

UK Pay Gap Report 2025

Making meaningful progress on our diversity and inclusion ambitions

As a future facing firm, diversity and inclusion are not just ambitions, they are essential to who we are. We continue to place diversity and inclusion at the centre of our culture and at the heart of our business.

In our UK Pay Gap report, in addition to mandatory reporting on gender, we are again voluntarily sharing data on our ethnicity pay gap and social mobility pay gap for 2024/25.

This year's report demonstrates continued progress, with pay gaps narrowing across several key populations, including our employee & partner, partner, and business support groups. We are encouraged by the direction of travel, while recognising that pay gap reporting does not reflect workforce composition or job roles. As a result, year-on-year demographic changes, such as joiners, leavers and progression, can drive both narrowing and widening in different areas. Our commitment to being a diverse and inclusive firm is therefore a long-term strategy, and we remain confident that our sustained action will contribute to further progress over time.

We are proud of the representation of women in senior leadership: our board is 40% female and our UK partnership is 38% female. This reflects the strength of our talent pipeline and our continued focus on supporting the advancement of women at all levels of the firm. We also recognise the importance of creating a workplace where everyone, regardless of gender, race or socioeconomic background, can succeed.

With this in mind, we are developing a refreshed Diversity, Equity, Inclusion and Belonging (DEIB) Strategy, built around three pillars: Attraction and Recruitment, Development and Progression, and a Culture of Inclusion – with stronger governance, clearer accountability and a sharper focus on impact measurement. We have also set updated diversity ambitions through to 2028, including targets for female and ethnic minority representation at partner level, reflecting our belief that a diverse partnership is essential to our continued success.

As a large, international law firm, our people are at the heart of what we do. We continue to invest in initiatives such as hybrid and flexible working, mentoring, Time Out and coaching, alongside supportive policies spanning caring responsibilities, menopause, pregnancy and baby loss reflecting our commitment to fostering a culture where our people feel supported, valued and empowered to succeed.

We hope you enjoy reading our UK Pay Gap report for 2025, and please get in touch if you have any questions.



Charles Currier
The Senior Partner



Sophie Breuil
Head of DEIB
(Diversity, Equity,
Inclusion & Belonging)

Equal Pay vs Pay Gap reporting

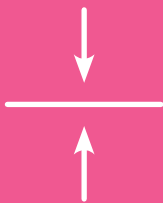
Equal Pay vs Pay Gap reporting Equal Pay is your entitlement to the same wage as someone doing work of equal value to you, the same or broadly similar work as you or work rated as “of equivalent value” by a job evaluation study, regardless of protected characteristics (e.g. gender, race, etc.).

Pay Gap is a broad measure showing the difference between average hourly rates of pay by a protected characteristic, regardless of location, role, seniority, etc. This metric is more an indicator of the demographic profile of an organisation (i.e. more men holding senior positions).

The Pay Gap reporting does not take account of geography, demographics, levels of experience or organisational structures. Any reported gap is a reflection of the composition of the workforce in terms of type of work as well as geography

Pay Gap data figures provided are as of 4 April 2025. Bonus data relates to the period from 5 April 2024 to 4 April 2025.

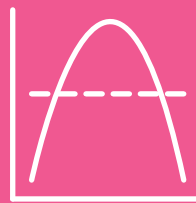
Median vs Mean



Median

The Median is the midpoint of a range of numbers from lowest to highest. It does not matter what the values above or below are. An increase in the Median means that there are now more larger numbers above the previous midpoint than smaller numbers - regardless of their values including outliers.

When we're looking at smaller populations such as our Ethnic Minority population in our Ethnicity pay gaps or Working and Intermediate populations in our Socio-Economic pay gaps, a small change to this demographic, for example an additional 30 employees now included in the population, can quite significantly shift the median.



Mean

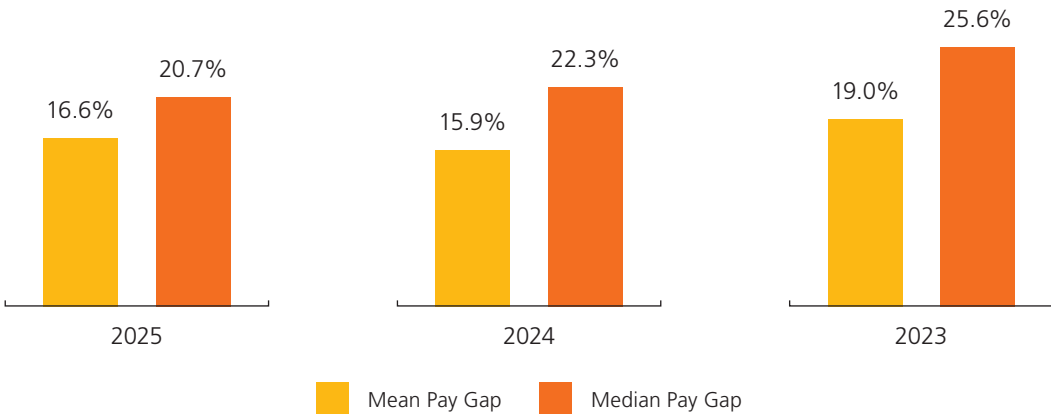
The Mean (usually known as “Average”) is the sum of all values divided by the number of values. Any change in the sum or number of values in a range can impact the Mean. An increase in the Mean means that either there has been an increase in higher numbers, or a decrease in lower numbers - the values matter, and the Mean can be influenced by outliers.

Gender

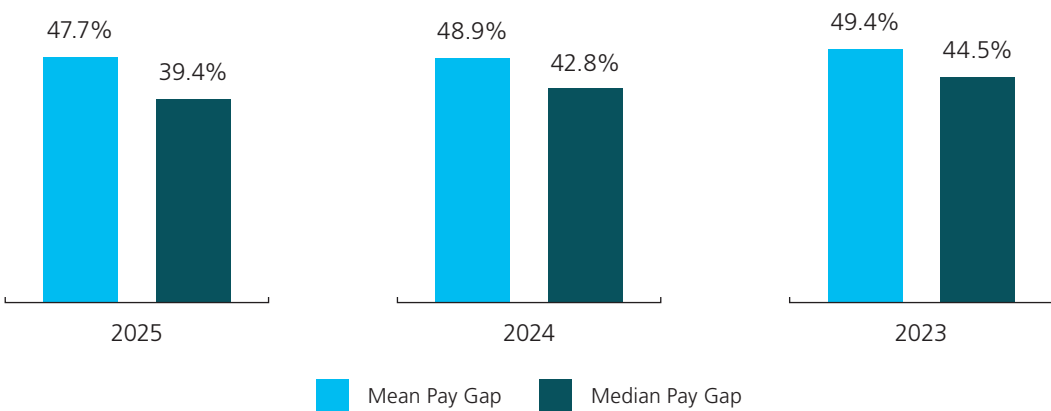
With 40% women on our UK board and 38% women in our UK partnership, our commitment to supporting the advancement of women at all levels across the firm continues to take effect. We are pleased to see a narrowing pay gap across many important metrics, including our “employee & partner”, “partner”, and “business support” pay gaps. While progress continues to be made, we recognise that there is still a significant journey ahead. We are confident that our sustained efforts will contribute to further narrowing the pay gap and creating a more equitable workplace.

In alignment with the current requirements for gender pay gap reporting, our current methodology is binary and therefore only includes individuals who identify as male or female.

Gender Pay Gap for all employees (excluding partners)



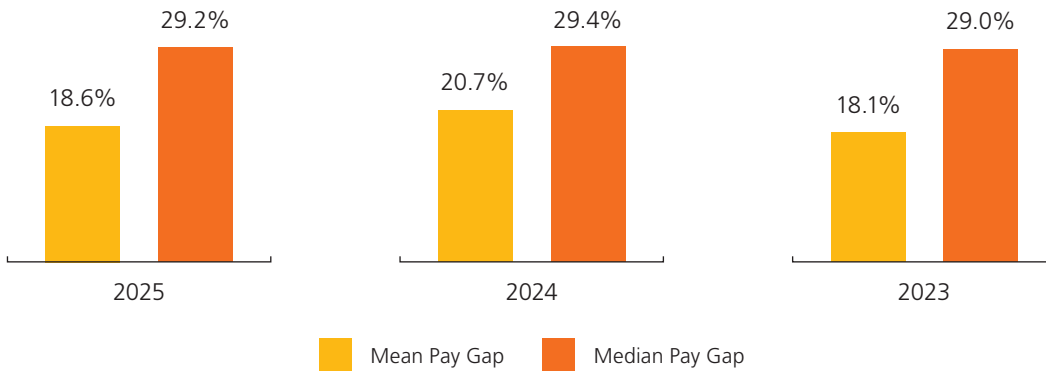
Gender Pay Gap for all employees (including partners)



Gender Pay Gap by group

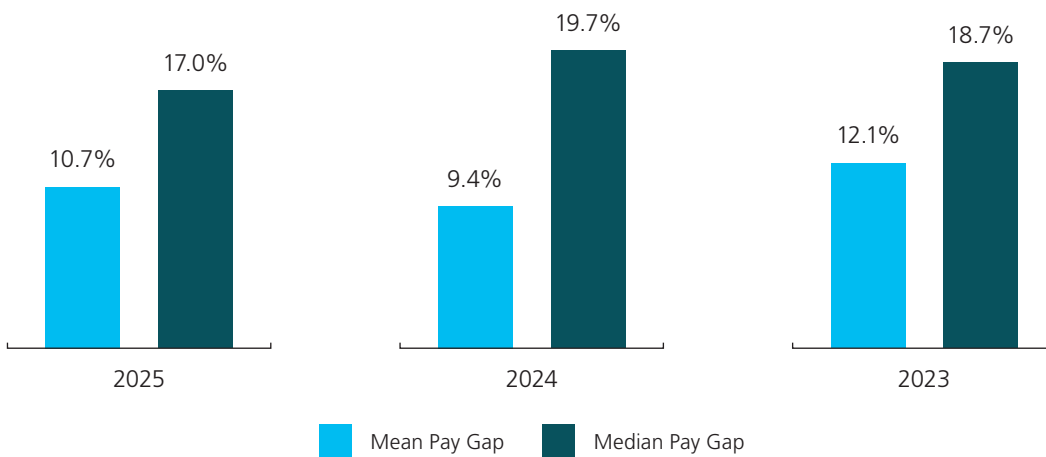
Partners

In 2025, we saw a decrease in our gender pay gap for partners. While overall female representation in the partnership remains unchanged, the mean pay gap reduced due to a number of senior male partners exiting the firm which reduced the average pay for male partners. With a pipeline of talented women rising through the ranks, we remain confident that we will continue to see this pay gap decrease year-on-year.



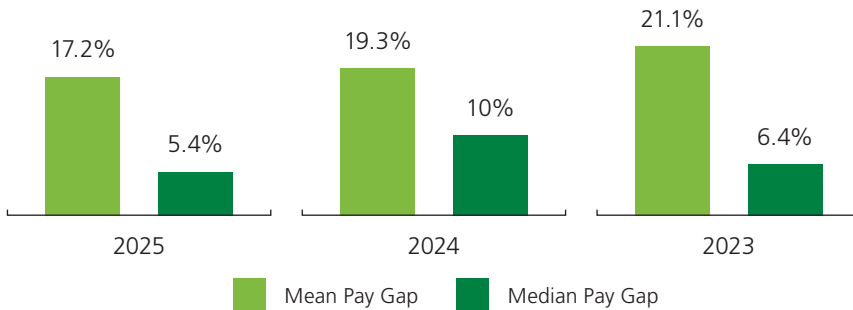
Fee Earners

Our mean fee earner pay gap has been impacted by a change in our senior associate population, where we saw a decrease in the number of female senior associates compared with 2024. Meanwhile the median fee earner pay gap has gone down due to an increase in our male trainee population.



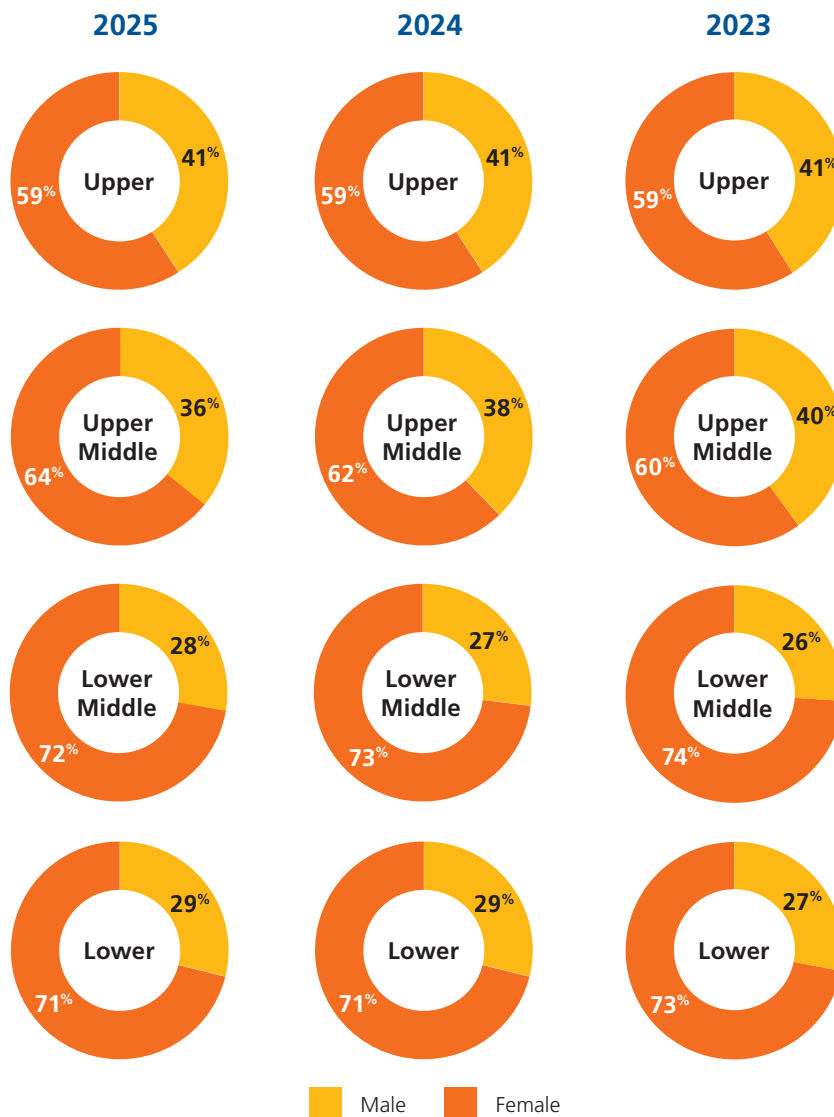
Business Support

Across our business support group, we have seen a decrease in both the mean and median gender pay gap. This change is down to two main factors; the pay gap between males and females in senior roles has narrowed, and there has been an increase in the number of females in senior roles.



Gender Pay Quarters – all employees

The quartile distributions divide our employees into four equal groups ranked from highest to lowest levels of pay. Our data shows minimal change across the four quarters over the past three years. In 2025, there was an increase in the number of males in the Lower Middle quartile and an increase in females in the Upper Middle quartile.



40%
women on
our Board



38%
women across the
UK partnership



57%
of trainee solicitors
are women

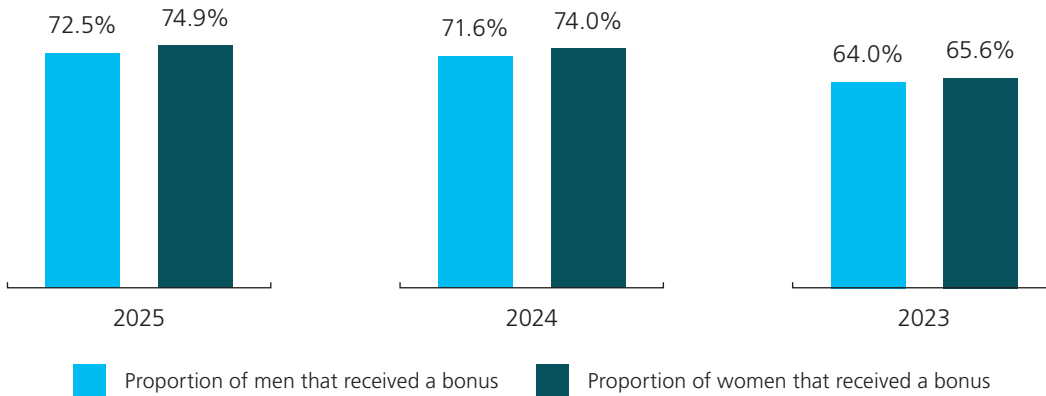
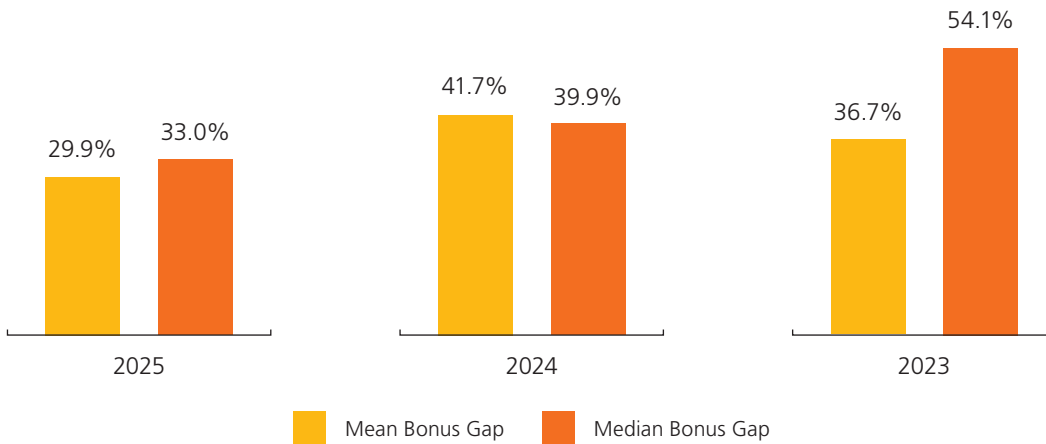


80%
selected for a
CMS Law Scholarship
were women

Gender Bonus Gap – all employees

In 2025, the firm shared a full profit share bonus which reduced the mean and median bonus gaps. A significant proportion of employees receiving a bonus are women, which also had a positive impact on our bonus gap.

In 2024, the firm paid a reduced profit share bonus which resulted in the average bonus values reducing for both males and females. As a result, there was an uptick in our mean gender bonus gap that year.



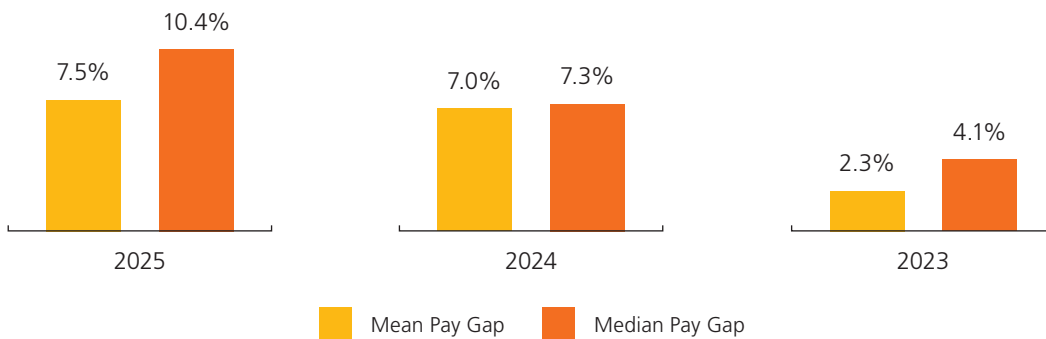
Ethnicity

In line with our commitment to increase ethnic minority representation at all levels in the firm, we are voluntarily reporting our ethnicity pay gap data. These figures are based on 80.6% of people in the UK who have disclosed their ethnicity. Of those, 13.6% identified as an ethnic minority. These numbers have reduced since last year, and small changes to what is already a small population are likely to cause significant changes in pay gaps. Whilst the samples are too small for publication, internally we have taken an intersectional approach and have looked at Pay Gap by various ethnicities overlaid with gender.

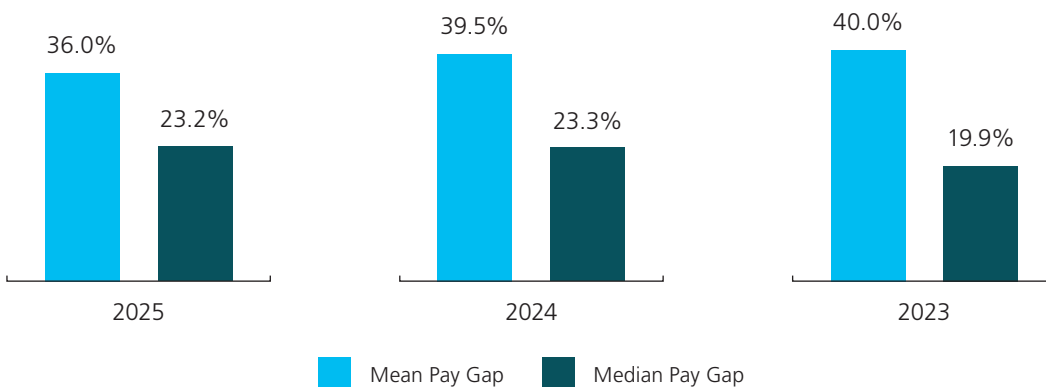
Our current figures reveal an increase in both the mean and median ethnicity pay gaps for all employees as a result of a change in the overall demographic of our ethnic minority population. We have seen some of our higher paid ethnic minority employees leave the firm and the ethnic minority employees we have hired have joined in more junior roles. This change has resulted in a decrease in the average hourly rate for ethnic minority employees.

We remain dedicated to further narrowing this gap through ongoing initiatives such as mentoring, sponsorship, career development and progression, focus on retention, targeted recruitment, social mobility programmes and more.

Ethnicity Pay Gap for all employees (excluding partners)



Ethnicity Pay Gap for all employees (including partners)

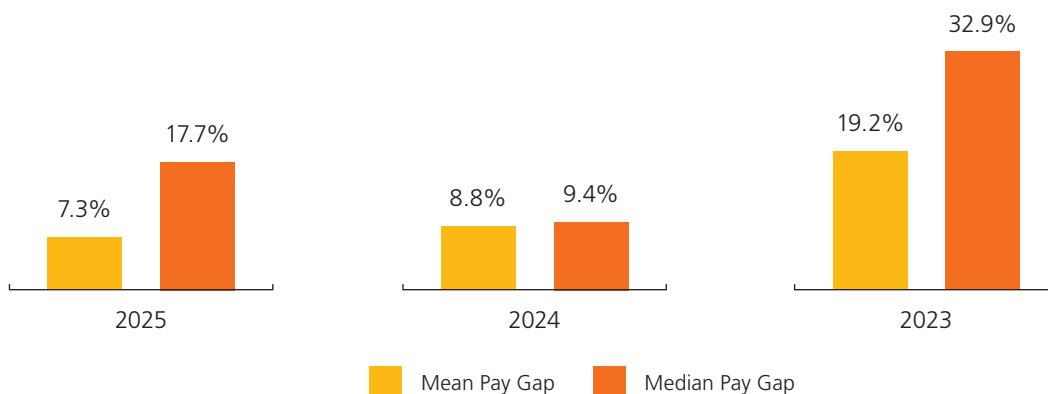


Ethnicity Pay Gap by group

Partners

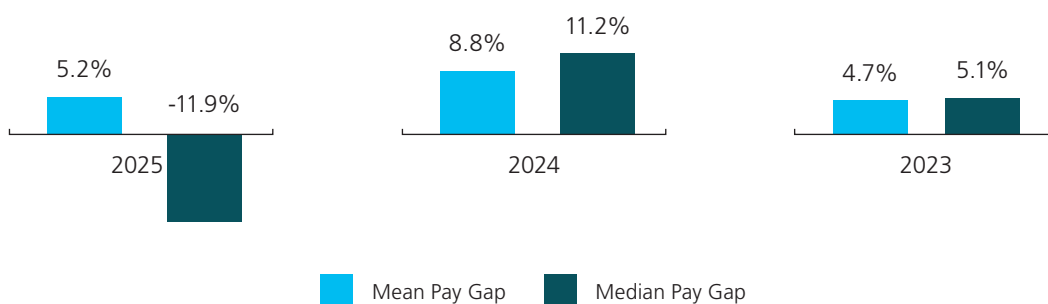
Our ethnic minority partner population is increasing year-on-year, with more ethnic minority partners advancing in their careers and moving to more senior positions. In 2021, we had 3.5% of our partnership coming from an ethnic minority background, and in 2025 this has increased to 5.9%.

We are pleased to see a decrease in the mean ethnicity partner pay gap, which has been positively impacted by an increase in the number of ethnic minority partners in the mid-level tiers of the partnership. This change has unfortunately increased our median pay gap which looks at the mid point in the pay range.



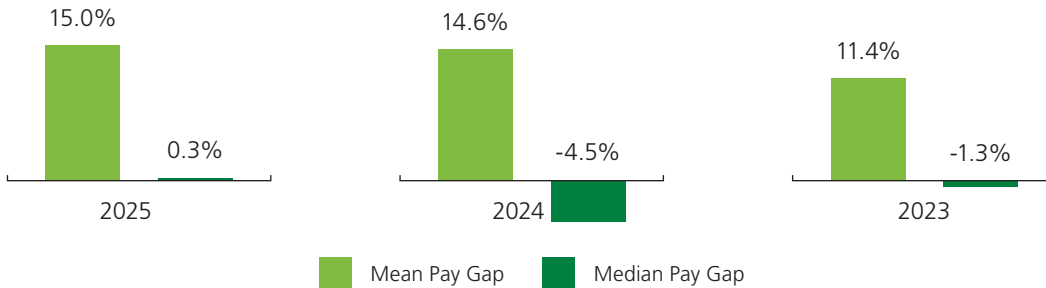
Fee Earners

We have seen a decrease in the mean and median ethnic minority pay gap among our fee earner population. The median ethnic minority pay gap is now negative, meaning that the pay gap is in favour of our ethnic minority fee earners at the median level. This has occurred due to a change in the overall demographic of our fee earner population. The average pay for white employees has decreased since last year, which is contributing to the pay gap reductions. This is because most of the white fee earners who have left the firm were in higher paid fee earning roles, while new joiner white fee earners have mostly entered at junior levels, such as trainees and paralegals.



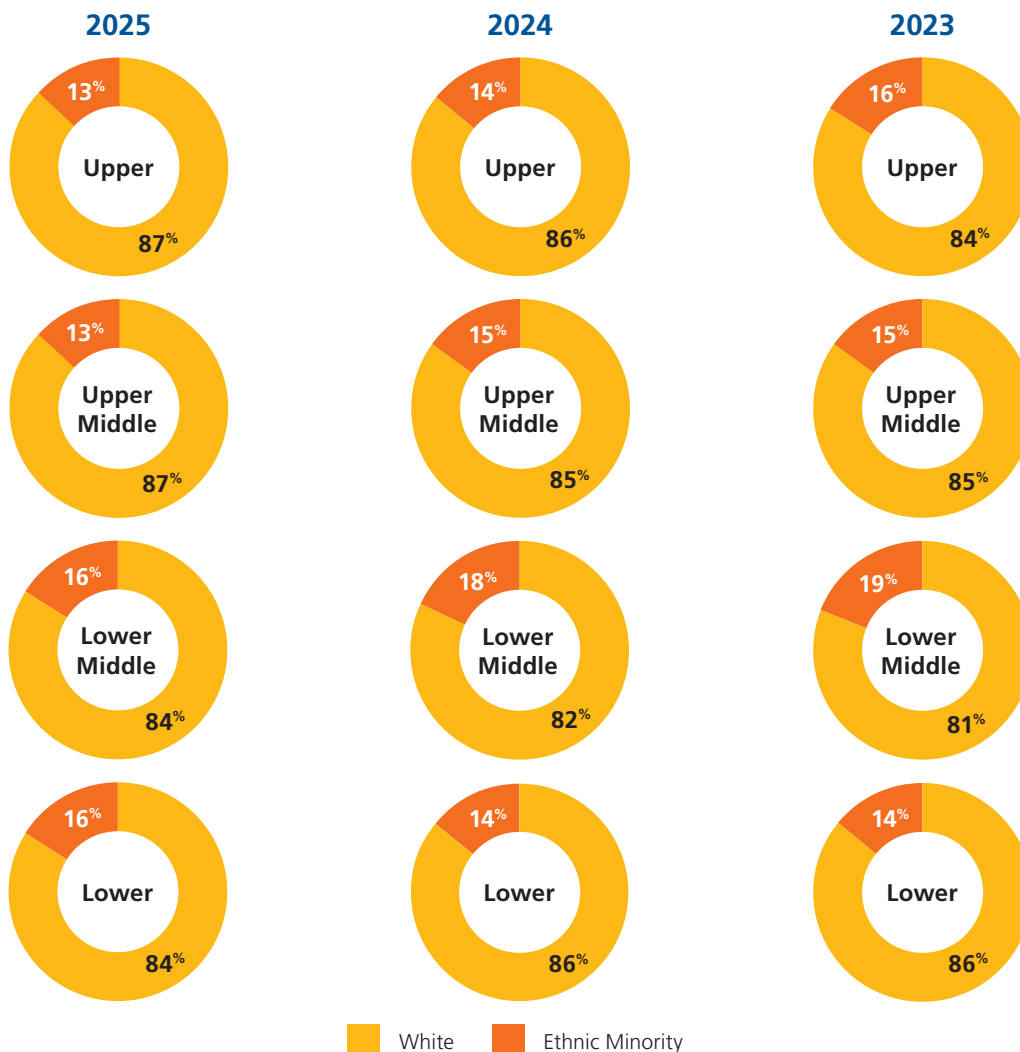
Business Support

We have seen an increase in the mean and median ethnicity pay gaps across our business support function, although the median is now almost neutral. Due to the smaller proportion of ethnic minority employees in our business support population, a slight change to this demographic is all it takes to shift the median. Although we now have more ethnic minority employees in intermediate level roles due to internal promotions, the departure of a senior level ethnic minority employee has impacted the mean pay gap.



Ethnicity Pay Quarters – all employees

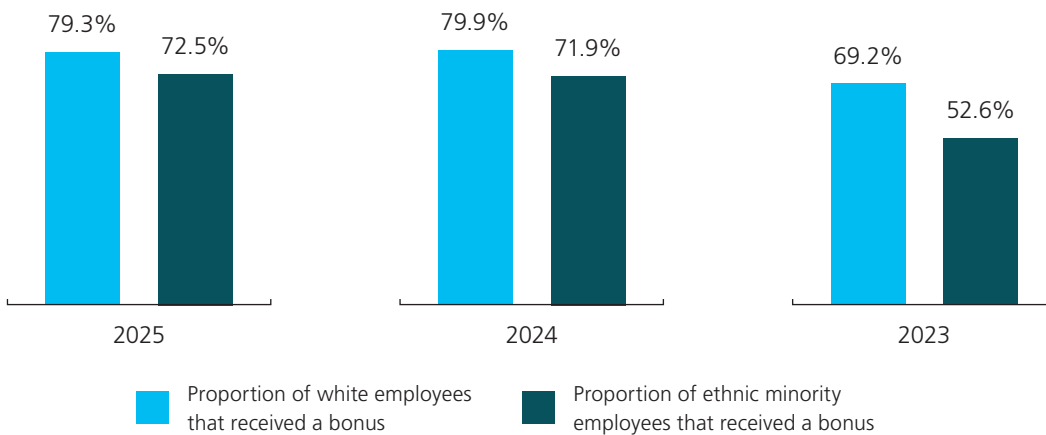
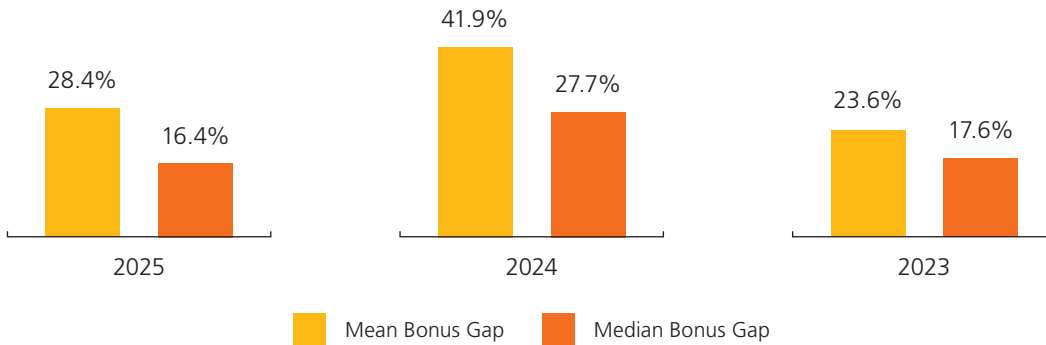
The quartile distributions divide our employees into four equal groups ranked from highest to lowest levels of pay. With 14.7% of our employee population identifying as an ethnic minority (a decrease 0.4% compared with 2024), our pay quarters show a fairly even representation of ethnic minority employees. The most notable change we have seen is the reduction of the ethnic minority population in the lower quartile (a 2% difference compared with 2024). The lower middle, upper middle, and upper quartiles saw decreases ranging from 0.4% to 1.5%.



Ethnicity Bonus Gap – all employees

We have seen a decrease in both the mean and median ethnicity bonus gaps due to the firm sharing a full profit share bonus in 2025.

In 2024, the firm paid a reduced profit share bonus which resulted in the average bonus values reducing, causing an uptick in our mean ethnicity bonus gap that year. With 55% of our ethnic minority employees in roles tied to profit share, any reduction in the profit share bonus has a significant impact.



Race at Work Charter

CMS was the first law firm to commit to the Race at Work Charter (BITC initiative).



Investing in Ethnicity

CMS has been awarded 'Star Employer' status by Investing in Ethnicity following completion of their Maturity Matrix.



Legal CORE

In 2025, CMS became a member of Legal CORE, a cross-firm initiative focused on improving race equity in early talent pathways.



Social Mobility

We firmly believe in making a career in law accessible to all. Aligned with The Social Mobility Commission’s guidelines, we assessed socio-economic backgrounds based on parental occupation at age 14, categorising them into three groups: Professional, Intermediate, and Working.

Changes to our demographics have resulted in changes to our pay gaps, and even small changes within a population can have an impact on pay gap data. Almost all our social mobility pay gaps have reduced this year. The only social mobility pay gap to increase was our Mean Working vs Intermediate in our Employee & Partner combined pay gap. This change was due to a small reduction in the number of senior partners from the Working population and a small increase in the number of senior partners from the Intermediate population.

Combination of our Employee & Partner populations

	CMS 2025	CMS 2024	CMS 2023	Industry Benchmark*
Population disclosing their Parental Occupation	65.5%	67.4%	70.1%	
Professional	67.3%	67.5%	68.7%	59%
Intermediate	9.9%	9.5%	9.0%	18%
Working	22.8%	23.1%	22.3%	23%

*Provided by The Social Mobility Commission, specifically for the Legal Sector within Professional and Financial Services.

Social Mobility Pay Gap for all employees (excluding partners)

Working vs Professional

	Mean pay gap	Median pay gap
2025	23.6%	32.5%
2024	25.0%	35.0%
2023	29.0%	33.6%

Intermediate vs Professional

	Mean pay gap	Median pay gap
2025	17.6%	26.1%
2024	18.6%	26.8%
2023	14.7%	16.3%

Working vs Intermediate

	Mean pay gap	Median pay gap
2025	7.2%	8.6%
2024	7.8%	9.3%
2023	16.8%	22.3%

Social Mobility Pay Gap for all employees (including partners)

Working vs Professional

	Mean pay gap	Median pay gap
2025	35.9%	44.5%
2024	36.4%	48.0%
2023	33.1%	49.7%

Intermediate vs Professional

	Mean pay gap	Median pay gap
2025	21.2%	34.4%
2024	23.7%	36.5%
2023	21.7%	23.8%

Working vs Intermediate

	Mean pay gap	Median pay gap
2025	18.6%	15.4%
2024	16.7%	18.1%
2023	14.6%	34.0%

National statistic socio-economic classification (NSSEC)

Career Overview	Typical Job	Socio-Economic Category
Modern professional and traditional professional occupations	Teacher, nurse, physiotherapist, social worker, musician, police officer (sergeant or above), software designer, accountant, solicitor, medical practitioner, scientist, civil / mechanical engineer.	Professional
Senior, middle or junior managers or administrators	Finance manager, chief executive, large business owner, office manager, retail manager, bank manager, restaurant manager, warehouse manager.	Professional
Clerical and intermediate occupations	Secretary, personal assistant, call centre agent, clerical worker, nursery nurse.	Intermediate
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.	Intermediate
Technical and craft occupations	Motor mechanic, plumber, printer, electrician, gardener, train driver.	Working Class
Routine, semi-routine manual and service occupations	Postal worker, machine operative, security guard, caretaker, farm worker, catering assistant, sales assistant, HGV driver, cleaner, porter, packer, labourer, waiter/waitress, bar staff.	Working Class
Long-term unemployed	(Claimed Jobseeker's Allowance or earlier unemployment benefit for more than a year).	Working Class
Self Employed / Freelance		Exclude
Other	Retired, this question does not apply to me, I don't know	Exclude
Prefer not to say		Exclude

✓ **CMS Connect**
Our Work Experience week helps students from under-represented backgrounds gain early access to the profession.

✓ **CMS Law Scholarships**
Our CMS Law Scholarships programme supports students from economically disadvantaged backgrounds to make a career in law more accessible. In 2025, we welcomed 10 talented individuals onto the programme, 80% of whom were female.

✓ **CMS Solicitor Apprenticeship:**
Designed for those who wish to qualify as a solicitor but don't want to go to university, or who don't have the means to, this six-year programme combines learning on the job, studying for a law degree and being paid a salary.

✓ **Social Mobility Employer Index 2025**
CMS recognised as a top employer for advancing social mobility for the ninth consecutive year.

Our commitment

As a global, future-facing law firm, diversity, equity, inclusion and belonging are not just aspirations for us; they are an imperative. Our vision is to create a diverse and inclusive environment with a strong sense of belonging, in which everyone has equal opportunities for growth and advancement.

To support us in delivering on this vision we are developing a refreshed Diversity, Equity, Inclusion and Belonging (DEIB) Strategy, articulated around three pillars: Attraction & Recruitment, Development & Progression, and Culture of Inclusion.

Governance will play a greater role in our new strategy, promoting clarity of ownership, creating greater accountability and including delivery and reporting mechanisms.

Finally, impact measurement will be central to our refreshed approach to DEIB and the use of KPIs and metrics will help us measure the effectiveness of our interventions and ensure we focus on what delivers tangible change.

The DEIB Strategy will be supported by underpinning action plans focused on specific locations or under-represented communities.

Staff Demographics and Targets:



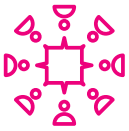
Diversity and Inclusion Targets

- To accelerate progress and improve representation in senior roles, CMS introduced diversity ambitions for Female and Ethnic Minority representation in 2022, focusing on UK fee-earners. In 2025, these ambitions were reviewed, and progress was assessed. Based on the findings and projected trends, new diversity ambitions for a new three-year cycle to 2028 were established, continuing to focus on Female and Ethnic Minority representation at Partner level. As previously, we will monitor plans and analyse progress on an annual basis.
- We have an established and transparent reporting regime with a significant number of major clients, setting out the diversity of the team engaging with each client.



Shaping Inclusive Cultures

- During 2024 we launched our 'Shaping an inclusive culture' training, aimed at all Partners globally and Business Support leaders. The training covers topics including discrimination, bullying and harassment, focusing on educating people about non-inclusive behaviours and providing clear channels for speaking up. It covers how discrimination and harassment can occur at work and includes practical scenarios, focusing on how to help create a positive workplace culture and embed long-term behavioural change. We are delighted to share that 96% of the target cohort have completed the training thus far.
- Building on this training, in 2025 we piloted partner facilitated discussion sessions and expanded the programme to include fee earners across our EPC practice group (comprising our Construction & Engineering, Energy & Infrastructure, and ICE Disputes teams).
- We will continue to strengthen our leadership capability for inclusion through our new DEIB learning and development offering.



Practice Group DEIB Committees

- Practice Group Leaders and Partners have established dedicated DEIB Committees to lead on the implementation of DEIB in their respective Practice Groups, enabling them to drive forward locally tailored interventions to improve diversity, equity, inclusion and belonging. With the support of their HR Business Partner, Head of Practice, Strategy and Operations, and the Head of DEIB, the committees identify areas of focus and develop action plans that can be fully integrated into their wider People Strategy.
- During 2024, we reviewed and refreshed our Practice Group DEIB Committees to maximise impact and support the Practice Groups in meeting their targets. This included developing 'Terms of Reference' to give greater clarity on structure, roles and responsibilities as well as on the support that will be provided centrally and sharing guidance on setting up and running the Committees. We hope to see greater representation across all Practice Group sub-teams which will contribute to increased local impact. The DEIB team will also provide on-demand training to better equip Committee members on the topic of DEIB and will run quarterly Committee Chairs meetings to share lessons learnt.



Race Reverse Mentoring

- The goal of the Race Reverse Mentoring programme is to bridge the gaps in understanding between different ethnic groups. Senior leaders are matched with Mentors from underrepresented ethnic groups, gaining insights that challenge assumptions and promote cultural awareness. Joining the programme fosters inclusion, empathy, and diversity within CMS. We have successfully delivered this programme to a second cohort and plans are underway to launch it for a third time.



Employee Networks Review

- In 2025, we launched a review of our employee networks to ensure we were maximising impact and engagement. The DEIB team partnered with key stakeholders and our employee networks to assess their effectiveness, including purpose, governance, impact, measurements, training and support. As a result of this review, we developed an Inclusion Network Guide designed to intentionally and effectively drive inclusion through our employee networks.



Embedding inclusivity

- Focused on ethical leadership and individual accountability, our 'Diversity & Inclusion' training is mandatory for all staff.
- Our 'Inclusive Leadership' training is offered to partners across the firm and followed by monthly nudges to embed long-term behavioural change.
- Our 'Leading High Performing Hybrid Teams' series is targeted at managers and comprised of six modules including one dedicated to leading inclusive teams and one focused on mental health.
- We operate a blind work allocation scheme across the whole business, so every lawyer can access every piece of work as it comes into the firm, thereby matchmaking tasks with talent.



Recruitment

- To ensure that we attract greater diversity at all levels and that our processes are not biased, we monitor the demographics of applicants and how they progress through the various stages of our recruitment process.
- Our work experience week, 'CMS Connect' (formerly PRIME), helps students from underrepresented backgrounds gain early access to the profession.
- Our 'CMS Law Scholarships' programme supports students from economically disadvantaged backgrounds to make a career in law more accessible.
- Our 'Solicitor Apprenticeship' is designed for those who wish to qualify as a solicitor but don't want to go to university, or who don't have the means to. The six-year programme combines learning on the job, studying for a law degree and being paid a salary.
- Our 'Insights' programme provides university students who are interested in a career in law, a two-week introduction into life at a future facing global law firm. The programme's blend of practical work experience, skills sessions, trainee shadowing, and networking builds knowledge and contacts in equal measure.



Contextual Recruitment

- Implementation of RARE Contextual Recruitment System (CRS) which considers the context in which someone's academic results are achieved. The CRS produces two outputs: Social Mobility flags to measure disadvantage and a Performance Index (PI) to measure outperformance compared to students at the same school. The contextual data can then be used to screen candidates who otherwise may not have been seen, based on their Social Mobility flags and/or their Performance Index.



Social Mobility Network

- The Social Mobility Network provides a platform for employees and Partners to focus on social mobility issues and to ensure that it is at the heart of CMS's DEIB Strategy, supporting the firm with its wider Corporate Responsibility, recruitment and career development activities.
- Since its inception in 2017, CMS continues to be listed as a Top 75 employer for the Social Mobility Index.
- We are a founding member of PRIME, an alliance of law firms across the UK, committed to improving access to the legal profession through work experience programmes.
- To make a career in law more accessible to aspiring lawyers, we award up to ten scholarships each year, paying £3,000 towards each year of their law degree.
- To help facilitate social mobility and ensure that we tap into talent, wherever it might be located in the UK, we run the CMS Scholarship scheme on a national scale and reach out to students beyond the communities local to our offices.



Development and progression

- We appraise against technical ability and defined behaviours which are rooted in our values. That appraisal plus market information determines salary levels.
- Our 'Senior Associate Development Scheme' ensures that we have strong representation of diverse candidates in the pipeline of senior associates progressing to partnership. When considering partner candidates, we ensure as much as possible that there is diverse and balanced representation on the interviewing panel.
- Our reverse mentoring initiative focuses on ethnicity, with board members being reverse mentored by ethnic minority colleagues.
- Our 'Secretarial Apprenticeship' programme enables our secretarial population to gain a recognised qualification.
- We offer mentoring at all levels to support talent development.



Making Work + Family Work

- We provide a generous and supportive package for new parents (including adoptive), partners and foster carers including enhanced pay, greater flexibility and the ability to take extended leave. Coaching in the run-up to, and, in returning to work, is provided, and in monitoring performance we make specific allowance for the periods immediately before and after leave. All our policies and benefits are accessible to same sex couples.
- During 2024, we further improved our family leave offering an increased paternity leave and a new Foster Care Policy. This included running open sessions on Shared Parental Leave to improve its profile in collaboration with the Women's and Family's Networks, and input into the 'This is my family' stories to build awareness of our family leave policies.
- We ran a workshop in September with colleagues who had returned from family leave (maternity, paternity and shared parental leave), including HRBP and HR Ops teams, and IT. This enabled us to share our current processes and seek lived experiences of preparing to go on leave, being on leave and returning to work to help us improve them further. There were a number of excellent practical suggestions on HR processes, based on returners experiences, with a particular focus on manager/partner/team engagement on returning. The HR Ops team has been working hard to implement tactical changes informed by these discussions.
- We partner with My Family Care to provide a wide range of in-person and digital products to help our employees manage their work and family challenges, such as back-up child-care and elder-care, education, advice and guidance. As part of our carers policy, we offer paid carers leave of up to five days. Our Carers Passport scheme helps carers speak to their line managers about their role as carers, articulate the challenges they face, and agree how they can best be supported. We are also members of Carers UK, which provides resources and support to carers in the workplace as well as their managers.
- We have gained accreditation under the Carer Confident Bench scheme, the first law firm to have received accreditation.
- Our domestic abuse policy aids in helping to create an environment where our people feel safe to talk and disclose experiences and seek help. We work with the charity Safelives to provide training for our Wellbeing Ambassadors and HR teams and lead a firm-wide awareness session.
- We have signed up to the 'Pregnancy and Parenting at Work' programme, in partnership with Tommy's. The programme provides support to colleagues going through or supporting any pregnancy journey – including complications, premature birth, baby loss and fertility treatment.



Wellbeing

- CMS was one of the first law firms to sign up to the 'Mindful Business Charter'. We have established a number of internal channels to support our people's mental health.
- Our 'Time Out, No Questions Asked' programme offers our people the opportunity to take one month of unpaid leave per year (on top of their standard annual leave), no questions asked.
- We have wellbeing ambassadors located in all UK offices, who have an interest and understanding of common mental health problems and factors affecting mental health. All have completed mental health awareness training and are available to talk to and support colleagues who would like someone to talk to. Some have received additional training in alcohol awareness, domestic abuse and suicide awareness.
- We host regular wellbeing seminars to support our people's wellbeing and mental health, with topics ranging from 'Combatting addictive behaviours' to 'The many faces of anxiety'.
- We work with Onebright Efficacy to provide psychological support to our people. This confidential support service covers a wide variety of topics relating to depression, anxiety, panic attacks, performance anxiety, low self-esteem, OCD, excessive worry, relationship problems, anger, public speaking, chronic fatigue and more.
- Our menopause policy supports those experiencing menopause and those supporting them.
- We've teamed up with Peppy, a digital health app that offers confidential and personalised support in three separate areas: menopause, fertility and men's health.

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