

Mind Reader by Ann Needham

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# GENDER PAY GAP EMPLOYER STATEMENT

WORKPLACE GENDER EQUALITY AGENCY

FEBRUARY 2026

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KING&WOOD  
MALLESONS  
金杜律师事务所

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## KWM'S COMMITMENT TO GENDER PAY EQUITY

KWM continues to actively work to address gender inequity within and outside our firm. We recognise that while this is a fundamental human right and regulated employer obligation, it offers additional benefits including high business performance, client satisfaction and stronger communities.

We remain focused on action with pay equity analysis being core business, we have no unexplainable like-for-like gender pay gaps for all roles and we are working to mitigate identified gaps within our control.

We have a range of measures embedded in our annual remuneration reviews, as well as ongoing hiring and promotions processes to eliminate potential gender pay variances. This forms part of our broader gender equality strategy to deliver sustainable structural and system reform.

# KWM'S PERFORMANCE 2024-2025

## SUMMARY OF KEY CHANGES AND PERFORMANCE

KWM has recorded an increase in its gender pay gap for the period 1 April 2024 – 31 March 2025 compared to the previous year. Key changes are:

- Our average total remuneration gender pay gap is 12.9%, an increase of 3.4%
- Our median total remuneration gender pay gap is 14.2%, a decrease of 0.4%
- Our average base salary gender pay gap is 12.5%, an increase of 2.2%
- Our median base salary gender pay gap is 12.5%, a decrease of 0.9%
- The pay gap across Legal career levels (like-for-like roles) is the same as 2023-2024 and remains low, between 0 – 3%, some in favour of women and some in favour of men. This is not considered to constitute a pay gap by WGEA.
- Across Shared Services career levels (like-for-like roles), there is a 0 – 8.7% difference in the remuneration of men and women, mostly in favour of women (up 0.7% from 2023-2024)
- The gap is primarily due to clerical and administrative roles being filled by women. Excluding these roles, our gender pay gap is 4.7% in favour of men.

Over the last 2 years we have seen an upward increase in our gender pay gap caused by the employment of men (mostly retired Partners whose status has changed from partner to employed senior consultants) in specialist roles which attract high remuneration reflecting their legal expertise, seniority and market position. While these retirements have contributed to an increased pay gap, they have had positive impact on gender equity by enabling opportunities to increase women in partnership. This is not considered an acceptable, long term trade off, and we are reviewing employment arrangements of our Consultants, Senior Consultants and KWM Connexion Consultants with a view to system reform to reduce inequity.

## CONTINUED ACTION TO SUPPORT PAY EQUITY

Over the past year KWM has continued to address gender pay inequity within and outside our firm. Since our last report we have:

- Reviewed employment arrangements of our Consultants, Senior Consultants and KWM Connexion Consultants
- Engaged with recruitment agencies to reinforce our desire to seek men for clerical and administrative roles and women for higher paying roles across the firm
- Continued to refresh our leadership, promotion and retention programs and processes to ensure women are enabled to progress into more highly remunerated roles
- Launched a new Diversity & Inclusion Policy that enables us to create a safer and more inclusive workplace by bringing an intersectional lens across our gender equality commitments
- Reviewed our People Network (employee resource groups) governance and resources to optimise support and enable them to contribute to a safe and inclusive workplace for all genders
- Introduced the 'Life Talks' series in response to our Who Are We? and Engagement surveys where our people requested guidance and support in relation to specific life stages and experiences. Topics included, 'Navigating the "tween" transition: lessons for anyone who knows a pre-teen' with Dr Billy Garvey, 'Understanding neurodiversity: beyond the stereotypes' with Rhianna Perkin and Alex Lazarus-Priestley, and 'Menopause: a conversation for everyone' with Dr Melissa Cameron
- Introduced a leadership readiness retreat for potential partner candidates. We recognise the disadvantages that women often face in progressing their careers, particularly when they have caregiving responsibilities. We used this lens to consider leadership pathways and women's progression at the firm. We identified improvements to our partnership readiness approach, which included the introduction of the readiness retreat for identified talent who are 18 – 36 months outside of partnership. While this is gender inclusive, we specifically consider women's participation to ensure equity..

We remain focused on action and pay equity analysis as core business, with a goal of no unexplainable like-for-like gender pay gaps for all roles and mitigating identified gaps within our control. This includes multiple measures embedded in our annual remuneration reviews, as well as ongoing hiring and promotions processes to eliminate potential gender pay variances. This forms part of our broader gender equality strategy to deliver sustainable structural and system reform.



# CONTEXT TO OUR DATA

## OUR FIRM

KWM is the top tier international law firm from Asia. We offer market leading services across:

 <b>Banking &amp; Finance</b>	 <b>Capital Markets</b>	 <b>Competition and Antitrust</b>	 <b>Construction</b>
 <b>Corporate and Commercial</b>	 <b>Digital Economy</b>	 <b>Dispute Resolution and Litigation</b>	 <b>Energy, Resources and Infrastructure</b>
 <b>Environmental, Social and Governance</b>	 <b>Insurance</b>	 <b>Intellectual Property</b>	 <b>International Trade</b>
 <b>Investigations and White Collar Crime</b>	 <b>Labour and Employment</b>	 <b>Mergers and Acquisitions</b>	 <b>Native Title</b>
 <b>Planning and Environment</b>	 <b>Private Capital</b>	 <b>Real Estate</b>	 <b>Restructuring and Insolvency</b>
 <b>Tax</b>			

## IN AUSTRALIA, WE HAVE:



**5**  
PHYSICAL  
OFFICES



**197**  
PARTNERS



**891**  
LAWYERS  
(EXCLUDING PARTNERS)



**712**  
SHARED SERVICES  
AND SUPPORT TEAM  
MEMBERS

## UNDERSTANDING OUR DATA

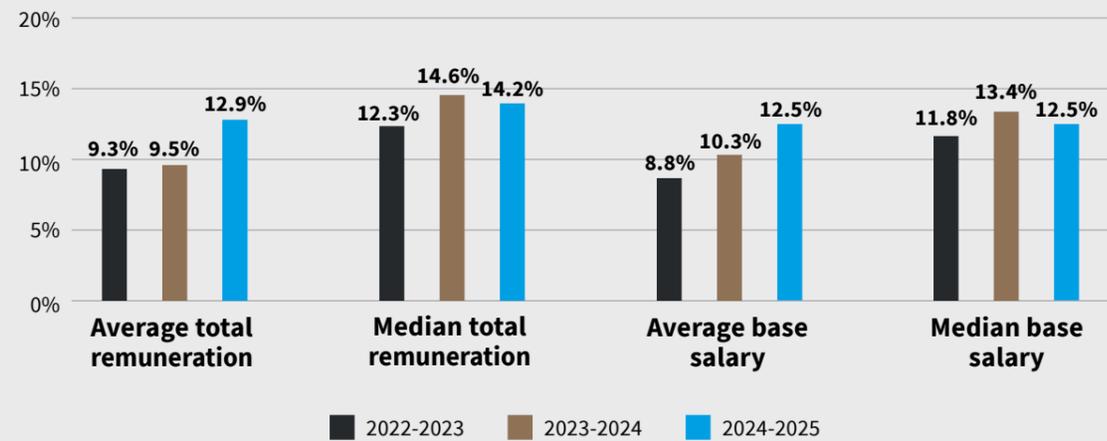
In this report, we focus on three workforce categories based on people's roles:

- **Legal** – this includes everyone who has a legal role such as Partners, Senior Associates, Solicitors, and Graduate Lawyers (please note Partners are not included in our gender pay gap reporting)
- **Shared Services** – there is a variety of teams in this category including People and Development, Finance, Business and Development, Technology, Applied Legal Technology, and more
- **Support** – this category is primarily made up of our Practice Assistants and Word Processing Operators who work closely with the legal teams.

## WGEA ORGANISATION-WIDE PAY GAP

Each year, KWM submits data to WGEA as part of our annual compliance reporting to calculate our gender pay gap based on our workplace profile. For the period 2024-2025, WGEA has determined:

- Our average total remuneration gender pay gap is **12.9%**
- Our median total remuneration gender pay gap is **14.2%**
- Our average base salary gender pay gap is **12.5%**
- Our median base salary gender pay gap is **12.5%**



**We are committed to addressing pay gaps where we can, especially in light of the increase from last year's reporting (see section 3 for drivers of our gap including the increase).**

## FURTHER ANALYSIS BY KWM

In addition to the WGEA analysis, twice a year we conduct our own gender pay gap analyses to review pay data in a way that meaningfully aligns with our specific organisational structure. This includes:

### LIKE-FOR-LIKE ANALYSIS



Compares pay for women and men doing the same role, or comparable work.

### ORGANISATION-WIDE ANALYSIS



The difference between the average remuneration of women and the average remuneration of men across the whole organisation (legal, shared services and support).

Historically, KWM has looked at average base salary and average total remuneration gender pay gaps as part of our regular organisation-wide analyses.

### LIKE-FOR-LIKE ANALYSIS

Across our different **legal career levels**, remuneration differences are low. They vary between 0% and 3%, some favour women and some favour men.

Across **Shared Services career levels**, the gender pay gap is in favour of women in all career levels except at the most senior roles where there are a small number of unique and specialist roles.

Shared Services comparisons of roles are more complex. This is because different functions/roles attract different pay premiums in the market at the same career level. For example, men's predominance in higher paying functional areas, such as Information Technology, impacts Shared Services analysis. We are conscious of this societal trend and monitor this area in our work.

## ORGANISATION-WIDE ANALYSIS

The final step is to compare the women's average base salary with the men's average base salary and express the difference as percentage

Then we do the same for men's base salaries

## FINDING THE ORGANISATION - WIDE PAY GAP...

We look at every base salary of every woman and calculate the average women's base salary

The organisation-wide analysis means counting and comparing all legal, shared services, and support roles (excluding Partners). This analysis looks at the difference between the average men's and women's base salaries.

Our organisation-wide pay gap for 2024-25 is 12.5% in favour of men (base salary).

	KWM 2024	KWM 2025
Organisation-wide	10.3%	12.5%



# DRIVERS OF OUR GAP

## WHY WE HAVE AN ORGANISATIONAL - WIDE GENDER PAY GAP

The significant driver of KWM's pay gap still comes from a segment of our workforce being employed in traditional feminised clerical and administrative roles. These attract lower market value pay than other roles in the firm. This is an issue across the legal industry and is not unique to KWM.

Our clerical and administrative employee group comprises 100% women. These roles are paid less than the average KWM role, but commensurate with required skills qualifications and pay levels in the external market when recruiting.

***If we exclude clerical and administration roles, our organisation-wide pay gap is 4.7% in favour of men.***

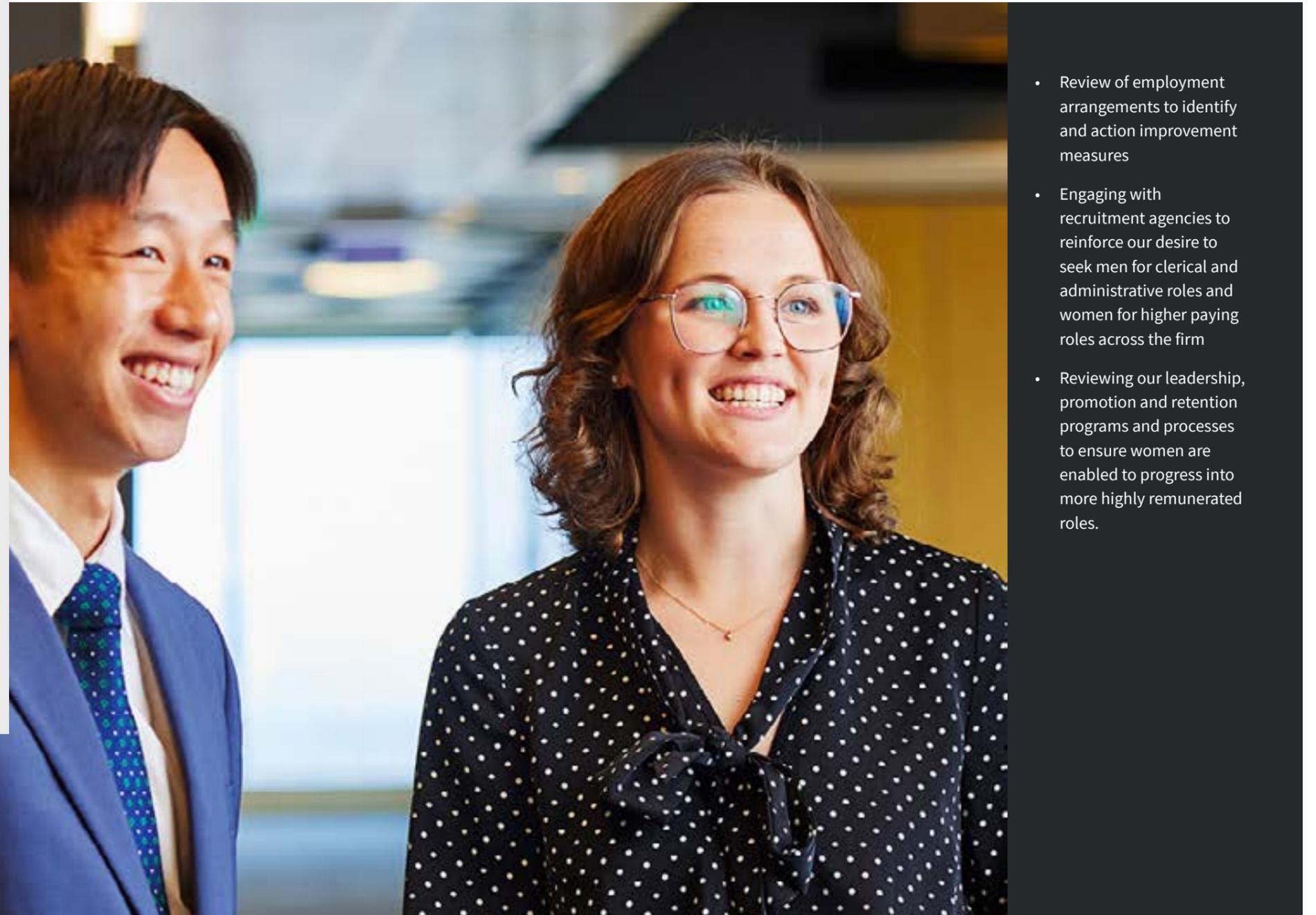
Our ability to close our organisation-wide pay gap remains heavily contingent on recruiting far greater numbers of men into clerical and administrative roles. This is a significant challenge when operating within a recruitment market influenced heavily by societal factors and occupational segregation where women make up the majority of available candidates.

Over the last 2 years we have seen an increase in our gender pay gap caused by the employment of men (mostly retired Partners whose status has changed from partner to employed senior consultants) in specialist roles which attract high remuneration reflecting their legal expertise, seniority and market position. While men Partners retiring creates more opportunities for women to enter partnership, we have reviewed how this change in role effects our gender pay gap with a view to address the issue.

## ACTIONS TO ADDRESS THE GAP

KWM has actively worked to remediate the gender pay gap through annual remuneration reviews, the introduction of our People Value Proposition, review of employee benefits, and significant leadership and advocacy (See [KWM Gender Pay Gap Employer Statement 2024](#)). The following actions are specifically being taken to address this year's gap:

- Review of employment arrangements to identify and action improvement measures
- Engaging with recruitment agencies to reinforce our desire to seek men for clerical and administrative roles and women for higher paying roles across the firm
- Reviewing our leadership, promotion and retention programs and processes to ensure women are enabled to progress into more highly remunerated roles.





# ABOUT KING & WOOD MALLESONS

A firm born in Asia, underpinned by world class capability. With over 3,700 lawyers in 26 global locations, we draw from our Eastern and Western perspectives to deliver incisive counsel.

We help our clients manage their risk and enable their growth. Our full-service offering combines un-matched top tier local capability complemented with an international platform. We work with our clients to cut through the cultural, regulatory and technical barriers and get deals done in new markets.



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