

# Gender and Diversity pay gap report 2022

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DWF Group plc

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The DWF logo consists of the lowercase letters 'dwf' in a white, sans-serif font, centered within a red, rounded square shape. The background of the entire slide features a photograph of three women with curly hair sitting at a table and smiling. The woman in the foreground is wearing a dark top with 'KARLA' printed on it. The woman next to her is wearing a blue polka-dot top. The woman in the background is wearing a blue top. The image is partially obscured by a diagonal red and white graphic element on the left side.

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This is our sixth year of gender pay gap reporting and the third time we have voluntarily included details of our ethnicity pay gap. The snapshot date for our pay figures is 5 April 2022 and the bonus numbers for the 12 months prior to that date i.e. 6 April 2021 – 5 April 2022.

Whilst the gender pay data currently relates to the UK only, we continue to implement a global Diversity & Inclusion strategy. In light of this commitment, this year we have also reported a global gender pay gap as well as ethnicity, disability and LGBTQ+ pay gaps in the UK.

Our ESG strategy includes stretch targets to increase the gender and ethnic diversity of our workforce and unlock the potential of women and colleagues from ethnically diverse backgrounds.

# Our gender pay gap

The business had an increase in both its Combined<sup>1</sup> Mean and Median gender pay gaps, of 3% each. The Employee pay gap has increased by 2% for its Mean pay gap, and 5% for its Median pay gap. This outcome appears to have been caused by the increased number of women represented in our lowest pay quartile; whilst there was also an increase in women represented in our highest pay quartile, the total number of employees in these groups differ significantly.

## What is the difference between mean and median?

The mean gender pay gap is the difference in the average hourly rate of pay between men and women in the company.

If we take our UK employees and line them up in order of pay from the highest to lowest, the median gender pay gap compares the hourly pay of the woman in the middle of their line and the hourly pay of the middle man.

For both employees and self-employed partners, we have used hourly pay rates.

<sup>1</sup> Combined meaning Employee plus Partner ("Self employed") population

<sup>2</sup> Self employed meaning Partner

## 2022 gender pay gap

Employees hourly pay gap	2018	2019	2020	2021	2022
Mean hourly pay gap	23%	22%	21%	17%	19%
Median hourly pay gap	24%	23%	24%	19%	24%

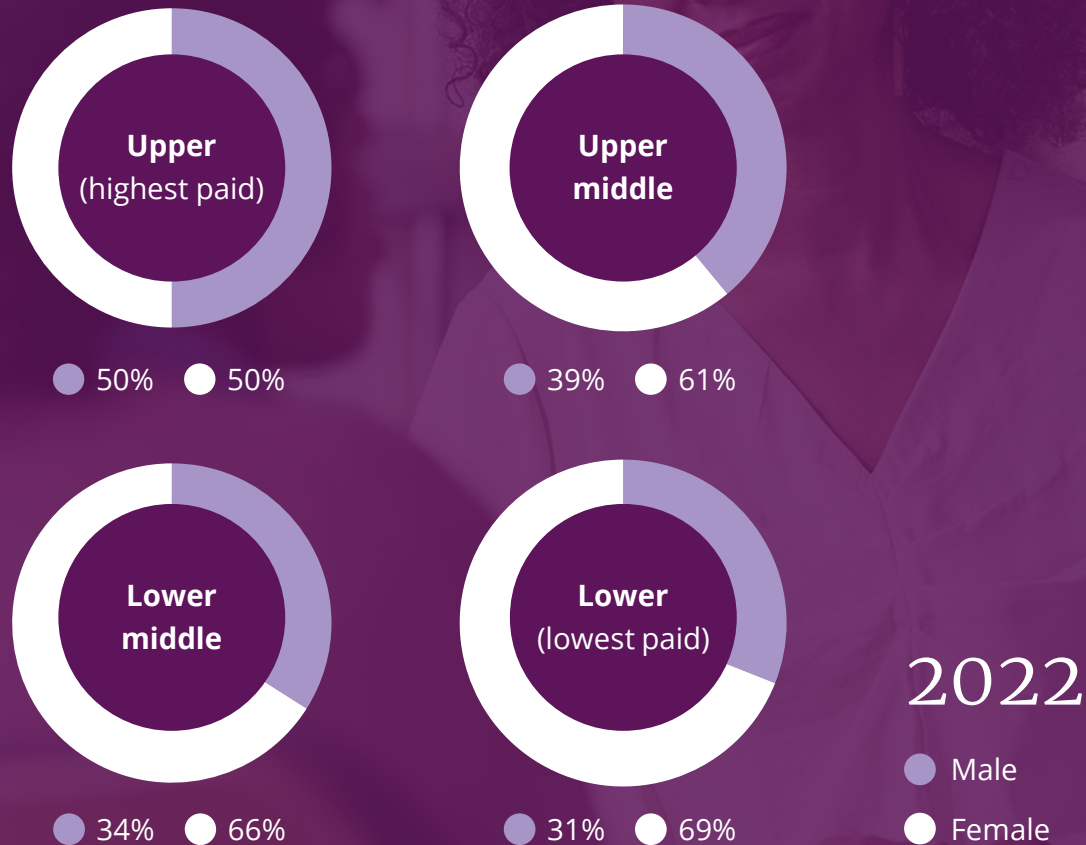
  

Self-Employed <sup>2</sup> hourly pay gap	2018	2019	2020	2021	2022
Mean hourly pay gap	16%	15%	13%	11%	14%
Median hourly pay gap	16%	14%	11%	13%	15%

Combined hourly pay gap	2018	2019	2020	2021	2022
Mean hourly pay gap	48%	39%	37%	35%	38%
Median hourly pay gap	32%	33%	33%	28%	31%

# Hourly pay quartiles



Hourly pay quartiles 2018	Male	Female
Upper (highest paid)	65%	35%
Upper middle	38%	62%
Lower middle	31%	69%
Lower (lowest paid)	32%	68%

Hourly pay quartiles 2019	Male	Female
Upper (highest paid)	53%	47%
Upper middle	39%	61%
Lower middle	28%	72%
Lower (lowest paid)	35%	65%

Hourly pay quartiles 2020	Male	Female
Upper (highest paid)	52%	48%
Upper middle	40%	60%
Lower middle	31%	69%
Lower (lowest paid)	33%	67%

Hourly pay quartiles 2021	Male	Female
Upper (highest paid)	59%	41%
Upper middle	38%	62%
Lower middle	34%	66%
Lower (lowest paid)	35%	65%

# Bonus gender pay gap

<b>Employees bonus gap</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Mean bonus gap	18%	35%	37%	44%	41%
Median bonus gap	18%	32%	37%	25%	33%
<b>Self-Employed bonus gap</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Mean bonus gap	50%	12%	65%	42%	18%
Median bonus gap	-16%	14%	89%	40%	15%
<b>Combined bonus gap</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Mean bonus gap	45%	37%	38%	24%	49%
Median bonus gap	23%	35%	38%	8%	42%
<b>Proportion of employees who received a bonus</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Women	25%	55%	16%	7%	63%
Men	22%	71%	13%	8%	54%

A negative percentage figure indicates a bonus pay gap in favour of women. In FY20-21 bonuses in the UK were limited to legacy contractual bonuses.



# Summary of Diversity pay gaps

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This is the third time that DWF has disclosed our Ethnicity pay gap and the first time we have disclosed our LGBTQ+ and Disability Pay gaps.

We rely on our colleagues to update their diversity data. We have continued to promote the importance of volunteering this information to inform our pay data, but understand that some colleagues may not feel comfortable sharing this information, so either decide not to disclose or use our 'prefer not to say' category.

We will continue to encourage our colleagues to disclose their diversity data to improve the accuracy of our reporting and analysis. This should improve with the implementation of a new HR system over the coming months.

It is not possible to provide detailed commentary on the pay and bonus gaps we are reporting for the first time. This is due to lack of historical data and the challenges of statistical significance. Accuracy levels will be impacted where a percentage of employees choose not to disclose a characteristic.



# Ethnicity pay gap

At present, our disclosed data for Ethnic Diversity is 11.7%; White<sup>1</sup>, 65.2%; did not disclose or preferred not to say, 23.1%.

DWF have seen a reduction in the Median Pay Gap figure, and this can likely be attributed to the number of ethnically diverse employees in the upper pay quartiles. Statistically, with 23% of our population still not disclosing their information, we can see small changes affect our pay gap.

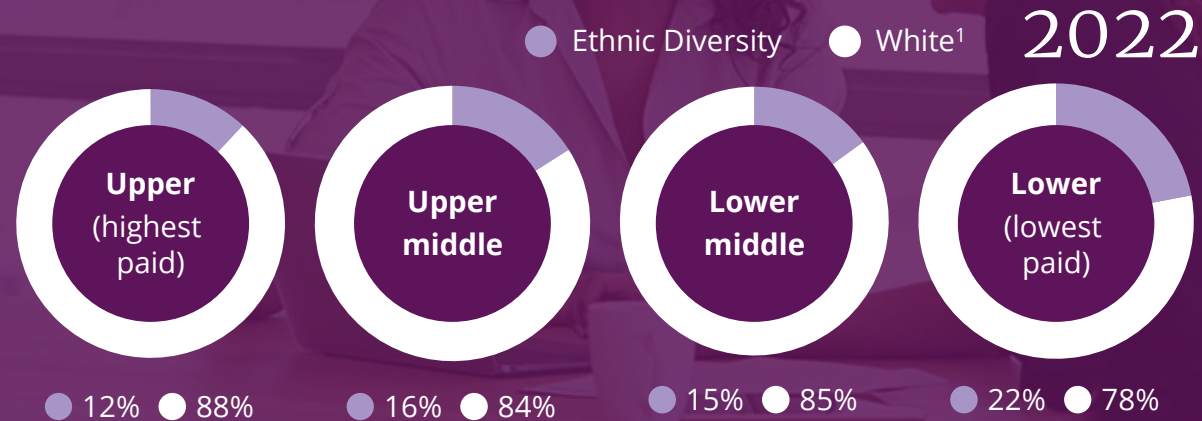
<sup>1</sup> White includes white ethnic minorities

## 2022 ethnicity pay gap

<b>Employees hourly pay gap</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Mean hourly pay gap	15%	14%	14%
Median hourly pay gap	13%	22%	19%
<b>Self-Employed hourly pay gap</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Mean hourly pay gap	-15%	-29%	-16%
Median hourly pay gap	-9%	-48%	-27%
<b>Combined hourly pay gap</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Mean hourly pay gap	23%	24%	26%
Median hourly pay gap	22%	23%	25%

A negative percentage figure indicates a bonus pay gap in favour of ethnically diverse colleagues.

# Ethnicity pay quartiles



## Ethnicity hourly pay quartiles 2021

	Ethnic Diversity	White
Upper (highest paid)	9%	91%
Upper middle	14%	84%
Lower middle	15%	85%
Lower (lowest paid)	20%	80%

## Ethnicity hourly pay quartiles 2020

	Ethnic Diversity	White
Upper (highest paid)	8%	81%
Upper middle	13%	87%
Lower middle	12%	88%
Lower (lowest paid)	19%	81%

<sup>1</sup> White includes white ethnic minorities

## Ethnicity bonus gap

Employees bonus gap	2020	2021	2022
Mean bonus gap	20%	-70%	19%
Median bonus gap	17%	-20%	14%

Self-Employed bonus gap	2020	2021	2022
Mean bonus gap	N/A	N/A	-23%
Median bonus gap	N/A	N/A	-43%

Combined bonus gap	2020	2021	2022
Mean bonus gap	22%	19%	27%
Median bonus gap	17%	18%	19%

Figures negatively impacted by the limited number of employees and partners who received a bonus in FY20-21 which were legacy or retention bonuses.



# LGBTQ+ Pay gap

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At present, our disclosed data is LGBTQ+ 5.4%;  
Heterosexual & Identifies with registered sex at birth,  
79%; did not disclose or preferred not to say, 15.5%.

## Employees hourly pay gap 2022

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Mean hourly pay gap	18%
Median hourly pay gap	25%

## Self-Employed hourly pay gap 2022

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Mean hourly pay gap	-6%
Median hourly pay gap	-14%

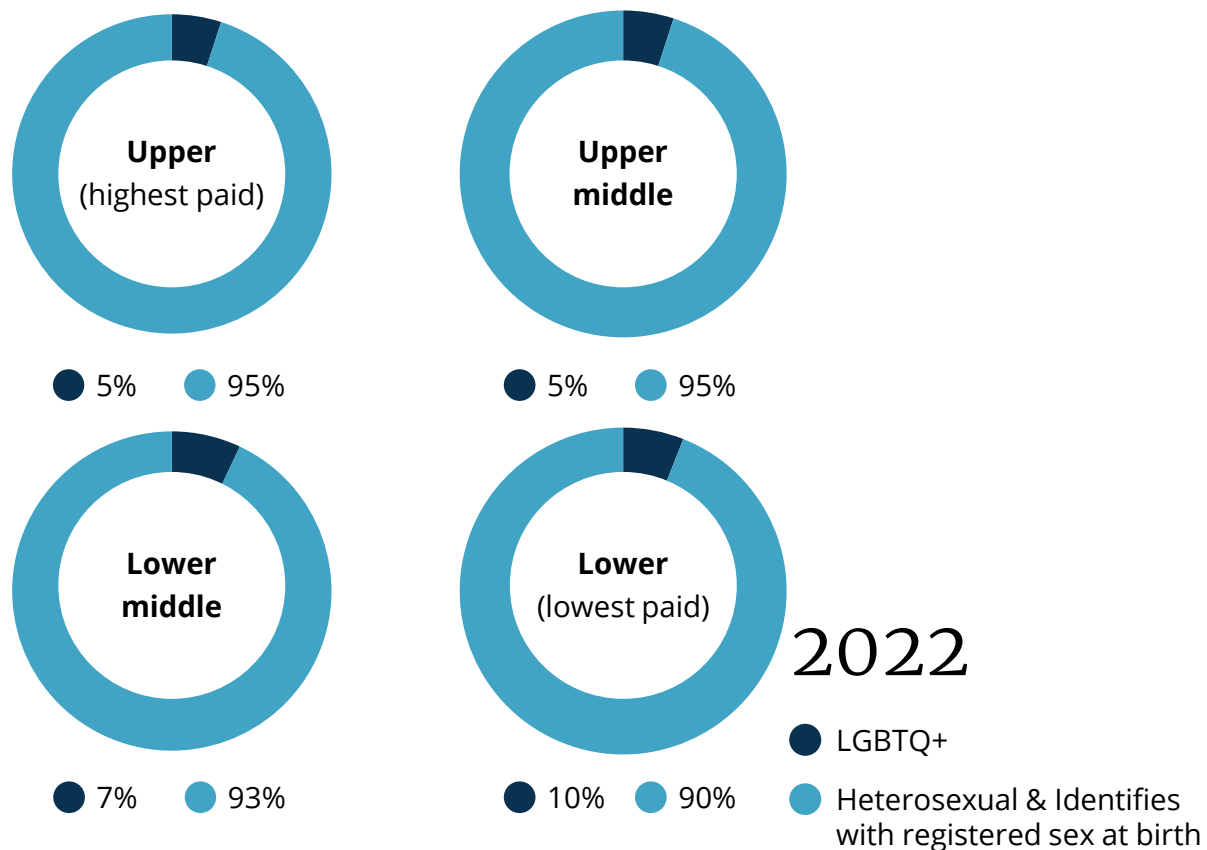
## Combined hourly pay gap 2022

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Mean hourly pay gap	16%
Median hourly pay gap	25%

A negative percentage figure indicates a bonus pay gap in favour of LGBTQ+ colleagues.

# LGBTQ+ pay quartiles



## LGBTQ+ bonus gap

Employees bonus gap	2022
Mean bonus gap	18%
Median bonus gap	25%
Self-Employed bonus gap	2022
Mean bonus gap	-6%
Median bonus gap	-14%
Combined bonus gap	2022
Mean bonus gap	16%
Median bonus gap	25%

# Disability pay gap

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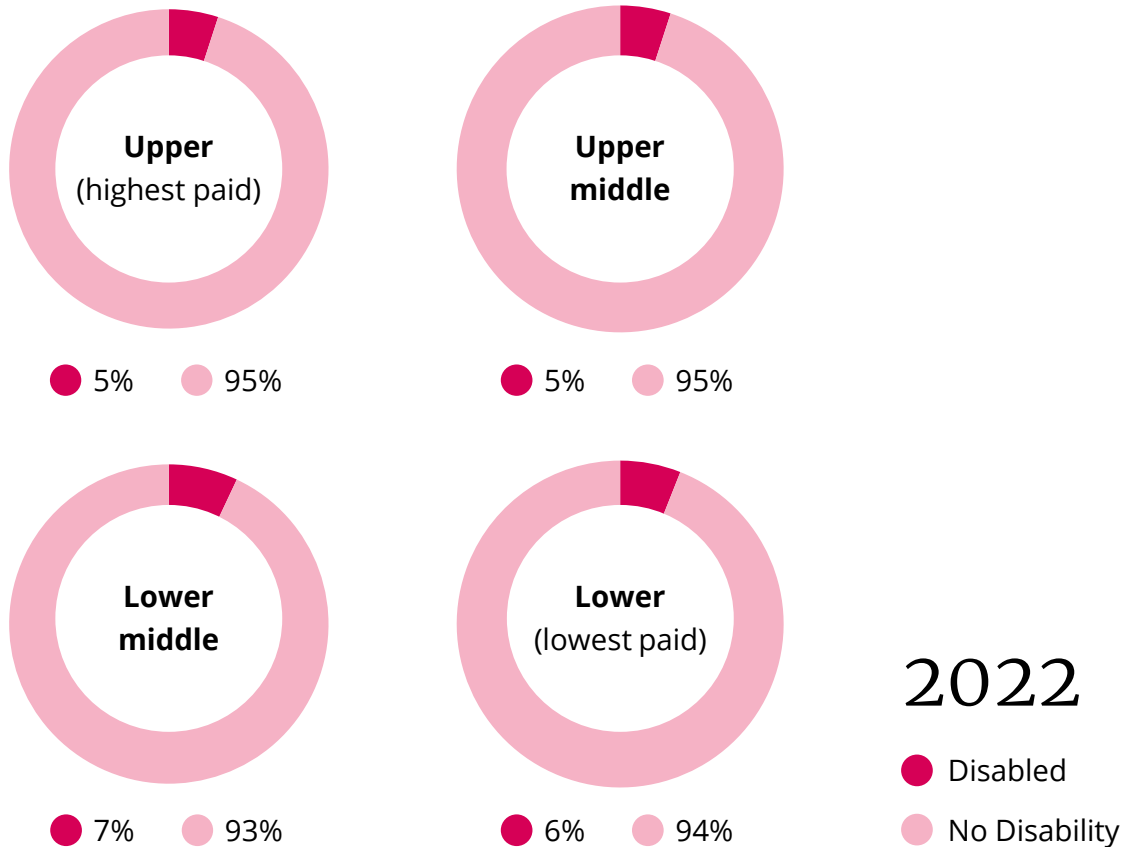
At present, our disclosed data is Disabled, 3.7%; No Disability 65.3%; did not disclose or preferred not to say, 30.9%.

## 2022 disability pay gap

<b>Employees hourly pay gap</b>	<b>2022</b>
Mean hourly pay gap	2%
Median hourly pay gap	17%
<b>Self-Employed hourly pay gap</b>	<b>2022</b>
Mean hourly pay gap	-15%
Median hourly pay gap	-29%
<b>Combined hourly pay gap</b>	<b>2022</b>
Mean hourly pay gap	8%
Median hourly pay gap	22%

A negative percentage figure indicates a bonus pay gap in favour of disabled colleagues.

# Disability pay quartiles



## Disability bonus gap

Employees bonus gap		2022
Mean bonus gap		-21%
Median bonus gap		14%
Self-Employed bonus gap		2022
Mean bonus gap		6%
Median bonus gap		-3%
Combined bonus gap		2022
Mean bonus gap		-5%
Median bonus gap		17%

# International Gender pay gap

The business has agreed to publish our international gender pay gaps for transparency reasons; we have not followed the UK legislation calculations, but have used base salary only at the snap shot date of April 2022. To ensure we have a clear comparison, we have used conversion rates and chosen one currency i.e. GBP. This is to manage data from countries where multiple currencies are used.

We are committed to improving our gender pay gaps internationally and will work with our international leaders to understand how we can address and improve our current position. In doing so, we intend to create action plans to ensure this is achieved.

Where no Member pay gap is applicable and there is no change to the combined pay gap, we do not have any Members in this country.

Where no Member pay gap is applicable and there is an increased combined pay gap, there are only have Male Members in this country which are included in the combined gap figures.

## 2022 International Gender pay gap

Countries	Employees pay gap		Member pay gap		Combined pay gap	
	Mean	Median	Mean	Median	Mean	Median
Australia	37%	39%			51%	43%
Canada	25%	22%			25%	22%
Dubai	45%	45%			45%	45%
France	19%	40%	22%	39%	43%	54%
Germany	41%	48%	6%	-5%	52%	56%
India	40%	28%			40%	28%
Ireland	10%	1%	-27%	-42%	19%	30%
Italy	40%	52%			51%	56%
Poland	36%	35%	-6%	0%	55%	55%
Qatar	48%	50%			48%	50%
Spain	30%	17%	49%	23%	52%	26%
UK	19%	24%	14%	15%	38%	31%
USA	10%	-20%			10%	-20%

# Our targets on gender & race

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## Gender

- Increase the proportion of women on the PLC and Executive Boards to at least 40% by 2025, with the same target applying to the proportion of women in all senior management roles.



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## Ethnicity

- In the UK, increase the representation of ethnically diverse colleagues across senior management to at least 10% by 2025.
- In the UK, increase the representation of ethnically diverse colleagues across all career bands to at least 13% by 2025.
- In the UK, increase Black representation overall and in senior roles to at least 3% by 2025.

# Activity since our last report (February 2022)

We are now two years into our five year Global D&I strategy, which was launched in May 2021 and aligned to our Purpose: to deliver positive outcomes with our colleagues, clients and our communities. Across gender, race & ethnicity, LGBT+, disability, mental health, age, flexible working, &

social mobility, our priorities are to:



empower all colleagues to own our D&I agenda



build diverse representation at all levels



collaborate globally



improve transparency and accountability



maintain a sense of belonging

We have conducted a comprehensive materiality assessment to identify the Environmental, Social and Governance (ESG) risks and opportunities that are most important for DWF and our stakeholders to inform our new ESG Strategy to 2030. D&I is one of our six strategic pillars within this strategy, and accelerating progress to improve representation and diverse talent pipelines, is a key priority.

As a future focused business, we will continue to embrace flexible and agile ways of hybrid working to sustain a high performing, inclusive workplace. We remain committed to recruiting and developing top talent, investing in the development and wellbeing of colleagues, advancing social mobility, increasing employee engagement through values led behaviour to achieve higher levels of job satisfaction. We are listening to understand how we

can do better and will work harder to foster a culture of recognition and appreciation throughout DWF.

For the third consecutive year, DWF has been recognised in The Times Top 50 Employer for Women listing, for making gender equality integral to our core business strategy, and we achieved Top 10 status from Working Families for our approach to flexibility. We also achieved a Gold Standard performance in the 2022 TIDE benchmark (Talent Inclusion & Diversity Evaluation) - one of only 13 businesses to achieve this standard. We have also been ranked 17<sup>th</sup> in the Social Mobility Index 2022.

We have D&I training for all employees and new starters and embedded the practice of anonymised CV's across our early careers, mid, and senior management positions.

## We are building on the efforts we have made in inclusive recruiting to ensure we progress and retain diverse talent by:

- All colleagues having D&I objectives; outcomes feed into performance ratings reward decisions
- Developing group and divisional D&I data modelling and forecasting to track progress and inform our strategy, plans and actions
- Expanding ethnicity-focused two way and reverse mentoring schemes, and a gender- focused peer mentoring scheme to include colleagues at different grades
- Enhancing our external website to include resources on alternative career routes and diverse colleague stories
- Using specialist agencies and collaborating with a wide range of universities to target diverse candidates
- Offering contract positions to candidates who are unable to complete work experience due to personal commitments
- Providing financial support in pursuing qualifications
- Work experience programmes including ethnic minority access and social mobility
- Providing senior leaders with inclusive leadership, inclusive hiring and mental health training
- Showcasing diverse role models and talent internally and externally, including ethnic minority and neurodiverse colleagues
- Providing guidance on how colleagues can be D&I allies
- Extending family friendly policies to provide more paid leave; launching our menopause policy and manager guidance; and formalising workplace adjustments in a policy
- Listening sessions held with our carers, returning parent, menopause and race & ethnicity group members
- Ramadan guide created on how to support colleagues
- Marking D&I dates i.e. Black History Month, South Asian Heritage Month, International Women's day and International Men's Day, with internal and client events
- Carers' and working families' hubs created, and menopause hub enhanced
- Personal safety initiatives such as 'Domestic Abuse: A workplace issue' webinar
- Promotion guidance and application masterclasses promoted via employee networks
- Promoting support of wellbeing, particularly women's health
- Embedding the Mindful Business Charter to help identify and remove unnecessary stress at work and taking part in the MBC litigation task force
- Launching hybrid working guidance on balancing home life and work
- Promotions process developed to stress importance of D&I and diversify the competencies scored.

These actions showcase our ongoing commitment to diverse representation and how we embed this across our organisation and throughout our colleague lifecycle. By engaging with our diverse colleagues and understanding their needs, we hope to accelerate progress; we continue with our commitment to enhanced transparency, demonstrating that we are serious about improving gender and ethnicity representation, particularly at senior levels.

We confirm the data in this report is accurate.



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