

2017

UK Gender Pay Gap Results

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Our 2017 UK Gender Pay Gap Report

At DWF, we aim to be a leading employer, where diversity and inclusion are embedded into the way we work, through attracting and retaining a highly valued workforce that is representative of our clients and communities and offers a diverse range of perspectives.

We continue to fully support identifying and removing any barriers that prevent capable, talented people from achieving their full potential and welcome gender pay gap reporting as a further opportunity for us both to reflect on our progress to date and to further review our ways of working, ensuring we are transparent, fair and inclusive, diverse and treat our people equitably.

Our Gender Pay Gap

| | |
|-----------------------|--------------|
| Mean hourly pay gap | 23.7% |
| Median hourly pay gap | 26.5% |

Our analysis confirms that 21.6% of our mean hourly pay gap is due to having more men in senior higher paid roles and 2.1% of the gap is because men and women at the same level are paid differently. This difference can largely be explained by time in role or skill-set. Our challenge is, to a small extent, to close the gap in pay, and to a significantly greater extent to attract more women into senior roles.

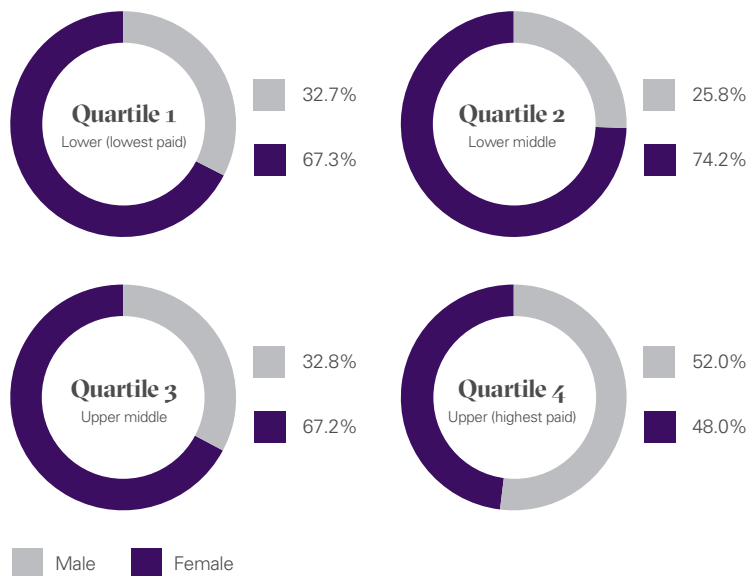
Why we have a gender pay gap

Our pay gap is mainly the result of having more men at senior levels in higher paid roles and a higher proportion of women relative to men in our lower career levels.

A contributing factor has been our significant growth, influenced by merger and acquisition activity, which has unintentionally impacted female representation at senior levels.

Hourly Pay Quartiles

Our results show that we have a higher proportion of females in quartiles 1, 2 and 3. In quartile 4, there is a higher proportion of males than females.



Bonus Pay Gap

Our bonus pay gap is 23.6%. Relative to the reported gap, 19% is the result of having more males in senior roles and we want to work at levelling this representation across all career levels.

| | |
|----------------------|--------------|
| Mean bonus pay gap | 23.6% |
| Median bonus pay gap | 15.1% |

Proportion of Male and Female Employees Receiving a Bonus

We will continue to review our bonus arrangements to ensure that the gender balance of bonus payments remains as equal as possible, focusing on personal achievements and behaviour that reflects our values.

| | |
|--------|--------------|
| Male | 24.2% |
| Female | 24.0% |

What we have done to close our gap

In October 2017 we introduced a Board-endorsed Global Diversity & Inclusion Strategy and we continue to work hard to ensure we see the benefits of this throughout our business.

Our Partner-led Diversity Steering Group is delivering against a published Gender Action Plan and our portfolio of Diversity training has been increased to consciously build diversity capability and confidence in leaders and line managers, ensuring our recruitment, selection and promotion decisions are free from bias.

We recognise that addressing the imbalance of women at senior levels will help to close our gender pay gap, and have partnered with Everywoman to help develop our female talent pipeline and provide access to senior female role models to inspire success and fulfil potential.

In 2017, we undertook a comprehensive talent mapping exercise across the business and have successfully implemented agile and flexible working practices.

Female representation on our Strategic Board has increased to 30% from 10%, and we have provided greater access to mentoring and senior sponsorship across all career levels.

What are our next steps?

Addressing the disparity in gender representation at senior levels will take time, but it continues to be a priority within our business. We are committed to taking the necessary steps to closing the current gender pay gap at DWF; we recognise there is more to do and are proactive in ensuring that we have a sustainable pipeline of female talent in our leadership population.

Informed by the principles of our Global Diversity & Inclusion Strategy, we will ensure our senior leader population is progressively more diverse and empowered. We are launching a new performance framework that encompasses our commitment to diversity and inclusion, complemented by smart objectives, which are linked to the values of our clients as well as to performance review and reward.

We have also charged those with responsibility for pay, bonus and recruitment matters to ensure gender considerations are front of mind when making decisions.

As an international legal business, we aim to recruit from the widest possible talent pool and have already made significant progress in improving our employment proposition for the benefit of all. We will continue to challenge assumptions about traditional ways of working and continue to participate in diversity benchmarking to drive the implementation of inclusive best practice.



“As Managing Partner and CEO, I confirm on behalf of our business that the information contained in this report is accurate.”

Andrew Leitherland
Managing Partner and CEO



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