

ALLEN & OVERY

UK Pay Gap Report

2023

ALL
IN

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Listening to the data

In our seventh pay gap report, we look at the long-term trends in our data, our broader progress on diversity, equity and inclusion, and our plans as we move forward to become A&O Shearman.

Data is key to understanding pay gaps – from looking at the big picture and seeing the long-term trends, to drilling down into the detail when we identify material gaps.

Each year we continue to build a more detailed picture of our business and the pay gaps within it. For our 2022 report, we added social mobility data so we could identify and understand any barriers to success for colleagues from lower socio-economic backgrounds. This year we have expanded the report again with additional ethnicity analysis.

Key findings

Overall, our pay gap trends are continuing to move in the right direction.

- The overall combined gender pay gap for all UK partners and employees has fallen for the fourth consecutive year (from 61.5% in 2019 to 53.9% this year).
- The hourly gender pay gap for London employees has fallen by 2% this year (to 13.4%). Overall, this figure has decreased from 20.1% in 2018.
- Within each hourly pay gap quartile, the employee gender pay gap remains small across both London and Belfast.
- The overall combined partner and employee ethnicity pay gap has fallen this year (from 24% in 2022 to 22.8% in 2023). Our mean ethnicity pay and bonus gaps for London employees are reassuring. However, the gap in the upper hourly pay gap quartile reminds us that we need to continue to focus on retention and progression of ethnic minority talent. Similarly, the more detailed analysis of pay gaps by ethnic group reinforces the need to stay focussed on the retention and progression of Black colleagues.
- This year we see LGBTQ+ employee pay and bonus gaps decrease and see fluctuations in our disability pay gaps and these are explained by small changes in the already small populations creating bigger swings in the data. However, we feel it's important to keep reporting this information and interrogating the underlying data to ensure that there are no persistent issues that we need to address.
- In our second year of reporting our social mobility pay gaps we have seen some small increases, but we don't yet have enough data to draw conclusions based on long term trends.

Pay gap data in a broader context

Self-reporting of diversity data is critical when it comes to reporting on pay gaps and we have continued to see positive progress this year. The proportion of our people who self-report their sexual identity has increased from 86.0% last year to 87.1% this year with 6.6% identifying as LGBTQ+. Likewise, disability information was provided by 85.9% of people – up from 84.0% last year – with 6.8% reporting having a disability. For social mobility, self-reporting has increased from 61.0% to 67.3%.

Measurement is key to driving change and improved reporting rates are helping us to build a good level of insight to inform the work we do. It also shows that our broader DE&I work is helping to create a culture where our colleagues feel comfortable disclosing.

We also continue to make good progress against our 2022 targets to increase the number of women in the partnership. In 2023, 40% of our London partnership promotions were women and our UK partner population comprised 29% women – up from 26% in 2022. We still have a long way to go to reach our ultimate goal of 50% representation across the partnership but will continue the work to keep creating positive change.

Looking forward

Our next pay gap report will be our first as A&O Shearman, though it will be based on data from the pre-merger snapshot date of 5 April 2024.

DE&I will be at the heart of the work we do in the merged firm and we will continue our mission for real and sustainable change. We will remain committed to transparency, measurement, listening and decisive action. Publishing our data, the actions we're taking and our progress keeps us focussed on driving change as we build an inclusive platform for all our people at A&O Shearman.



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

1. Gender

1.1 Combined partner and employee gender Earnings gaps

This section shows the total annual Earnings gaps for our combined UK partner and employee population in our London and Belfast offices (currently this is outside the scope of the Regulations) but we include it to give a whole firm perspective.

Our mean and median combined UK partner and employee gender Earnings gaps as at 5 April 2023:

	2021	2022	2023
Mean	59.0%	55.7%	53.9%
Median	41.4%	39.6%	44.4%

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

Earnings:

Is the equivalent of total compensation. For partners this means total annual earnings. For employees this means FTE salary, FTE bonus, firm pension contributions and other benefits the firm pays for and on behalf of our employees.

Negative Earnings gap (-%):

A negative percentage figure indicates an Earnings gap in favour of women.

Mean:

The difference between the mean (average) total annual Earnings for all UK partners and employees who are men, and the mean total annual Earnings for all UK partners and employees who are women.

Median:

The difference between the 'middle' Earnings rate for all UK partners and employees who are men, and the 'middle' Earnings rate for all UK partners and employees who are women, when total annual Earnings are ranked in numerical order.

Regulations:

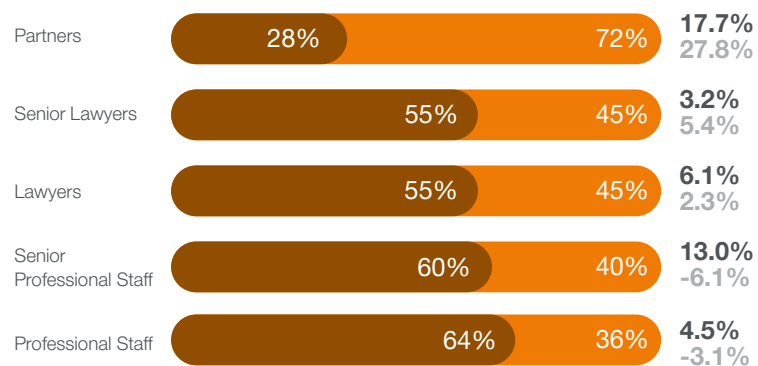
The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

Gender Earnings gaps for our UK workforce by role type

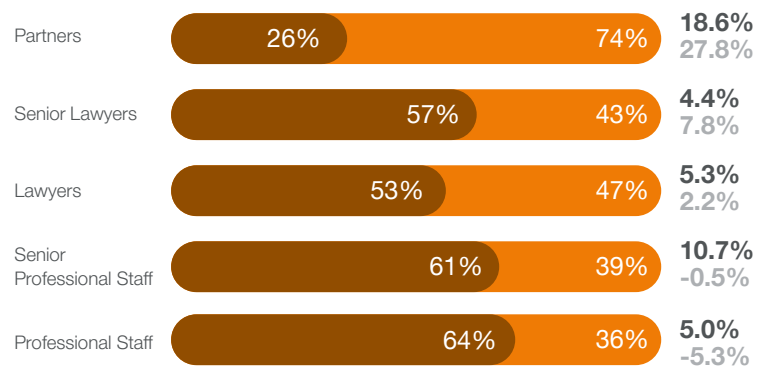
Our mean and median UK gender Earnings gaps by role type as at 5 April 2023:

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

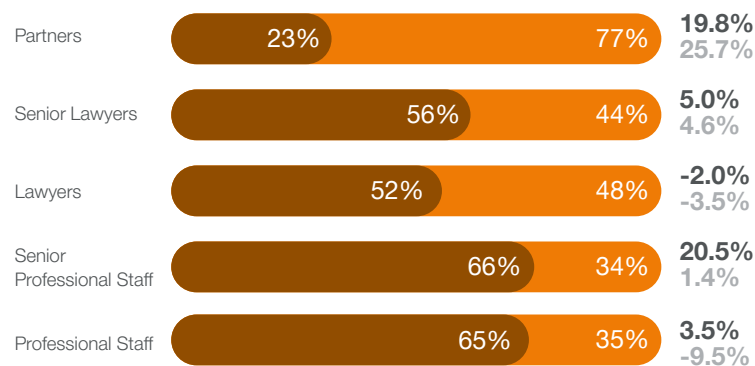
2023



2022



2021



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).

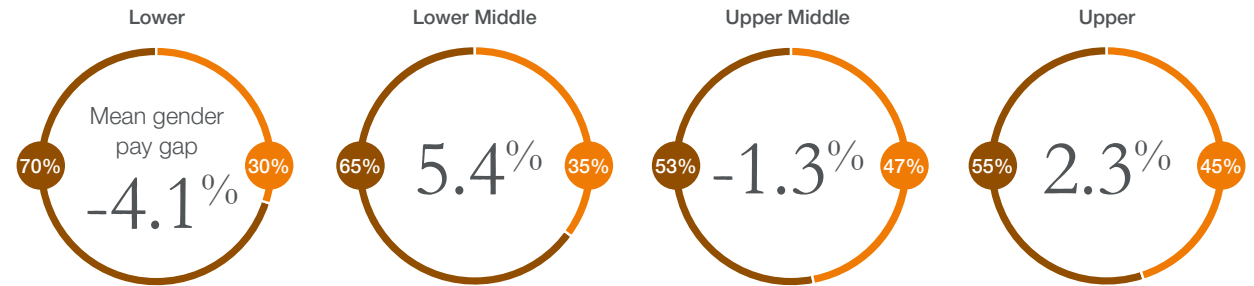
Our mean and median gender pay gaps as at 5 April 2023:

	2021	2022	2023
Mean	13.2%	15.4%	13.4%
Median	27.5%	29.5%	29.3%

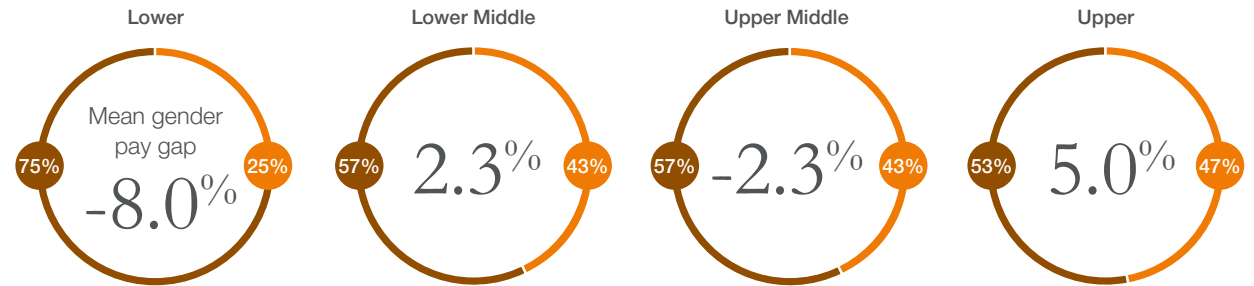
- Proportion of women in pay quartile
- Proportion of men in pay quartile

London hourly pay gap quartiles

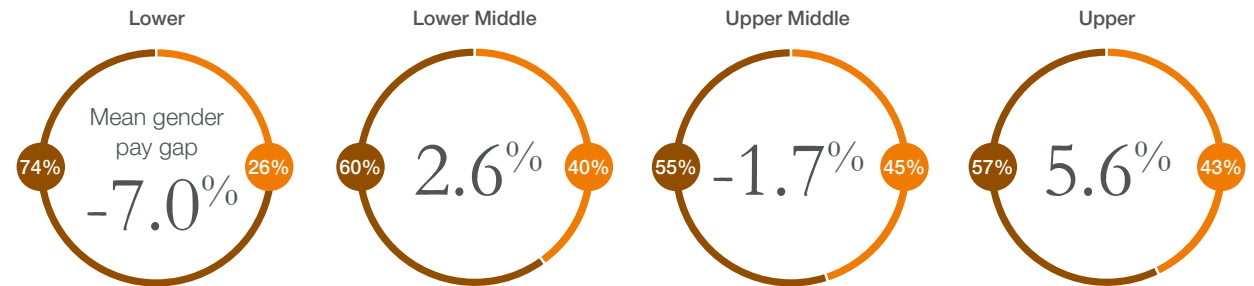
2023



2022



2021



London bonus pay gap

The proportion of our men and women who were paid a bonus in the 12 months ending 5 April 2023:

	2021*	2022	2023
Women	96.2%	80.6%	82.8%
Men	95.7%	74.9%	77.2%

*In 2021, a one-off Covid-19 related bonus increased the overall proportion of employees who received a bonus.

Our mean and median gender bonus gaps for the 12 months ending 5 April 2023:

	2021	2022	2023
Mean	27.9%	26.3%	29.4%
Median	30.2%	44.1%	32.0%

In accordance with the Regulations, we have calculated our gender bonus gap using actual bonuses paid to employees. As we currently have more women than men working part-time, and bonuses are prorated based on working hours, this widens the bonus gaps. However, the bonus gaps reduce to **23.1%** (mean) and **27.0%** (median) when looking at bonuses on a full-time equivalent basis.

1.3 Employee gender pay gaps for Belfast

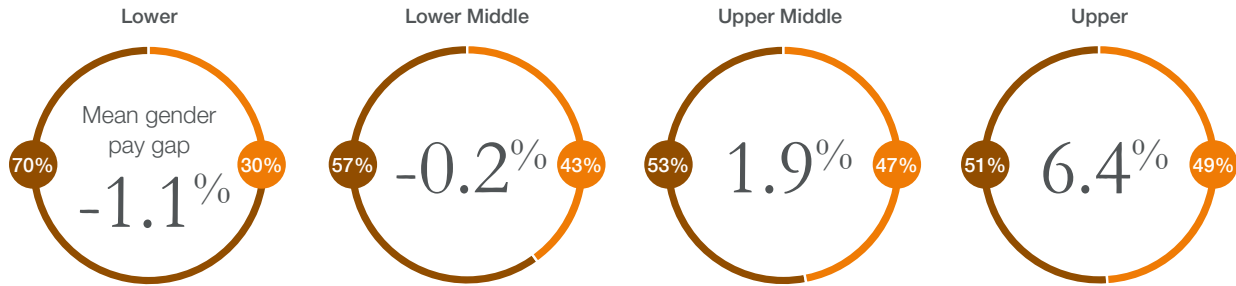
Our Belfast office (which is a separate legal entity) houses A&O's Support Services Centre and our Advanced Delivery Legal practice. Currently, the Regulations do not cover Northern Ireland, but as in previous years we report these figures on the same basis as applies to the rest of the UK.

Our mean and median hourly gender pay gap for Belfast employees as at 5 April 2023:

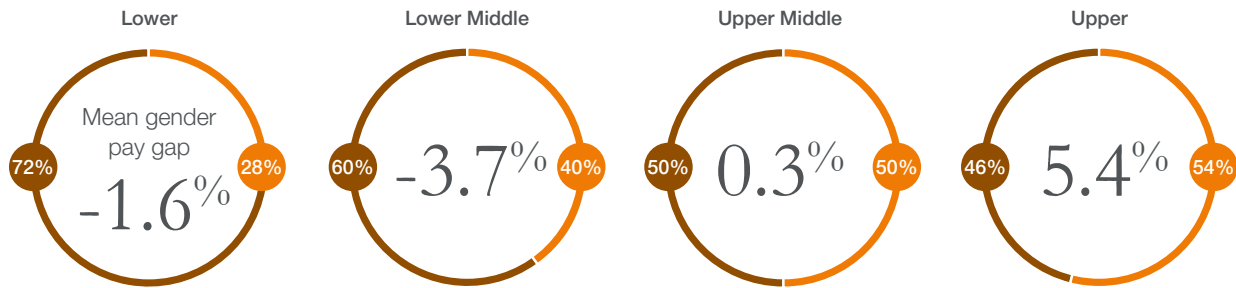
	2021	2022	2023
Mean	10.4%	15.9%	12.4%
Median	16.9%	17.1%	11.9%

Belfast hourly pay gap quartiles

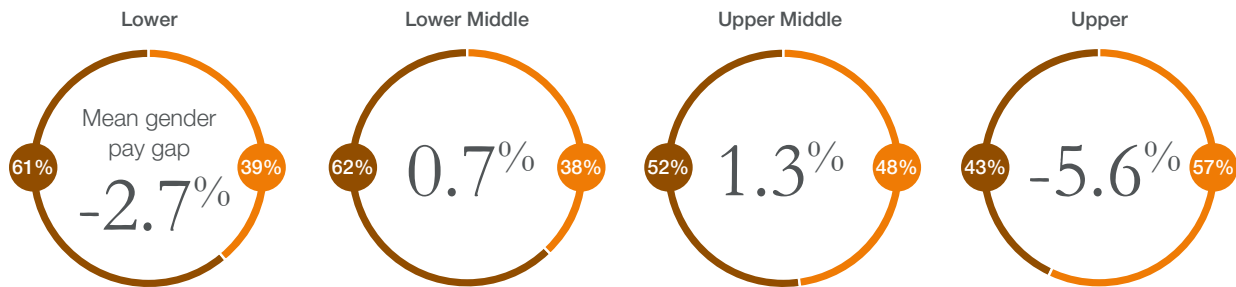
2023



2022



2021



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

Belfast bonus pay gap

The proportion of our men and women who were paid a bonus in the 12 months ending 5 April 2023:

	2021*	2022	2023**
Women	97.6%	71.1%	94.9%
Men	97.8%	71.7%	93.1%

*This is due to a one-off Covid-19 related payment which increased the overall population of employees who received a bonus

**This is due to a cost of living payment made during 2022

Our mean and median gender bonus gap for the 12 months ending 5 April 2023:

	2021	2022	2023
Mean	40.9%	47.8%	41.7%
Median	13.5%	2.4%	8.9%

When we calculate bonuses on a full-time equivalent basis, the mean bonus gap reduces to **36.9%** and the median bonus gap reduces to **5.8%**.

1.4 Gender action plan

In 2022, we set ourselves ambitious new targets to increase the number of women at every level in the partnership. These include increasing the proportion of women in the partnership year on year to reach our ultimate goal of 50% representation.

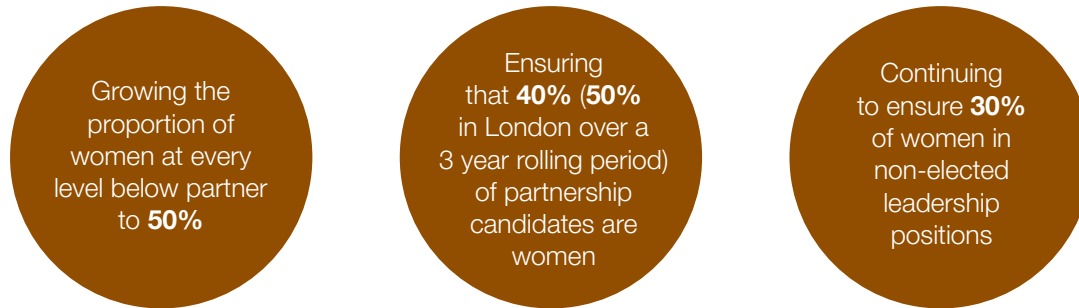
2023 Highlights

- We set up a women partners' network to provide a space for our most senior women to connect, support each other and ensure a collective voice. This is in addition to our Gender Equality Network, which is open to women in all roles and at all stages of their career.
- We enhanced our menopause support through the launch of our new menopause policy.
- We launched our Redefining Family podcast. This aims to challenge attitudes to parenting by redefining the meaning of family and raising awareness of different types of families.

Areas of focus for 2024

- We are piloting a male allies programme. The programme, which is designed for senior men, recognises the important role that allyship in the workplace plays in improving gender equity.
- We will continue our focus on implementing work allocation processes that reduce bias, including those around working patterns.
- We will continue to hold sponsors to account for supporting women candidates – and diverse talent in general – for promotion.
- We will continue to showcase those who are role-modelling alternative careers paths and achieving success their own way.

Target



Progress



We now have 25% women in the global partnership, a 7% increase in the last 5 years. In the UK specifically, 40% of our 2023 partner promotions were women and our UK partnership is now 29% women, an increase of 10% in 5 years.

We have been listed in the 2023 Top Employers for Working Families Benchmark

2. Ethnicity

2.1 Combined partner and employee ethnicity Earnings gaps

This section shows the total annual Earnings 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 Earnings gaps as at 5 April 2023:

	2021	2022	2023
Mean	22.4%	24.0%	22.8%
Median	-35.1%	-29.4%	-38.7%

These figures are based on 88.7% of our colleagues in the UK who have recorded their ethnicity in 2023.

Definitions at a glance

Ethnic minority:

Partners and employees who have reported their ethnicity as Black, Asian or another ethnic minority.

Ethnicity Earnings gap:

The difference in average total annual Earnings between those who have reported their ethnicity as white and those who have reported their ethnicity as Black, Asian or another ethnic minority in London and Belfast.

Negative Earnings gap (-%):

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

Mean:

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

Median:

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

2.2 Ethnicity Earnings gap by group

Our mean and median ethnicity Earnings gaps by group, as at 5 April 2023:

Partners	2021	2022	2023
Mean	8.7%	13.2%	9.4%
Median	-1.0%	-5.9%	8.8%
London employees	2021	2022	2023
Mean	11.5%	11.0%	11.3%
Median	10.5%	7.5%	4.0%

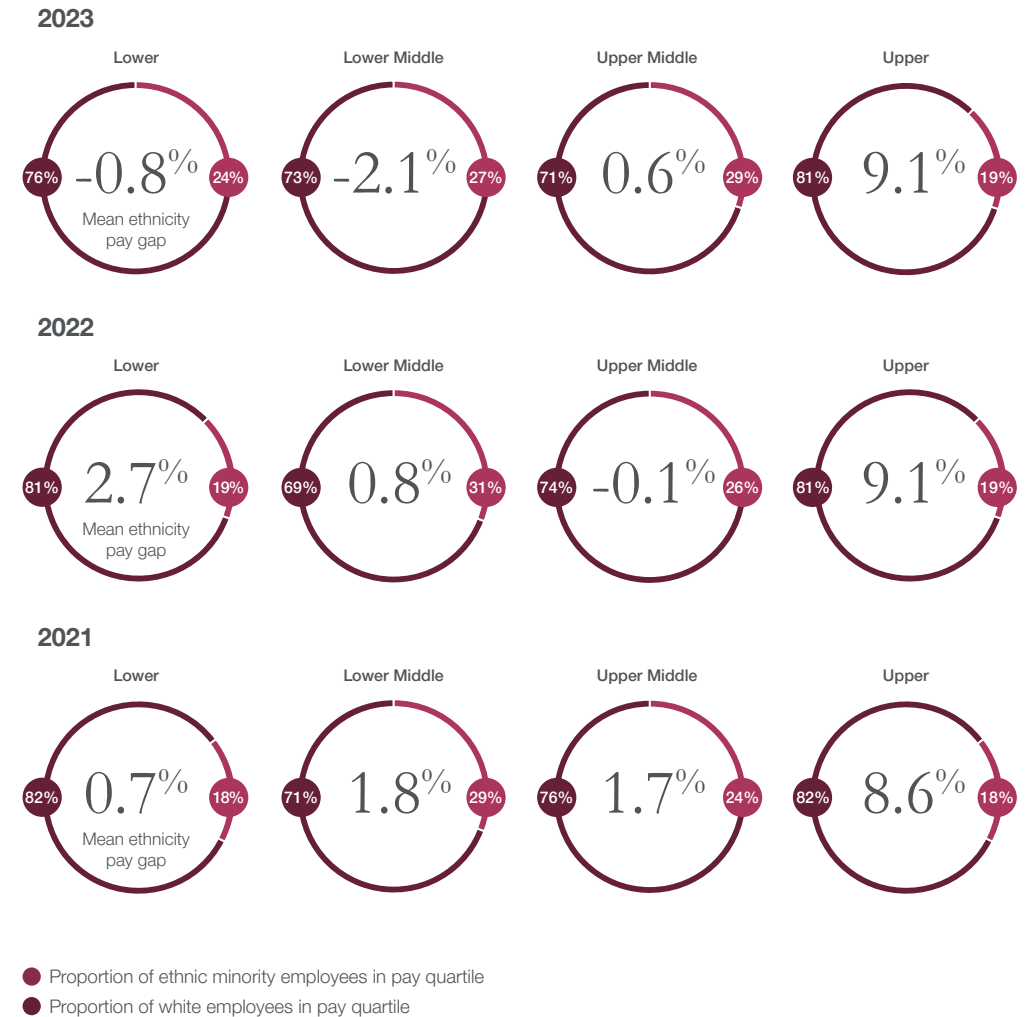
2.3 London employee ethnicity pay and bonus gaps

Our mean and median ethnicity pay and bonus gaps for London employees, as at 5 April 2023:

Pay (FTE salary) gap	2021	2022	2023
Mean	8.3%	9.2%	8.8%
Median	9.0%	-6.1%	-9.9%
Bonus (FTE) gap	2021	2022	2023
Mean	26.5%	-3.9%	5.9%
Median	9.7%	-15.1%	-7.8%

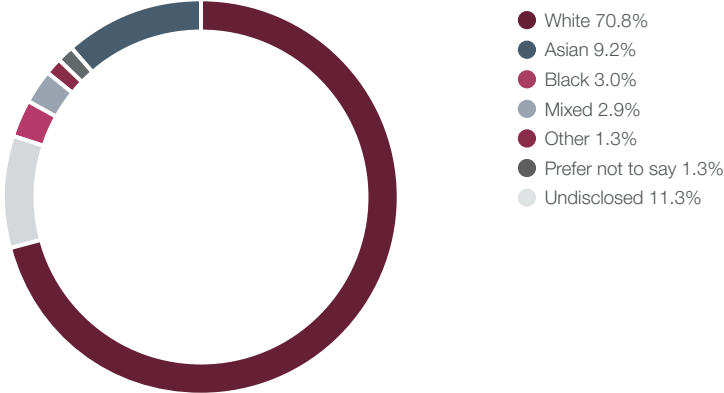
2.4 London employee ethnicity pay gaps by quartile

Our employee mean ethnicity FTE pay gaps as at 5 April 2023:



2.5 London employee ethnicity pay gaps by ethnic group

For the first time this year we have expanded our reporting to include a breakdown of the percentage of London employees in different ethnic groups in accordance with government voluntary guidance on ethnicity pay gap reporting:



We have also broken down our mean and median pay gaps by ethnic group. To maintain anonymity and to help ensure this analysis is robust, figures have only been provided for ethnic groups of 50 or more individuals.

When compared to white employees, our mean and median pay gaps by ethnic group as at 5 April 2023:

Pay (FTE Salary) gap	Asian	Black	Mixed
Mean	3.4%	26.0%	8.8%
Median	-12.5%	42.4%	0.2%

2.6 Race and ethnicity action plan

In 2023, we continued to focus on increasing the representation of lawyers and business team members from ethnic minority backgrounds and improving progression and retention rates.

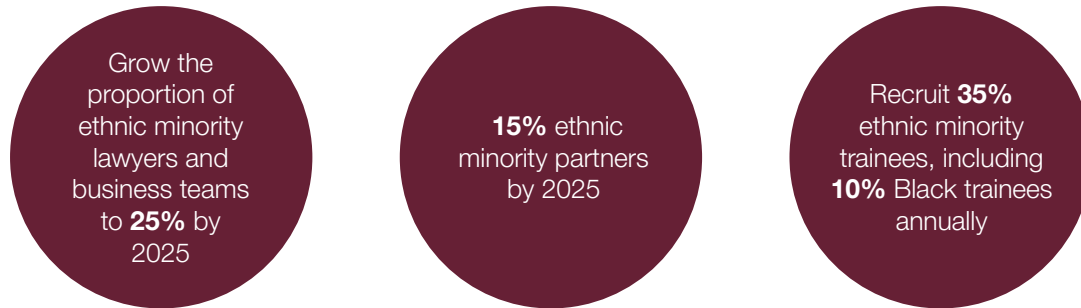
2023 Highlights

- We launched our intersectionality series. We covered topics including being Black and gay, and the interactions of ethnicity, culture, mental health and generational experiences in different Asian communities.
- Our race and ethnicity committee held a cultural carnival rooftop event celebrating diversity and cultural differences within the firm.
- We commissioned a local artist from Bow Arts Trust to lead a collaborative arts project with a school in Tower Hamlets. Over five weeks, the artist-in-residence worked with over 45 young people to produce artwork inspired by influential Black women throughout history, which was then exhibited in our offices.

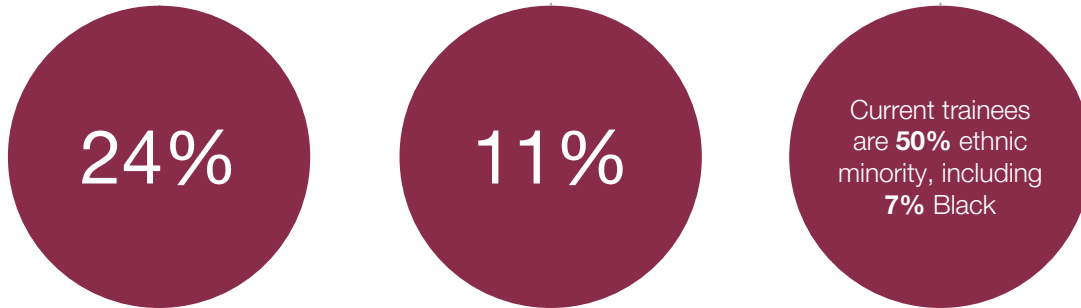
Areas of focus for 2024

- We will be applying the insights we have gained in recent years at a more detailed level. For example, we will be taking a closer look at representation within our business teams, as well as looking at experiences among different communities.
- We will continue to focus on the intersection between race and other diversity characteristics to promote a deeper understanding of lived experience.
- We will continue to expand our offering of early careers recruitment programmes for candidates from Black heritage backgrounds. This will include a five week internship programme during summer 2024.
- We will broaden the range of cultural and religious events that we mark and celebrate across the firm.

Target



Currently



We are also making progress in closing our 'stay gap'. On average, Black lawyers spend a year less at the firm than their white counterparts. Other ethnic minority lawyers stay six months longer on average than their white counterparts. Our action plan continues to focus on attraction, retention and progression of talent from racial and ethnic minority backgrounds and on ensuring an inclusive culture.

Award-winning saxophonist Yolanda Brown and her live band joined us for our 2023 Black History Month celebrations.

3. LGBTQ+

3.1 Combined partner and employee Earnings gaps

This section shows the total annual Earnings 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.

These figures are based on reporting by 87.1% of our colleagues in the UK, with 6.6% identifying as LGBTQ+.

Our overall combined mean and median UK partner and employee LGBTQ+ Earnings gaps as at 5 April 2023:

	2021	2022	2023
Mean	3.4%	26.5%	15.1%
Median	10.6%	6.6%	-12.8%

3.2 London employee pay and bonus gaps

Our mean and median LGBTQ+ pay and bonus gaps for London employees, as at 5 April 2023:

Pay (FTE salary) gap	2021	2022	2023
Mean	9.0%	9.3%	5.0%
Median	6.5%	-6.5%	-16.8%

Bonus (FTE) gap	2021	2022	2023
Mean	11.1%	6.2%	5.4%
Median	12.5%	-16.2%	-54.1%

3.3 LGBTQ+ action plan

In 2023, we continued to focus on all LGBTQ+ identities. For example, for Pride month, we teamed up with four LGBTQ+ changemakers to hear their insights into the issues affecting the LGBTQ+ community. We covered topics such as the lived experience of the trans community, the lavender ceiling and asexuality.

2023 highlights

- We created a safe space for our LGBTQ+ community to come together and talk at our quarterly lunch clubs, which are hosted by our LGBTQ+ network.
- We continued to embed our global LGBTQ+ mentoring programme.
- We marked Transgender Awareness Day 2023 by hosting a talk with trans activist Max Siegel to discuss his lived experience of transition, his experiences of coming out, top tips to being a trans ally, and how organisations can be more trans inclusive spaces.

Areas of focus for 2024

- We'll continue to build our education programme around how being LGBTQ+ intersects with other characteristics.
- We will expand our A&Out Women offering by providing more opportunities for this community to come together.
- We will increase our focus on health and wellbeing and issues that disproportionately impact the LGBTQ+ community. To begin our focus on this area and to celebrate LGBTQ+ History Month 2024, which highlights the contributions of LGBTQ+ people to medicine and healthcare, we hosted a talk with Dr Michael Brady, LGBT Health Advisor to NHS England. We also installed an interactive timeline outlining key dates in LGBTQ+ healthcare with profiles of notable LGBTQ+ healthcare professionals.
- We are continuing to develop our support for LGBTQ+ community organisations including our sponsorship of Queer Britain, the UK's first LGBTQ+ museum.

For the fifth year running, we've been ranked one of Stonewall's Top Global Employers.

4. Disability

4.1 Combined partner and employee disability Earnings gaps

This section shows the total annual Earnings gaps for our combined UK partner and employee population in London and Belfast. We have calculated this in the same way as for our combined gender, ethnicity and LGBTQ+ total annual Earnings gaps.

These figures are based on the 85.9% of colleagues in the UK who have recorded their disability information – with 6.8% identifying as having a disability (as at 5 April 2023).

Our overall combined mean and median UK partner and employee disability Earnings gaps as at 5 April 2023:

	2021	2022	2023
Mean	13.1%	15.5%	22.0%
Median	7.3%	6.3%	0.5%

4.2 London employee pay and bonus gaps

Our London employee disability pay and bonus gaps as at 5 April 2023:

Pay (FTE salary)	2021	2022	2023
Mean	11.4%	9.3%	11.3%
Median	21.5%	19.6%	21.6%

Bonus (FTE) gap	2021	2022	2023
Mean	33.7%	27%	26.4%
Median	20.3%	-2.7%	14.2%

4.3 Disability action plan

One of our key areas of focus in 2023 was to raise awareness of neurodiversity in the workplace. We launched our neurodiversity peer support group, shared employee stories on our global intranet and ran a training session for our HR and AccessAbility network colleagues.

2023 highlights

- We began our partnership with PurpleSpace. The networking and professional development hub for disabled employees, network and resource group leaders, and allies provides support to organisations on neuroinclusion.
- Our early careers recruitment team hosted our annual Festival of Diversity event. We shared stories from members of our AccessAbility network about their experiences managing their disability in the workplace and the support they've had from the firm.
- To mark International Day of Disabled Persons, we hosted disability awareness consultant and activist Sarah Petherbridge. She discussed navigating the workplace with a disability, mental health and allyship in the workplace.

Areas of focus for 2024

- We will carry on embedding our Workplace Adjustment Passport – a digital record of the support colleagues might need – throughout the firm.
- We will expand our neurodiversity network and keep on raising awareness of neurodiversity in the workplace.
- We'll continue our work to make our recruitment and onboarding process as accessible as possible and include adjustments throughout the process.
- We will continue to ensure greater accessibility to our in-person and virtual events as well as ensuring that our websites, social media content and other firm publications have increased accessibility for people with disabilities.

We are active members of the Legal Neurodiversity Network, which promotes, supports and destigmatises neurodiversity in the legal profession.

5. Social mobility

5.1 Combined partner and employee social mobility Earnings gaps

For the second year, we are including high-level pay gap data on social mobility for our combined UK partner and employee population. We have calculated this in the same way as for our combined gender, ethnicity, LGBTQ+ and disability total annual Earnings gaps.

These figures are based on 67.3% of colleagues in the UK who have recorded their social mobility information by selecting a category under 'Occupation of the main earner in the household at the age of 14'. The responses have then been grouped into broad categories based on guidance from the **Social Mobility Commission** and the **National Statistics Socio-Economic Classification (NS-SEC)**.

Our overall combined mean and median UK partner and employee social mobility Earnings gaps as at 5 April 2023:

Intermediate vs Working Class	2022	2023
Mean	9.6%	15.9%
Median	16.8%	20.8%

Professional vs Working Class	2022	2023
Mean	16.1%	22.9%
Median	39.8%	45.4%

Professional vs Intermediate Class	2022	2023
Mean	7.2%	8.4%
Median	27.6%	31.1%

The Social Mobility Commission categorises occupations in the following ways:

Professional background includes:

- modern professional and traditional professional occupations such as: teacher, nurse, physiotherapist, social worker, musician, police officer (sergeant or above), software designer, accountant, solicitor, medical practitioner, scientist, civil or mechanical engineer
- senior, middle or junior managers or administrators such as: finance manager, chief executive, large business owner, office manager, retail manager, bank manager

Intermediate background includes:

- clerical and intermediate occupations such as: secretary, personal assistant, call centre agent, clerical worker, nursery nurse

Lower socio-economic class (working class) background includes:

- technical and craft occupations such as: motor mechanic, plumber, printer, electrician, gardener, train driver
- routine, semi-routine manual and service occupations such as: postal worker, machine operative, security guard, caretaker, farm worker, catering assistant, sales assistant, HGV driver, cleaner, porter, packer, labourer, waiter or waitress, bar staff
- long-term unemployed (claimed Jobseeker's Allowance or earlier unemployment benefit for more than a year)
- small business owners who employed less than 25 people such as: corner shop owners, small plumbing companies, retail shop owner, single restaurant or cafe owner, taxi owner, garage owner

5.2 Social mobility action plan

We ran a series of focus groups to gather feedback on our social mobility mentoring programme and our wider social mobility initiatives. The results will be used to guide our strategy for 2024.

2023 highlights

- We've started outreach work in Liverpool, a social mobility cold spot, to reach young people where the need for support is highest.
- Our ongoing partnership with Fair Education Alliance is tackling education inequality across the UK.
- We've expanded our target universities and have started to build relationships with a wider number of universities around the UK.
- We will expand our data collection to make sure we are collecting social mobility data at the recruitment stage.
- We'll continue to look at the intersection of social mobility with gender, race, LGBTQ+ identities, disability and other areas.
- We will carry on building our internal education programme to raise awareness of the challenges faced by those from lower socioeconomic backgrounds, including accent bias.

In recognition of our commitment to social mobility, we achieved our highest ranking yet in the 2023 Social Mobility Employer Index, placing seventh out of 143 entrants – 36% of them from the legal sector. This is the fifth consecutive year we've improved our position (up from 13 in 2022).

We are partnering with the Excluded Initiative to tackle school exclusions. We're providing a £50,000 grant to support its work with secondary schools in London that have exclusion rates higher than the national average.



Wim Dejonghe
Senior Partner

Sustained progress

This is my last Pay Gap Report, as my term as senior partner comes to an end on 30 April 2024. We first published our gender pay gap data in 2017 and, because we can see that it drives action, we have expanded what we report on across other areas of diversity every year since.

While we've continued to push boundaries, at times the pace of change has been slower than I would have hoped for. But what I can see across six years of our Pay Gap Reports – and many other measures we set ourselves internally – is that the progress we are making is being sustained. That is crucial. It shows me that the hard work we're doing to change structures, processes, biases, barriers and conversations is working.

Clearly a lot has changed over the past year at Allen & Overy. We are now close to completing our merger with Shearman & Sterling, which I strongly believe is a pivotal moment for the global legal sector.

While we still need to focus on what the data in this report is telling us about our own business and work hard to reduce gaps where they still exist, we also have to look ahead to what kind of firm we want A&O Shearman to be.

The merger provides an opportunity to accelerate change. DE&I is something we've talked about from the very beginning of our discussions. It is a priority the leadership of both firms are resolutely focused on. We each have excellent experiences that we are bringing together to learn from and build upon. We are absolutely clear that A&O Shearman must be an incredible place to work, where different perspectives are integral to our business, and where our culture makes space for all our people to belong and excel.

The merger is all about growth and opportunity. By bringing together the experience and ambition of both firms, we can be a leader and continue to demonstrate responsibility, accountability and transparency. That starts with us, of course, but the scale and reach of the new firm gives us a stronger voice across the industry and beyond. And we must use it. For our clients, our communities, and for future generations of talent.

Global presence

Allen & Overy is an international legal practice with approximately 5,800 people, including some 590 partners, working in more than 40 offices worldwide. A current list of Allen & Overy offices is available at www.allenoverly.com/global_coverage.

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