers to build the pipeline to partnership
- Overall target of **15% ethnic minority partners by 2025**

Our action plan to achieve these is based around three key areas: recruitment, retention and culture:

- **Recruitment:** Focusing on attracting and mentoring more black undergraduates in particular, and factoring in socio-economic background. We have also expanded our bursary programme to assist promising candidates at university and are working to reach more ethnic minority candidates at lateral hire stage.
- **Retention:** It is not enough to recruit ethnic minorities in greater numbers – we also need to work on retention (the ‘stay gap’) and progression. Measures in our action plan include tracking talent and monitoring progression; implementing effective mentoring and development plans; and ensuring ethnic minority representation forms part of partner promotion proposals each year.
- **Culture:** Central to making progress is creating a culture of inclusion through visible role models and open dialogue about our aims and challenges. This includes both our senior and managing partners having ethnic minority reverse mentors; an expert speaker series for all partners to better understand the issues are and how to respond; and regular dialogue, particularly with ongoing conversations around the Black Lives Matter movement.

We were one of the first law firms to sign a new Race Fairness Commitment across the legal sector in 2020

3. Sexual orientation

3.1 Combined partner and employee 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.

Our overall combined mean and median UK partner and employee sexual orientation pay gaps as at 5 April 2020:

| 2020 | | 2019 | |
|--------|-------|--------|--------|
| Mean | -7.7% | Mean | -9.8% |
| Median | 9.9% | Median | -14.3% |

These figures are based on the 74% 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, however, as was the case last year, the combined mean pay gap favours LGBT+ colleagues.

5%
of our partners and staff in
the UK identify as LGBT+

For the third year running, we have been recognised by Stonewall as a Top Global Employer – one of 17 companies – for the working environment we provide for our LGBT+ colleagues. A&Out has also been recognised with the Global Ally Programme Award

3.2 LGBT+ action plan

Currently in London, 6% of our partners identify as LGBT+. This is in line with the UK population which suggests that we do not have major barriers to progression in this area – but numbers are small so can fluctuate easily, and we must not assume everybody within the LGBT+ community has the same experience. We know it can be harder for women and ethnic minorities, for example, to be openly out as there are fewer visible role models and often additional barriers to overcome.

The impact of Covid-19

LGBT+ inclusion relies a great deal on visibility and explicit support, so in many ways the recent lockdowns have increased the isolation some people feel – particularly those for whom the workplace is somewhere they can be openly out, when home life is not. In the current crisis, it is as important as ever for us to be active allies for LGBT+ colleagues.

Our ongoing programme of work

Our action plan for the coming year is to continue the work that has seen us strengthen LGBT+ inclusion internationally and build support from a strong network of allies. Working virtually throughout lockdowns has in many ways allowed us to operate in a more global manner than

before, which is broadening the range of experiences and perspectives across our A&Out network. Two current areas of focus:

- Continuing to educate our people around trans and bi communities. We have introduced guidance on using preferred personal pronouns – ‘she’, ‘him’, ‘they’ – to familiarise people with them, as well as how to use gender-neutral language more generally.
- Building on our broader programme of work around mental wellbeing, we have provided mental health first-aid sessions in London, specifically focused on the LGBT+ community, and invited high-profile speakers in to talk about personal experiences.

Jim Ford, partner and chair of A&O’s international LGBT+ network, A&Out, has been recognised in the LGBT+ 100 Executives list for the third year running. Jim is ranked at number 27 in the list for his work as a visible role model and for his profile-raising LGBT+ initiatives.



[Click to view Jim’s profile on allenoverly.com](#)

In Stonewall’s UK Workplace Equality Index, we have risen up the rankings again and are now 22nd – a jump of 119 places since we first entered in 2017.



4. Disability

4.1 Combined partner and employee disability pay gaps

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

These figures are based on the 74% of our people in the UK who have recorded their disability information – with 3% identifying as having a disability.

4.2 Disability action plan

Disability is an area in which we do a lot of work to provide the support needed by our people with additional needs – even more so in the context of Covid-19 as the impact of lockdown and increased social isolation.

The levels and types of help required vary for each person, so we work closely with individuals to understand their needs on a case-by-case basis and to ensure they feel confident in pursuing their careers without disability getting in the way. Given that we have a pay gap in favour of non-disabled colleagues, we must work hard to understand what obstacles to progression exist.

We also know that, as with every other area of diversity, it is the responsibility of us all to be conscious of the extra challenges some colleagues can face and to provide the support for people to be as open as they choose about their disabilities.

- Over the past 18 months, we have worked with a disability expert to review all of our HR and recruitment processes and have made improvements to the support we provide both for our existing and future employees.
- We provide disability awareness training to groups such as Front of House and those it relates to within practice groups.
- As part of our graduate recruitment process we work with a disability specialist to promote ourselves and the legal profession to prospective graduates with disabilities.

Our overall combined mean and median UK partner and employee disability pay gaps as at 5 April 2020:

2020

| | |
|---------------|-------|
| Mean | 20.2% |
| Median | 9.0% |

During the Covid-19 crisis we have worked closely to understand the experiences of our disabled colleagues so that we can provide any specific help they need to work effectively from home. In the coming year we will continue to do this as we understand more about how the crisis will shape working practices, both now and in the longer term.

Learning from previous crises

As we adjust to the reality of living through the Covid-19 pandemic and plan for a future that will in many ways look different, we need to take account of the lessons we have learnt from working through previous crises.

The danger in times of economic stress and social upheaval is that organisations understandably become fixated on the business of survival and let other important issues drop down the list of priorities, or even fall off the agenda altogether.

This is particularly a risk with diversity and inclusion – but having made some clear progress against the targets we set ourselves several years ago, we cannot afford to let that happen.

Our ambition to lead this industry as a progressive global firm depends on our success in driving all aspects of diversity and inclusion forward. This is the only way we will ensure that barriers to progression do not exist for any groups – which in turn is how we will increase representation at senior levels and eventually see pay gaps disappear.

We know, too, that clients are still determined to work with law firms that reflect their own ambitions in this area. We have had conversations with clients recently about what happened across our industry in the wake of the global financial crisis – where gains made in the representation of women and ethnic minority associates came to a halt, representation at partner level fell, and a greater number of women left the industry when restructurings took place.

Making progress is a long game – perhaps the work of 10 or 15 years – because we are undoing a model that has dominated our industry for a century or more. So we are clear, and our clients are clear, that we cannot let the current crisis drag us backwards.

Fundamentally, our entire success as a business depends on attracting and retaining talent – and talent does not reside within one group alone. Brilliance, intelligence and inventiveness exist in all types of people, so if businesses are mostly recruiting and promoting one type of person it sends a message that they are promoting for comfort, not talent. I don't see these businesses sustaining their success within a complex and changing world. As one client put it, if you don't diversify, eventually you run out of new ideas.

Gareth Price, A&O's new managing partner, and I are both clear that diversity and inclusion remains one of our strategic priorities for our current four-year term, as it has been for the past four years.

Now, during difficult times, we need a diverse mix of people more than ever so that we can navigate our way through the current situation and emerge as a stronger, more relevant and more sustainable business – one that has stayed focused on the right things, even in the midst of a crisis.



Wim Dejonghe
Senior Partner



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