



Gender and ethnicity pay gap report

2020





This is our fourth year of gender pay gap reporting and the first time we have voluntarily included details of our ethnicity pay gap.

Whilst the gender pay data currently relates to UK only, (England & Scotland only regarding ethnicity pay data) we continue to implement a global Diversity & Inclusion strategy and are clear about our resolve to embed inclusive leadership at every level within our business.

It is important to acknowledge that across the DWF Group, we know we are not where we need to be in terms of female and BAME (Black, Asian & Minority Ethnic) representation at senior levels. We recognise that reducing our gender and ethnicity pay gap requires a sustained effort at every level of our business, and at every point in the employee life cycle, from attraction and recruitment through to development, succession planning and promotion.

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Our gender pay gap

We are continuing to making progress year on year to narrow our gender pay gap, but there is still much to do. The reduction in the combined mean pay gap for a third consecutive year is a positive indicator that our actions are having an impact.

However, the slight movement in our median pay gap is a powerful reminder that the pay gap is largely the result of having more men at senior levels in higher paid roles and a higher proportion of women relative to men in roles that fall within our lower pay quartiles. The representation of females in our upper pay quartile has increased for the third year running. In 2020, more women than men received a bonus.

Overall, the composition of our workforce is changing, but as with most large businesses, there are fewer leadership roles and often-slower turnover at senior levels. This will undoubtedly affect the speed with which our gender pay and bonus gaps reduce over time.

2020 gender pay gap

Employees hourly pay gap	2017	2018	2019	2020
Mean hourly pay gap	24%	23%	22%	21%
Median hourly pay gap	27%	24%	23%	24%

Self-Employed hourly pay gap	2017*	2018	2019	2020
Mean hourly pay gap	13%	16%	15%	13%
Median hourly pay gap	5%	16%	14%	11%

Combined hourly pay gap	2017*	2018	2019	2020
Mean hourly pay gap	50%	48%	39%	37%
Median hourly pay gap	36%	32%	33%	33%

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.

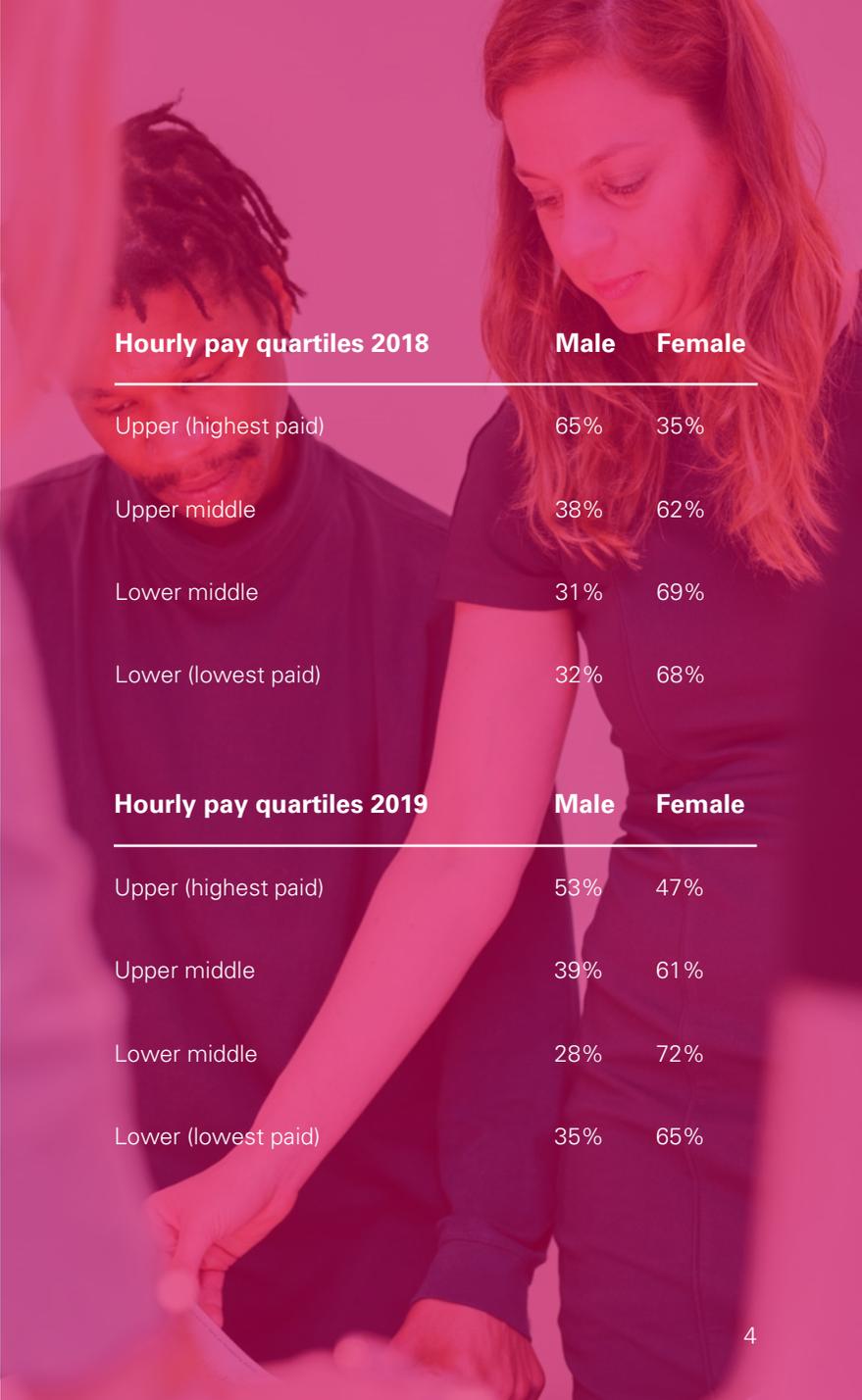
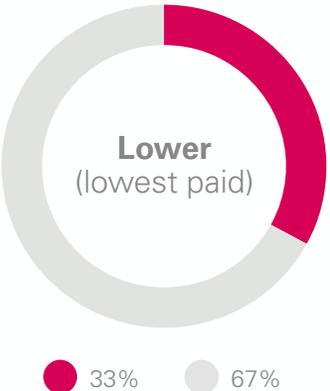
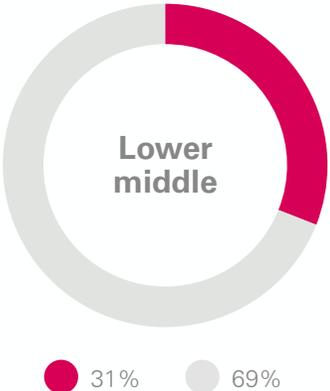
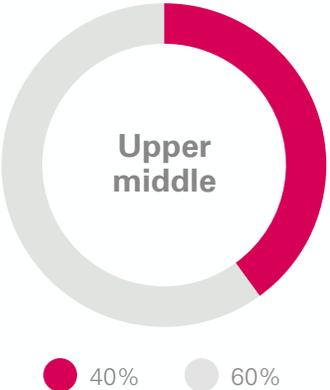
If we take our UK employees and line them up in order of pay from the highest to lowest, the median gender pay gap compares the hourly pay of the woman in the middle of their line and the hourly pay of the middle man.

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

*Not Published in 2017



Hourly pay quartiles 2020



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%

Bonus gender pay gap

Employees bonus gap	2017	2018	2019	2020
Mean bonus gap	24%	18%	35%	37%
Median bonus gap	15%	18%	32%	37%

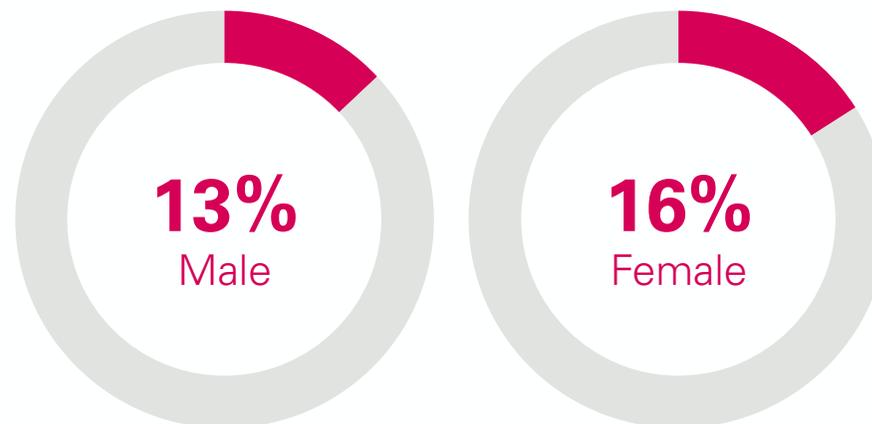
Self-Employed bonus gap	2017*	2018	2019	2020
Mean bonus gap	49%	50%	12%	65%
Median bonus gap	-14%	-16%	-14%	89%

Combined bonus gap	2017*	2018	2019	2020
Mean bonus gap	51%	45%	37%	38%
Median bonus gap	32%	23%	35%	38%

*Not Published in April 2017

A negative percentage figure indicates a bonus pay gap in favour of women

Proportion of employees who received a bonus 2020



	2017	2018	2019
Male	22%	71%	13%
Female	25%	55%	16%

Ethnicity pay gap

Employees hourly pay gap	2020
Mean hourly pay gap	15%
Median hourly pay gap	13%

Self-Employed hourly pay gap	2020
Mean hourly pay gap	-15%
Median hourly pay gap	-9%

Combined hourly pay gap	2020
Mean hourly pay gap	23%
Median hourly pay gap	22%

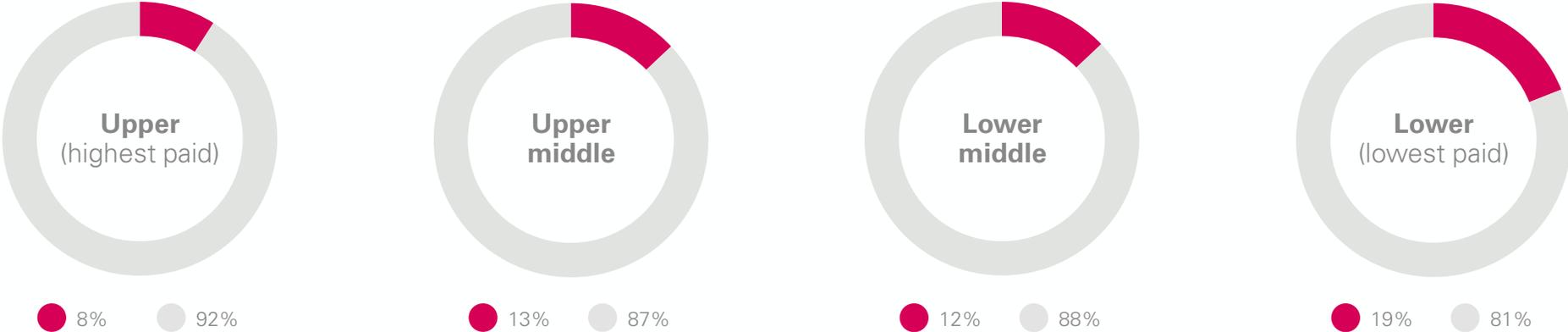
A negative percentage figure indicates a bonus pay gap in favour of BAME colleagues



In determining our ethnicity pay gap we rely on our colleagues to update their diversity data. Since our last report 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.

To further the progress of our ethnicity pay gap reporting, all colleagues in England and Scotland have received a series of communications over the past year to complete their diversity data in our systems. We will continue to encourage our colleagues to disclose their diversity data to improve the accuracy of our reporting.

Ethnicity hourly pay quartiles 2020





Bonus ethnicity pay gap

Self-Employed bonus gap	2020
Mean bonus gap	20%
Median bonus gap	17%

Combined bonus gap	2020
Mean bonus gap	22%
Median bonus gap	17%

Our targets on gender and race

01.

The Board to maintain its current gender diversity with no fewer than three women on the Board

02.

Female representation on the Executive Board to be at least 33% by 2022

03.

Women to hold at least 30% of senior leadership positions by 2022, with each operating division being able to set its own targets for gender diversity in its senior leadership positions

04.

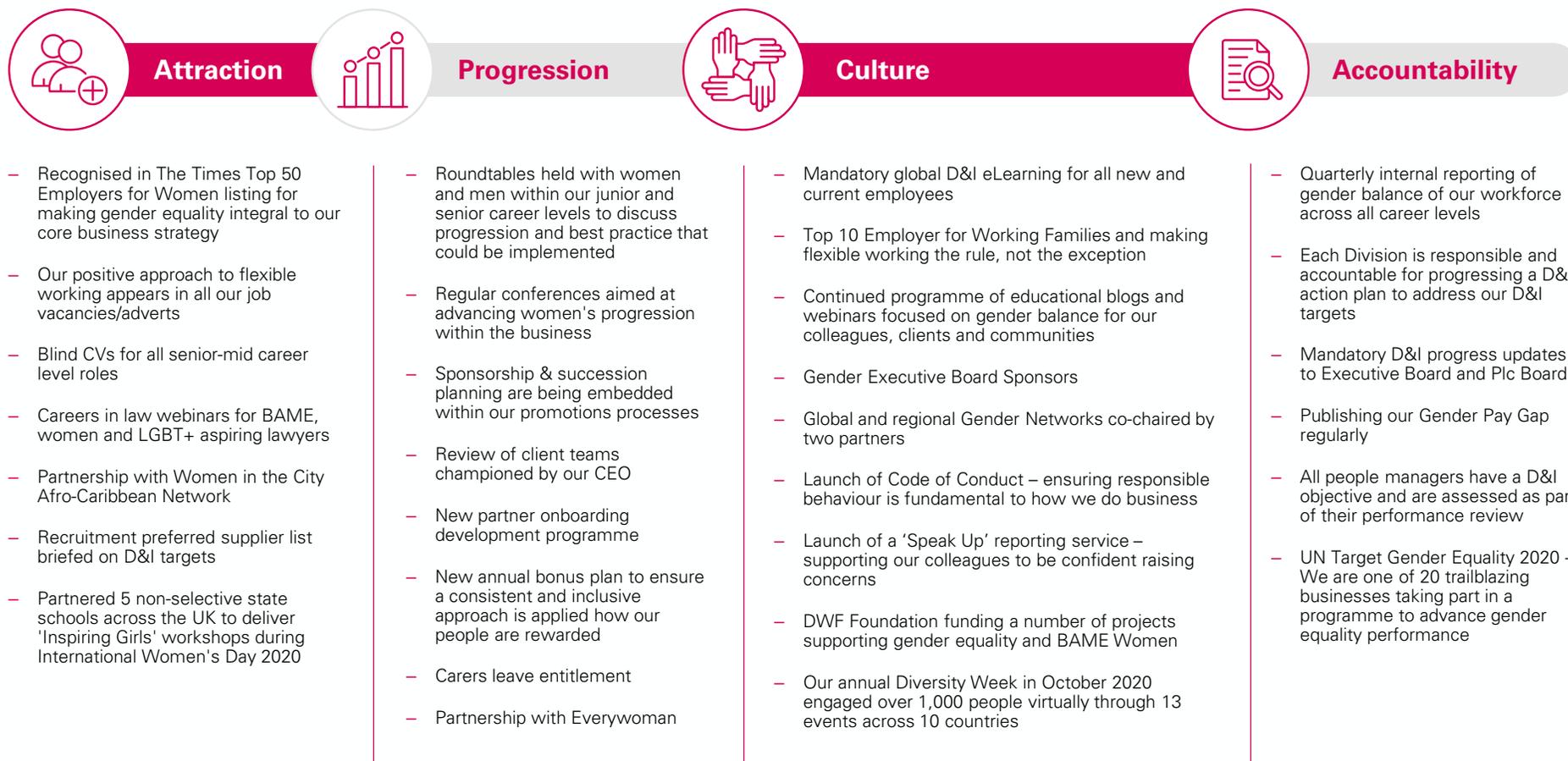
Target to achieve at least 10% BAME representation across senior leadership positions by 2022

05.

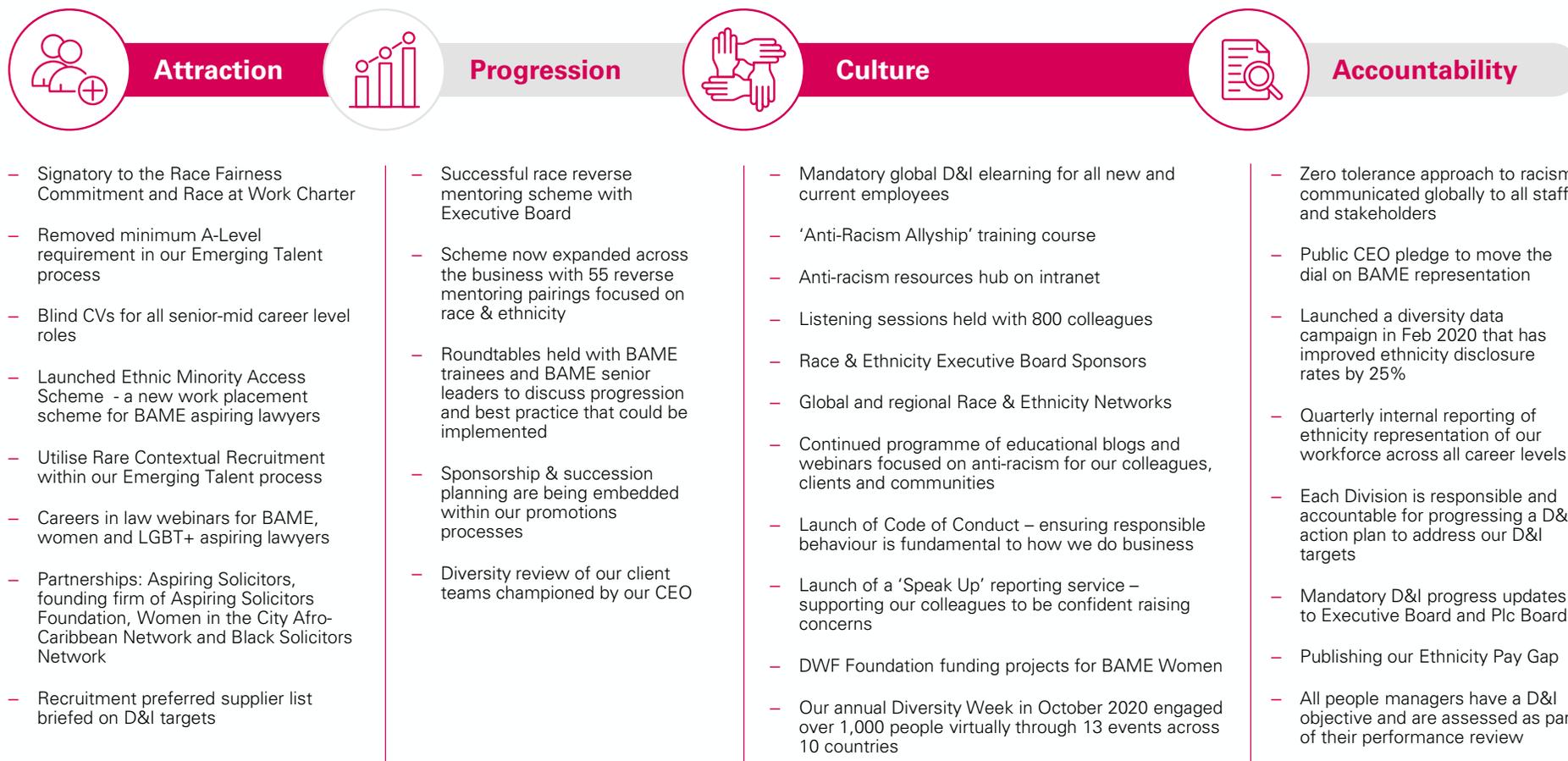
The Board to initiate BAME pay gap reporting by the end of 2020.



Commitment to action- Gender



Commitment to action- Race



Our commitment

“We believe our sustained focus on this will result in a more-diverse workforce, supported and empowered by our inclusive culture and values.”



Sir Nigel Knowles
Group CEO



Helen Hill
HR Director



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