



UK Gender Pay Gap Report

2021

KIRKLAND & ELLIS INTERNATIONAL LLP

Our Commitment to Diversity

Throughout 2021, the effects of the COVID-19 pandemic remained far reaching, closing offices and schools, in addition to self-isolation requirements and blurring the lines between work and home. Traditional face-to-face mentoring, networking and trainings continued to be remote. Many of us needed to find the difficult balance between work, child care, elder care, and home schooling. It has been widely documented that these challenges during the pandemic disproportionately impacted women. As we return to a hybrid workplace, it is important that we continue our strong focus on diversity and inclusion, further improve the gender balance and ensure the wellbeing of our teams and all who work with us.

We are committed to ensuring a diverse and inclusive environment in the London office and throughout the Firm.

Creating and maintaining gender balance in the office continues to be a priority. We seek to further improve the gender balance by refining and implementing initiatives designed to promote gender diversity. Several of these initiatives are described further at the end of this report.

We actively monitor and evaluate our recruitment and development efforts to ensure fair treatment for all of our current and prospective team members.

We are confident that our pay practices are fair regardless of gender. For example, all associate salaries in the London office are based on a policy that lawyers at the same class level are paid equally. Further, all associates are eligible for a bonus based upon the same criteria consistently applied.

In the spirit of transparency and continuous evaluation and improvement, we are voluntarily providing UK Gender Pay Gap information in respect of partner compensation, along with the mandated reporting for employees.

We confirm that the data reported is accurate.



Rajinder Bassi, Partner and Co-chair,
Gender Subcommittee of
Firmwide Diversity & Inclusion Committee



David Higgins, Partner and Member,
Global Management Executive Committee

Kirkland is dedicated to fostering diversity and inclusion, both in the legal profession and in our community.

Read more about our [women's leadership initiatives](#), [racial/ethnic diversity initiatives](#) and [client & community partnerships](#).



Best Law Firms for Women,
2011–2021



Corporate Equality Index 2022,
Perfect 100% score
fourteen years in a row



The American Lawyer
A-List Law Firm
2013–2021

Lawyer Pay Gap Information

Laid out below is the voluntary disclosure of our London partner and associate gender pay gap information.

We have both share and non-share partners at the Firm and as the approach to compensation is different between these populations, we have laid out these groups separately.

As noted in the introduction, salaries for associates are the same within a class year. The associate gender pay gap is created by the different number of men and women in each class year rather than divergent approaches in compensation.

KEY DEFINITIONS

- **The Act:** The Equality Act of 2010 (Gender Pay Gap Information) Regulations 2017 requires the Firm to report gender pay and bonus gaps in the London office across all employees on a blended basis.
- **Mean Gender Pay Gap:** The difference between the average rate of pay for men in the Firm and that for women in the Firm expressed as a percentage of the average rate of pay for men in the Firm.
- **Median Gender Pay Gap:** The difference between the median rate of pay for men in the Firm and that for women in the Firm expressed as a percentage of the median rate of pay for men in the Firm.

Lawyer Pay Gap (Voluntarily disclosed)

COMPENSATION*	SHARE PARTNERS	NON-SHARE PARTNERS	ASSOCIATES
Mean	46.0%	13.8%	2.0%
Median	60.0%	6.1%	0.9%

**Includes partner compensation and associate salaries (as of April 2021) and bonus amounts.*

Understanding Our 2021 Gender Pay Gap

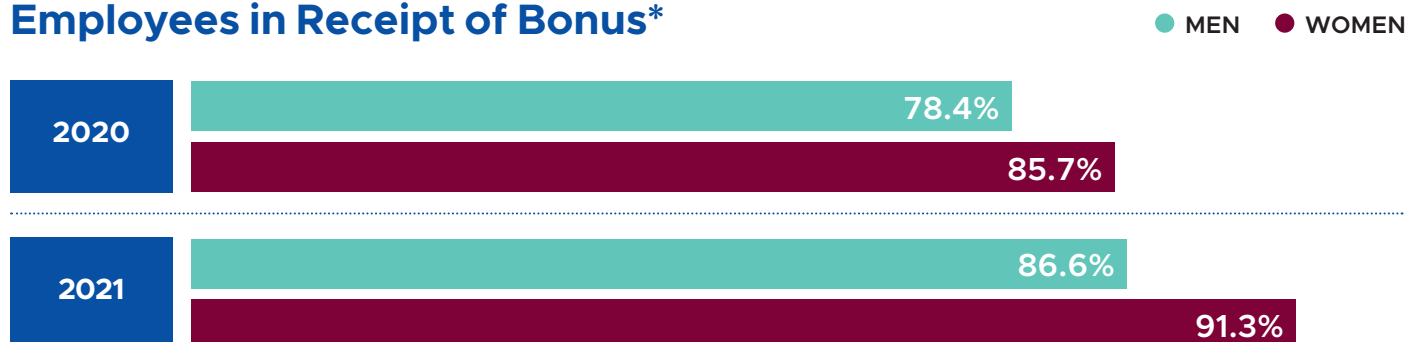
The reporting of gender gap percentages on a blended basis is impacted significantly by the positions filled primarily by one gender. Different gender concentrations in different roles, when taken together, result in gender pay gaps. For example, in the London office, all of our secretaries are women — as such, the median pay and bonus gap percentages result from comparing the pay and bonus of a secretary to that of a lawyer.

Employee Only Gender Pay Gap (as required by the Equality Act 2010)

HOURLY PAY	2020	2021
Mean	33.4%	29.8%
Median	67.5%	62.7%

BONUS	2020	2021
Mean	57.8%	46.6%
Median	79.9%	74.7%

Employees in Receipt of Bonus*



*These numbers include new hires who were ineligible for a bonus.

Employee Pay Quartiles

	UPPER QUARTILE	UPPER MIDDLE QUARTILE	LOWER MIDDLE QUARTILE	LOWER QUARTILE
Women	39.4%	42.1%	71.6%	71.6%
Men	60.6%	57.9%	28.4%	28.4%

Our Ongoing Initiatives

We continually work to maintain a culture that supports the promotion, development and success of women at the Firm. We have taken a number of steps towards that goal as set out below and are constantly evaluating additional measures.

INITIATIVES

- Implementing a hybrid work model to balance personal flexibility while preserving and reinforcing the critical in-office experiences that facilitate relationship building, learning and enhanced collaboration.
- Evaluating the issues and concerns facing female attorneys through the Firmwide leadership of Kirkland's Diversity and Inclusion Committee and its Gender Subcommittee.
- Administering structured compensation processes designed to ensure fairness in compensation for the same role.
- Assessing our candidate pools and sources to improve our gender balance in recruitment activities.
- Collaborating with clients on gender and diversity initiatives, including the Women's Leadership Forum.
- Sponsoring year-round programs globally through the WLI, including networking events, mentoring lunches and training sessions.
- Encouraging continued development of our female attorneys through mentoring and sponsorship opportunities.
- Supporting all of our working parents through family-friendly policies, including parental leave, back-up childcare and flexible schedules.
- Engaging senior leadership and male attorneys as allies and supporters in the gender equality conversation.
- Implementing a coaching programme specifically oriented to partners going on or returning from maternity leave.
- Expanding the Kirkland Concierge programme designed to help lawyers manage their personal lives by providing on-site resources to help with a variety of personal tasks including errand running.
- Sponsoring lawyers becoming new parents in an external four-week online e-course and online community built to help smooth the return-to-work experience.
- Continuing Kirkland's Inclusive Leadership Series, a series of interactive programmes geared toward building diverse teams, fostering inclusion, communicating across differences and mitigating unconscious bias across attorney levels.

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