

KINGSLEY NAPLEY
WHEN IT MATTERS MOST

Gender Pay Report 2024



An Introduction from our Senior Partner

I am pleased to share our 2024 Gender Pay Gap Report. As we explore the data presented in this report, it's clear that we have made significant strides in our journey towards pay equity. However, we will not become complacent as we recognise that more can always be done. Kingsley Napley is a people first business and we are committed to creating a workplace culture where all individuals feel valued and supported. Firm members' feedback, insights, and collaboration are pivotal as we navigate the complexities of pay disparity and try to break down the barriers that hinder progress.

Thank you to all of our Firm members for being part of this essential journey. As we navigate the path ahead, I am confident that our collective efforts will ensure a future defined by equality, empowerment, and shared success.

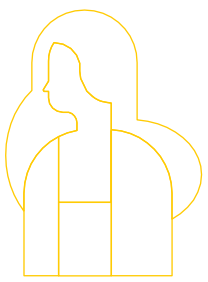
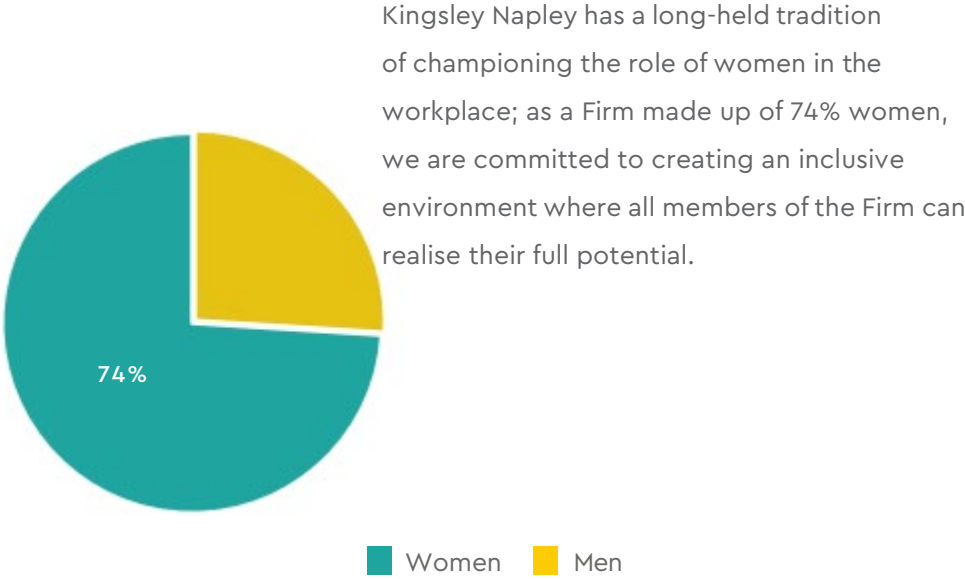
This report delves into the detail behind our gender pay gaps within our Firm, aiming to foster transparency, accountability, and informed decision making. The data presented reflects our commitment to promoting diversity, inclusion, and fairness. Our analysis encompasses a wide range of roles and positions, considering factors such as job function and seniority to offer a nuanced perspective on pay disparities. By identifying areas of concern and areas of progress, we can strategically direct our efforts to create a more level playing field for all employees.



James Fulforth

SENIOR PARTNER

Gender breakdown at KN



We continue to take proactive and positive action and are committed to promoting an inclusive workplace culture. Creating an inclusive and diverse environment is extremely important to us as a Firm and our commitment to DE&I is a key part of our culture. It respects and appreciates the unique perspectives and backgrounds of individuals, fostering a sense of belonging and ensuring that everyone has an equal opportunity to succeed.

Pay data

The gender pay gap shows the difference in average pay between all men and women in an organisation. A positive percentage represents a gap which favours men and a negative percentage represents a gap that favours women.

The data below is based on a snapshot date of 5 April 2024.

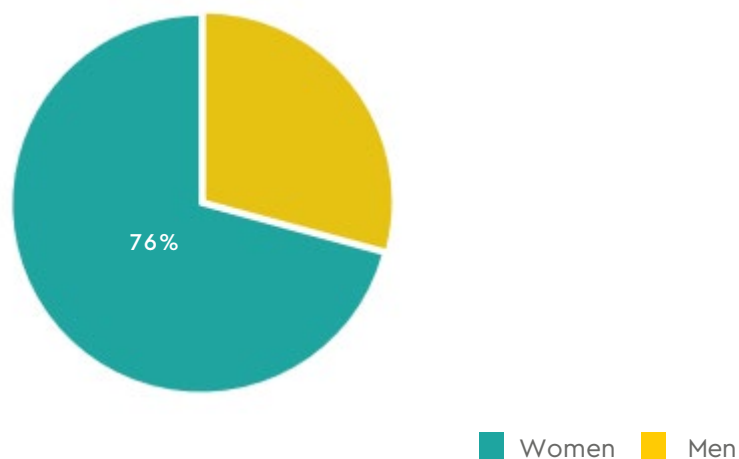
The difference between gross hourly earnings of all male and female employees at the snapshot date:

MEAN	MEDIAN
16.21%	26.18%

At KN we are committed to being as open as possible and going beyond the legislative reporting requirements, therefore we have provided a breakdown of our data to show the pay gaps for our fee earners, partners and business and secretarial services team members at the snapshot date.

Qualified Fee Earners

Gender breakdown of all qualified fee earners:



All Associates

MEAN	MEDIAN
1.74%	2.25%

Junior Associates

(UP TO 3 YRS PQE)

MEAN	MEDIAN
4.87%	2.70%

Mid-Level Associates

(4 TO 7 YRS PQE)

MEAN	MEDIAN
0.30%	4.90%

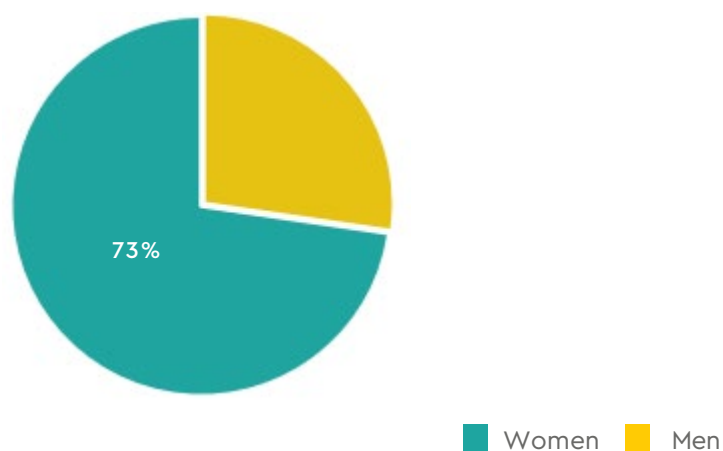
Senior Associates

(7+ YRS PQE)

MEAN	MEDIAN
-0.40%	3.20%

Business and Secretarial Services

Gender breakdown of all business and secretarial services team members:

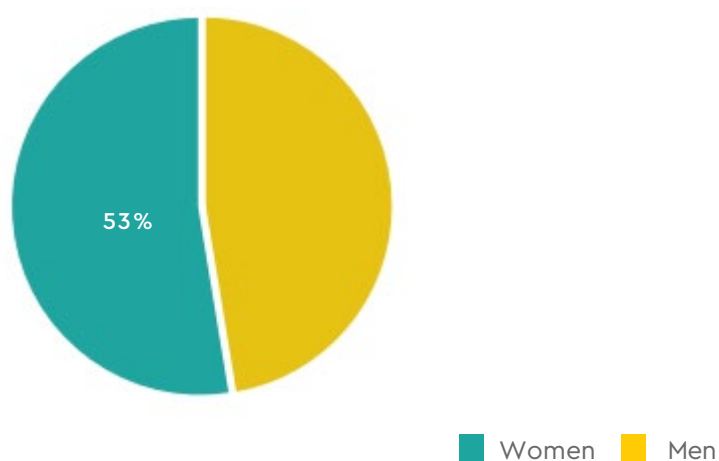


Gender pay gap of business and secretarial services team members:

MEAN	MEDIAN
32.50%	37.70%

Business and Secretarial Services Leadership

Gender breakdown of business services leadership:

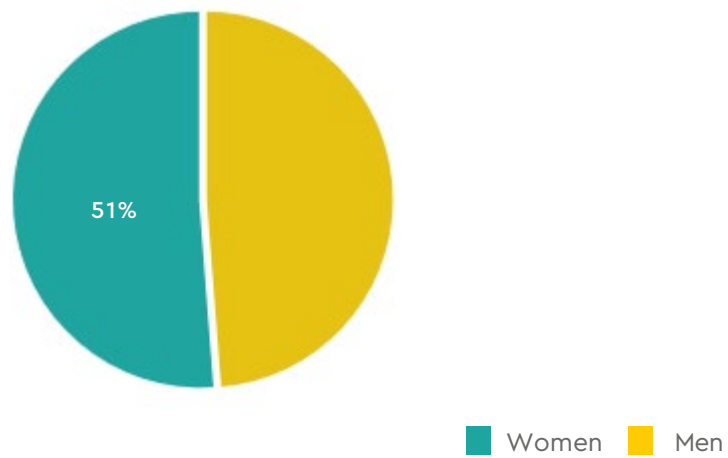


Gender pay gap pf business and secretarial services leadership:

MEAN	MEDIAN
23.51%	5.75%

Partners

Gender breakdown of all partners:



All Partners

MEAN	MEDIAN
6.45%	11.14%

Fixed Share Equity Partners

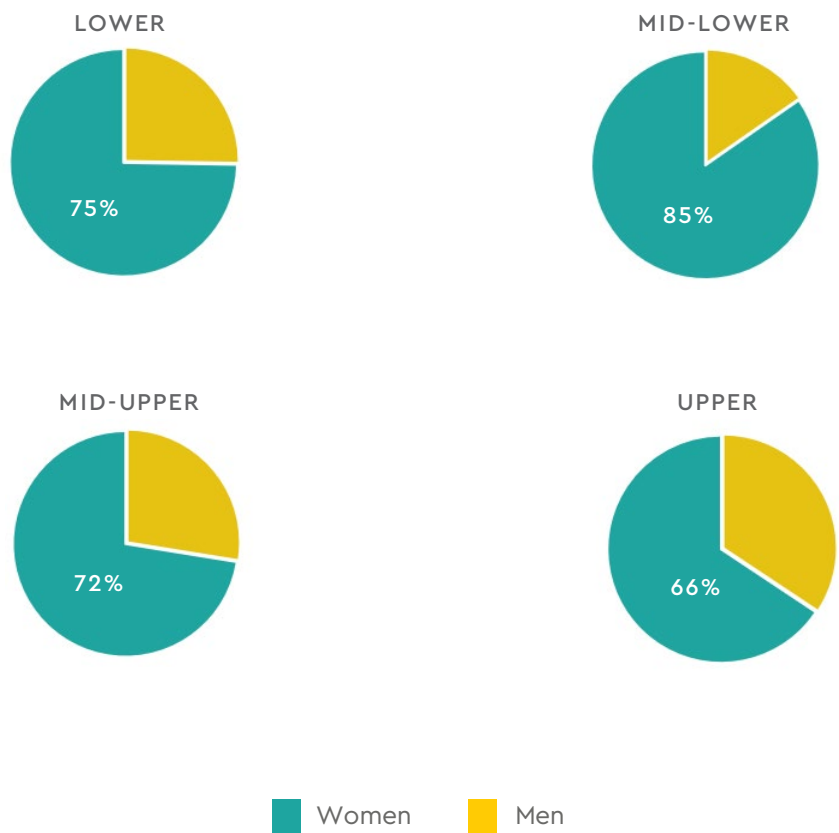
MEAN	MEDIAN
11.38%	0.94%

Full Equity Partners

MEAN	MEDIAN
-8.97%	-1.27%

Gender Distribution

The pie charts below show the distribution of male and female employees in each quartile, based on their hourly earnings at the snapshot date:



Gender Pay Gap Data 2023 vs 2024

2023

2024

MEAN	MEDIAN	MEAN	MEDIAN
21.69%	26.76%	16.21%	26.18%

**These figures do not include the partner gap and refer to employees only.*

Why do we have a gender pay gap?

Since reporting our data in April 2024, we are pleased to have seen a decrease in both the mean and median gaps for all employees. We are proud that our efforts in this space have led to positive change and this is evident in the figures. The mean gap has reduced by 5.48% and the median gap by 0.59%.

We reported last year that our gender pay gap was caused primarily by the structure of our workforce and the gender split across different roles, mainly within our business services functions, and this remains the same for this year. Our secretarial services team is 98% female, and there are a greater number of females that occupy more of the administrative roles within the Firm. The graphs above show that there is a higher proportion of women working within the lower, mid-lower and mid-upper quartiles vs upper quartile where the proportion is significantly lower. However, we have seen an increase of 8.96% of females in the upper quartile which demonstrates that more females are holding more senior positions.

The gender pay gap appears to be much smaller across our associates and partners, and shows that pay is actually in favour of women within our equity partners (mean and median gaps) and senior associates (mean gap).

Between the snapshot date of 6 April 2023 and 5 April 2024, our overall recruitment was 78.30% females and 21.70% males. Whilst the percentage of female recruitment overall was higher than that of male recruitment, over half of the roles were recruited within our junior to mid business services roles (73.1% female vs 26.9% males), paralegals (78.26% female vs 21.74% males) and secretarial services (100% female). There was a higher percentage of female lawyers recruited during this period (75% female vs 25% males), and we are delighted that there does appear to be a smaller pay gap amongst some of this group and in some instances no gap at all.

As we know, the gender pay calculation does not consider flexible working arrangements and we believe this does have an impact on our gender pay gap. At KN, we aim to offer flexibility to all members of the Firm whether this be through formal flexible working arrangements or through our approach to agile working. Of the 16.8% of the Firm who have a flexible working arrangement in place, 95.5% of those are women and 3.1% of the Firm who work part time are men. It is great that we are able to support so many individuals in the workplace by offering flexible working arrangements.

It is also important to note that 3.1% of women were not included in the reporting as they were in an unpaid or statutory period of parental leave.

Commitment to fairness

At Kingsley Napley, our commitment to fair and transparent compensation practices is exemplified through our carefully structured annual salary review process. We take a thorough approach, considering extensive market research including participating in industry wide survey submissions; profitability and affordability of the Firm; financial performance and contribution and individual contribution and circumstances. New hires in their probationary period usually don't receive increases, and employees in their notice period are excluded. Each role across the Firm is benchmarked individually based on their market overall experience, responsibilities and performance, allowing for tailored compensation aligned with their achievements.

To remain competitive, we rely on market data and industry standards, ensuring our compensation matches that of similar organisations, both for newly qualified solicitors and other staff. Non-qualified and business services staff are also a focal point, with factors such as market rates, performance, and experience considered in determining their compensation. Fixed profit share levels for fixed share equity partners undergo careful scrutiny, with a focus on market dynamics, management roles, work generation and exceptional performance. We have an established transparent structure for salary bands to guide compensation within our practice areas. We also recognise and reward exceptional performance beyond mere years of experience. In reviewing levels of final salary, we strive to achieve fairness and consistency.

These processes underline our unwavering dedication to equitable compensation practices, ensuring that our employees are remunerated in a manner that reflects their experience, performance, and industry benchmarks, thus playing a pivotal role in our commitment to address pay gaps and promote workplace equity. It is also important for us to recognise and promote total reward which includes our extensive benefit offerings and we are continuously looking for ways in which we can enhance our offering.

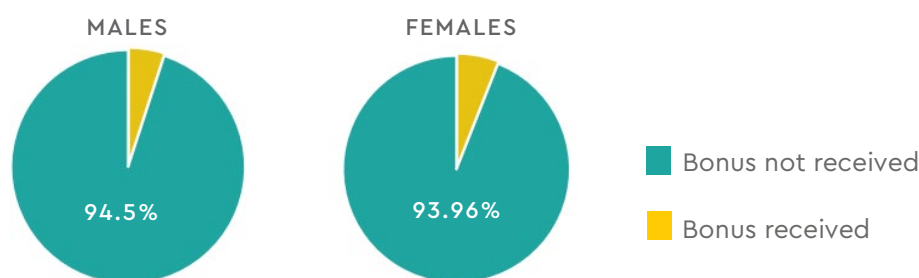
Bonus data

Employee Data

The difference between gross bonus payments made to male and female employees at the snapshot date:

MEAN	MEDIAN
71.50%	79.50%

Proportion of males and female employees who received a bonus payment at the snapshot date:



For the period of time that the bonus payments are calculated, only pre-agreed bonuses or commission arrangements were made to 6% of our employees. No discretionary bonuses were made to employees during the snapshot period. We therefore believe that this year cannot be a true representation of where our gender pay bonus gap currently is.

After listening to feedback from Firm members through our annual engagement survey and other channels and completing a comprehensive market review, the Firm reviewed its approach to awarding bonuses and created a scheme that is more transparent and linked to performance. We believe that this is another key step in achieving our Firm goals and ensuring fairness across the board and are confident that both men and women have an equal opportunity to participate in the bonus scheme moving forwards.

Partner Data

The charts below outline the bonus gap for our partners at each level, at the snapshot date:

All Partners

MEAN	MEDIAN
-2.76%	0%

Full Equity Partners

MEAN	MEDIAN
-2.10%	0%

Fixed Share Equity Partners

MEAN	MEDIAN
0%	0%

Our Commitment to DE&I

This year we have made a number of significant steps in progressing in our DE&I journey, we have:

- Rolled out Conscious Inclusion training to 315 out of 527 staff members to date, with an aim to provide a baseline of foundational DE&I understanding for all
- Engaged Extense, a legal sector specialist inclusion consultancy, to work with our senior leadership across our partnership and business services leadership on antiracism
- Reviewed our recruitment process and job descriptions to identify and remove potential barriers to build and grow our talent pipeline
- Launched a new reasonable adjustments process and guidance to support our disabled colleagues with plans to deliver bespoke training to managers to support them with these conversations
- Provided our People & Culture team with training on neurodiversity and how to support candidates and colleagues with neurodivergent conditions
- Our Social Mobility Network has been working closely with the Social Mobility Foundation on our mentoring offering and enhancing our work experience programme to engage a broader target audience of young people from disadvantaged backgrounds

We will continue to:

- Plug our diversity data gaps so we can better use data to inform our decisions
- Align DE&I with our organisational values and business outcomes
- Support our DE&I Networks, working on ways to develop and recognise valuable contributions
- Focus our work strategically in priority areas identified following our DE&I review

Commitment to our Culture and Values

			
Wellbeing in the workplace	Supporting working parents and carers	Investing in our people	International Women's Day 2025
<p>The Firm takes a holistic approach to wellbeing, and we continue to evolve our benefits offering to ensure that they support Firm members in both their careers and personal lives. We believe that we offer a competitive benefit selection which contributes to making Kingsley Napley a great place to work and enhances employee wellbeing. In addition to our flexible benefits offering, we also offer industry- leading mental health support and resources. We have more recently introduced an Enhanced Time off for Dependants policy and added fertility tests as a benefit to support our Firm members in the best way possible.</p>	<p>The People and Culture team work closely with our KN Families responsible business network to develop and introduce new initiatives. We understand that balancing work and caring responsibilities can be challenging and our aim is to support and protect the wellbeing of our working parents and carers.</p> <p>We provide coaching and guidance to all Firm members, in the run up to, and throughout periods of parental leave, as well as on their return to work. In addition to this, we</p>	<p>Kingsley Napley is committed to enabling all our people fulfil their potential, encouraging a wide range of participants in our development programmes to help them excel in their work and accelerate their progression through the Firm. Regardless of their background or role, everyone has access to the same high-quality development offering, ranging from one off courses to reinforce key skills, through to intensive programmes helping newly promoted partners excel. We are particularly proud of the Established Talent programmes, which help those at</p>	<p>For International Women's Day 2025, we hosted a panel event focused on the theme of "Breaking Barriers" with Marcia Longdon (Partner at Kingsley Napley) and two client contacts, Dionne Spence (Chief Enforcement Officer and Deputy Registrar (GPC), Laura Young (Senior Direct, Global Talent Mobility + Immigration (Salesforce). The event was kicked off with a powerful performance from the KN Choir who performed a heartfelt rendition of Helen Reddy's "I am Woman". Our panellists then shared their personal journeys of resilience, overcoming challenges while empowering our audience to do the same.</p>

<p>Kingsley Napley have signed up to the Menopause Workplace Pledge to make sure all our people who are going through the menopause are supported. We have a menopause support hub, menopause coaching, counselling and have produced guidance so that our line managers can support their teams. More recently, we added a menopause plan benefit to our flexible benefits offering which offers personalised support.</p>	<p>are currently reviewing our paternal leave process as a whole and ensuring that Firm members returning from leave feel supported and equipped to return to the workplace. In order to educate and guide our leaders and managers, they also have access to these support resources.</p>	<p>the mid-point in their careers recognise how their role has changed, excel where they are now, and prepare to take the next step should they wish to.</p>	<p>Marcia Longdon shared her experiences of racism growing up and the resilience and determination it gave her, becoming Kingsley Napley's first Black partner, defying stereotypes of what a lawyer should look and sound like.</p> <p>Throughout March a number of our female colleagues have written blogs about their experiences of breaking barriers within the legal profession, as well as installing a pinboard for people to share their iconic female figures where Linda Woolley, our outgoing Managing Partner of 18 years, featured a number of times showcasing the impact she has had on people throughout her tenure at Kingsley Napley.</p>
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Looking forward

We are committed to creating and maintaining a diverse workforce at KN, across all areas and all levels of the Firm. We are proud of the work that we have done to close our gender pay gap but appreciate that more work can always be done, so we will not stop here! The Firm's people strategy focuses on ensuring that our working environment allows us to realise potential around the Firm, and to provide a workplace that enables individuals to work in an agile way. We continue to develop our inclusive leadership strategy and focus our efforts on addressing any unconscious bias throughout our recruitment and career development processes. We have recently introduced Conscious Inclusion training which has been rolled out to all Firm members, training focused on the Workplace Culture guidance issued by the SRA as well as making a commitment to deliver racism awareness training which have all been positively received by our Firm members.

We believe that our internal processes and procedures relating to pay and progression are fair and robust, but we will continue to challenge ourselves and the decisions made moving forwards, in light of the findings in this report.



Matt Meyer

MANAGING PARTNER



Jemimah Cook

CHIEF PEOPLE & CULTURE OFFICER

We confirm that the data reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap) Regulations 2017.

KINGSLEY NAPLEY

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Kingsley Napley is an internationally recognised law firm based in central London. Our wide range of expertise means that we can provide support for our clients in all areas of their business and private life. Many of our lawyers are leaders in their field and our practice areas are highly ranked by the legal directories. We are known for combining creative solutions with pragmatism and a friendly, sensitive approach. The relationship between lawyer and client is key. We work hard to match clients with lawyers who have the right mix of skills, experience and approach in order to achieve the best possible outcome.

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