

Gender and Diversity pay gap report

April 2024

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Our commitment

We have a global commitment to diversity and inclusion, and an inclusive culture is at the heart of our values. We are creating an attractive and inclusive working environment that will help us to recruit a more diverse pool of applicants, and promote a sense of belonging for our existing colleagues.

Our Diversity and Inclusion Strategy was launched in 2021 and sets out how we will deliver positive outcomes for our colleagues, clients and communities, including to:

- Empower all colleagues to own our D&I agenda
- Build diverse representation at all levels
- Collaborate globally
- Improve transparency and accountability
- Foster and maintain a sense of belonging

We have specific 2025 targets and goals around gender and ethnicity that we are on our way to achieving:

- Increase the proportion of women in senior roles and in our Executive team. The target is to have at least 40% female representation in senior management and board roles by 2025.
- Increase the representation of ethnically diverse colleagues in senior management to at least 10% in the UK.
- Increase representation of ethnically diverse colleagues at all career levels to at least 13% in the UK.
- Increase Black representation overall and in senior roles to 3% in the UK.

Our gender pay gap

This year's data shows an improvement in the median gender pay gap for our employees. This progress is a result of our dedicated focus on programmes designed to facilitate promotions for women within the business and strategic hiring at the middle-management level to ensure future growth and promotions.

There has been an increase in the median gender pay gap for our self-employed colleagues, typically partners. This has been driven by an increase in the proportion of women in the lower pay quartile and a decrease in the upper pay quartile. This shift is attributed to the high levels of women being recruited into junior roles, where the proportion of new hires was 60% female compared to 40% male. Additionally, there has been an increase in the proportion of men hired at the Partner level.

We acknowledge that the figures reflect under-representation of women at the senior level. However, we remain steadfast in our commitment to improving the gender pay gap through ongoing initiatives. Our efforts include targeted programmes to support female career progression and strategic hiring practices to ensure balanced representation at all levels of the organisation.

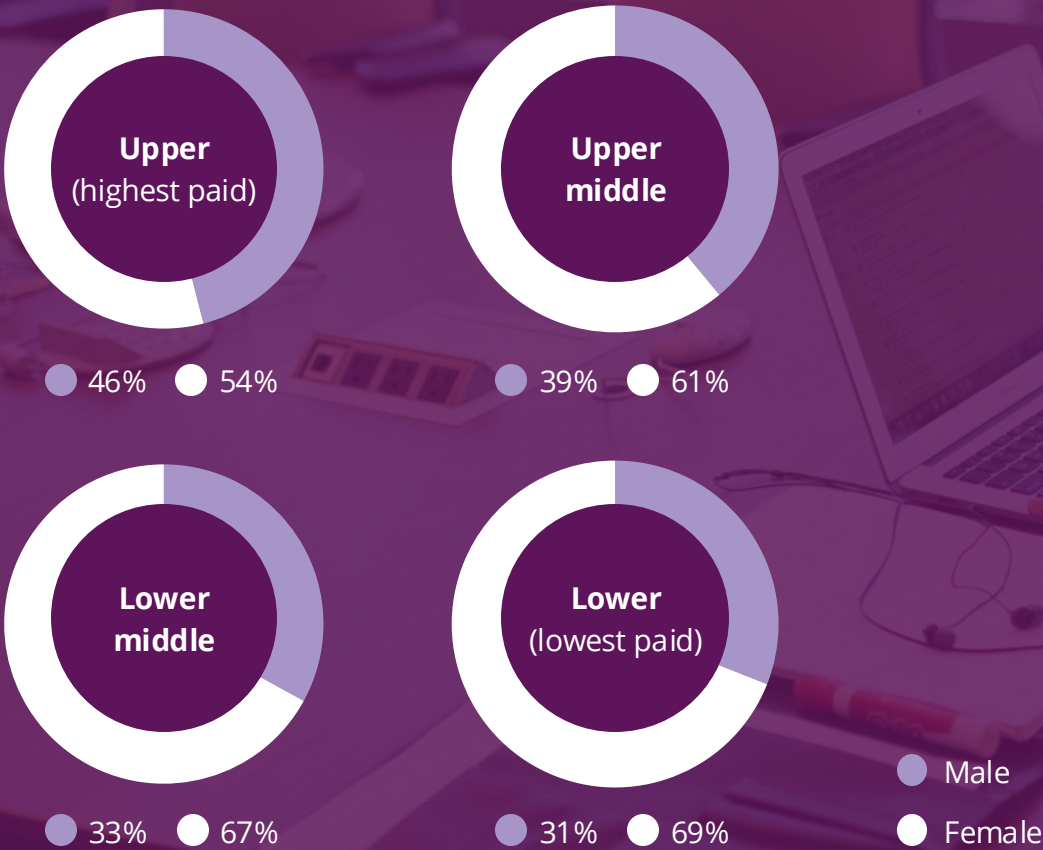
In summary, while we have made strides to reduce our gender pay gap – and while we are proud to have a workforce that is 60% women – we recognise there is still work to be done, and we take this work seriously. We are committed to improving the gap, and creating an organisation where everyone has equal opportunities to succeed and thrive.

2024 gender pay gap

Employees hourly pay gap	2023	2024
Mean hourly pay gap	15%	16%
Median hourly pay gap	21%	20%
Self-Employed hourly pay gap	2023	2024
Mean hourly pay gap	8%	17%
Median hourly pay gap	9%	12%
Combined hourly pay gap	2023	2024
Mean hourly pay gap	36%	38%
Median hourly pay gap	31%	29%

Gender pay quartiles

Employees quartiles 2024



Gender pay quartiles 2023	Male	Female
Upper (highest paid)	46%	54%
Upper middle	38%	62%
Lower middle	33%	67%
Lower (lowest paid)	32%	68%

Combined 2023 quartile	Male	Female
Upper (highest paid)	32.07%	67.93%
Upper middle	33.28%	66.72%
Lower middle	37.52%	62.48%
Lower (lowest paid)	46.19%	53.81%

Combined 2024 quartile	Male	Female
Upper (highest paid)	31.10%	68.90%
Upper middle	32.50%	67.50%
Lower middle	38.80%	61.20%
Lower (lowest paid)	45.70%	54.30%

LGBTQ+ Pay gap

We are pleased to be able to report our LGBTQ+ pay gap as we continue to progress our fair and transparent pay practices.

We remain committed to increasing LGBTQ+ representation in the business. We have a proportion of colleagues that are yet to fill in their personal detail, which we have excluded from the data. We continue to encourage our colleagues to ensure their D&I data is complete in our systems. 78% of our colleagues have completed their DEI data, of which 5% have told us they identify as part of the LGBTQ+ community.

LGBTQ+ Pay gap

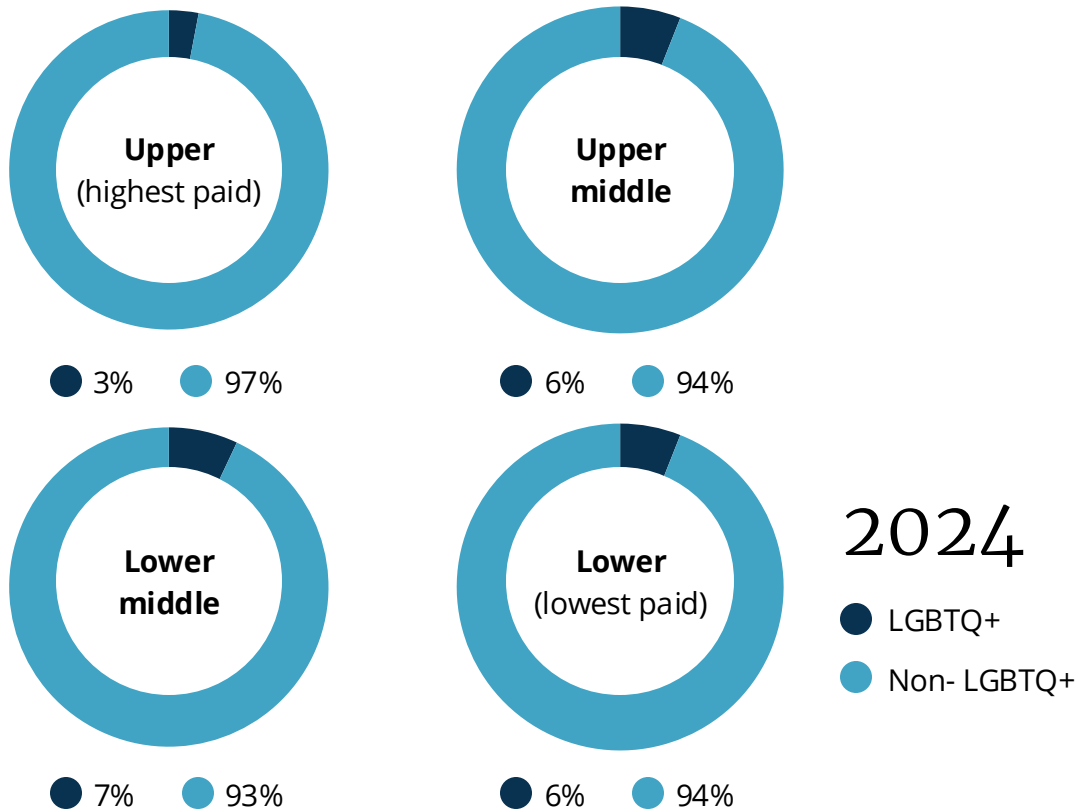
Employees hourly pay gap	2024
Mean hourly pay gap	14%
Median hourly pay gap	21%

Self-Employed hourly pay gap	2024
Mean hourly pay gap	11%
Median hourly pay gap	7%

Combined hourly pay gap	2024
Mean hourly pay gap	16%
Median hourly pay gap	17%

LGBTQ+ pay quartiles

Employees quartiles 2024



Ethnicity pay gap

We have seen a positive trend in our median hourly pay gap across all our colleague groups resulting in a combined decrease of 4 percentage points since 2024.

This is a result of increasing the population of our ethnically diverse population through key recruitment initiatives, particularly at the middle management and more senior technical specialist levels.

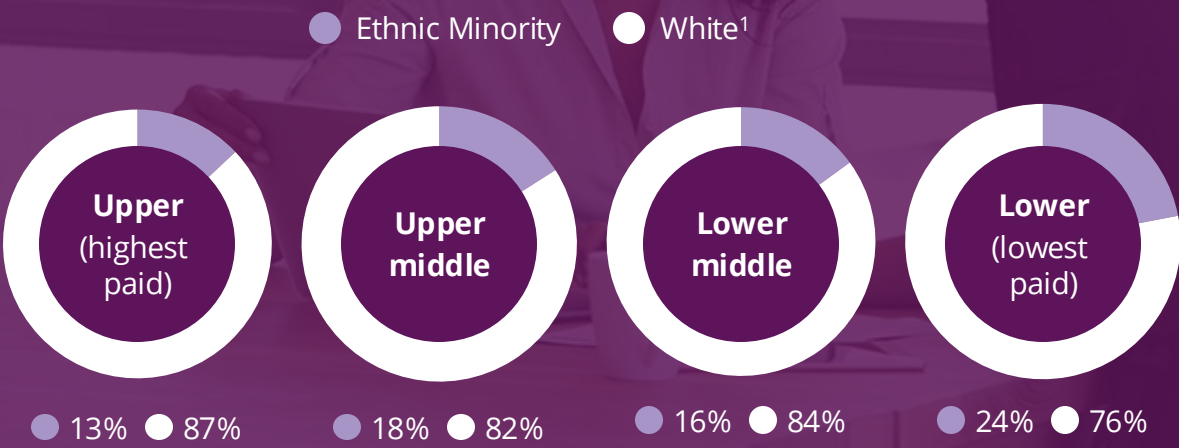
We recognise there is still under representation, particularly within our Partner community.

2024 ethnicity pay gap

Employees hourly pay gap	2023	2024
Mean hourly pay gap	10%	11%
Median hourly pay gap	22%	19%
Self-Employed hourly pay gap	2023	2024
Mean hourly pay gap	-7%	0%
Median hourly pay gap	-24%	-9%
Combined hourly pay gap	2023	2024
Mean hourly pay gap	23%	20%
Median hourly pay gap	28%	24%

Ethnicity pay quartiles

Employees quartiles 2024



Ethnicity hourly pay quartiles 2023	Ethnic Minority	White
Upper (highest paid)	14%	86%
Upper middle	16%	84%
Lower middle	16%	84%
Lower (lowest paid)	25%	75%

¹ White includes white ethnic minorities

International pay gap

For the third year running, we have published our international gender pay gaps. We have not followed the UK legislation calculations, but have used base salary only at the snapshot 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.

2024 International pay gap

Countries	Employees pay gap		Combined pay gap	
	Mean	Median	Mean	Median
Australia	32%	46%	49%	53%
Canada	35%	36%	49%	41%
Dubai	50%	52%	50%	52%
France	58%	57%	54%	57%
Germany	55%	59%	60%	60%
India	41%	34%	41%	34%
Ireland	8%	22%	10%	25%
Italy	26%	38%	35%	41%
Poland	20%	12%	46%	32%
Qatar	54%	38%	54%	38%
Saudi Arabia				
Spain	33%	23%	53%	28%
USA	22%	6%	22%	6%

Bonus pay gaps

In 2024 we have introduced new transparent bonus schemes across all divisions, which has seen an increase in the proportion of employees receiving a bonus.

The increase in bonus pay gap seen in 2024 was due to the impact of retention and share buyout payments following the de-listing of DWF from the London Stock Exchange.

Gender bonus gap

Employees gender bonus gap	2023	2024
Mean bonus gap	39%	58%
Median bonus gap	5%	23%
Combined gender bonus gap	2023	2024
Mean bonus gap	61%	71%
Median bonus gap	11%	66%
Proportion of employees who received a bonus	2023	2024
Women	26%	33%
Men	25%	36%

Ethnicity bonus gap

Employees ethnicity bonus gap	2023	2024
Mean bonus gap	-19%	20%
Median bonus gap	-28%	33%
Combined ethnicity bonus gap	2023	2024
Mean bonus gap	14%	25%
Median bonus gap	-29%	41%
Proportion of employees who received a bonus	2023	2024
White	27%	38%
Ethnically diverse	20%	27%

LGBTQ+ bonus gap

LGBTQ+ Employees bonus gap	2023	2024
Mean bonus gap	-	40%
Median bonus gap	-	-46%
LGBTQ+ Combined bonus gap	2023	2024
Mean bonus gap	-	13%
Median bonus gap	-	-61%
Proportion of employees who received a bonus	2023	2024
Non- LGBTQ+	-	35%
LGBTQ+	-	30%

Gender balance

We take pride in our strong gender balance across the globe, with women representing nearly 60% of our workforce in 2022 and 2023, and over 60% in 2024. This is a reflection of our ongoing commitment to diversity and inclusion.

While we acknowledge that there is still work to be done in addressing the gender pay gap, we are encouraged by the overall representation in key markets. We are committed to continuing our efforts to enhance gender balance globally through ongoing initiatives.

Employees hourly pay gap	Male	Female
Australia	37.50%	62.50%
Canada	29.57%	70.43%
UAE	53.85%	46.15%
France	44.26%	55.74%
Germany	47.37%	52.63%
India	40.00%	60%
Ireland	34.69%	65.31%
Italy	50.96%	49.04%
Poland	43.40%	56.60%
Qatar	50.00%	50%
Spain	44.60%	55.40%
Saudi	100%	0%
USA	35.82%	64.18%

Ongoing Commitment

Our ongoing commitment to addressing pay gaps in our business is demonstrated through several key initiatives and achievements. We are expanding our mentoring scheme, which is actively promoted by our colleague networks. This scheme now boasts a significant proportion of female mentors (65%) and mentees (78%), with nearly half of the mentees coming from ethnically diverse backgrounds. We continue to focus on promoting women, including those in location management roles, to increase senior representation at this level. Our shadow board for junior colleagues is composed of 67% females, and we have introduced ethnic minority and social mobility early careers programmes.

All colleagues have ESG-related objectives, and we have launched EmpowHer, a female-led development programme that we are aiming to roll out in other areas of the business, after a successful launch in one of our locations.

Our continued progression is reflected in the awards and accolades we have received, including being named a Working Families top 30 employer for 2024, achieving the ENI Tide Gold Standard for 2024, and being listed in The Times Top 50 Employers for Gender Equality for 2024. We were also ranked 25th in the Social Mobility Index for 2023, although we will only be participating in this every two years moving forward.

The DWF Early Careers team were the winner of the Disability Confident Private Sector award at the Recruitment Industry Disability Initiative Awards 2024.



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We confirm the data in this report is accurate.

A large, stylized 'dwf' logo in white lowercase letters, set against a dark green background with a pattern of rounded, leaf-like shapes. The logo is partially enclosed by a large, semi-transparent red shape that curves around it.



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