

# UK Gender Pay Gap report -2024

February 2025

HR



# Contents



---

Page 3  
Introductions



---

Page 4  
About the report



---

Page 5  
Statutory  
Reporting



---

Page 7  
Wider Analysis



---

Page 9  
Workforce Profile



---

Page 10  
Talent Profile



---

Page 11  
Closing the Gap

# Introduction

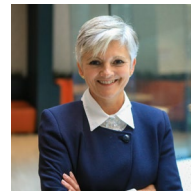
We are pleased to report significant progress in gender diversity across the firm. We have exceeded our target of 40% women in senior leadership roles ahead of schedule, with women now representing 44% of our senior leadership team. Additionally, 41% of our partnership is now female, a significant step towards achieving more balanced representation at the highest levels of the firm.

Initiatives like our Women in Leadership programme have been instrumental in supporting women to develop their careers by addressing challenges and building essential skills for senior roles. Our Reconnect programme continues to provide tailored support for those returning to work after extended career breaks, helping them to reintegrate and thrive professionally. Additionally, our Flex Forward approach offers colleagues greater control over when, where, and how they work. By supporting flexible working arrangements that balance individual needs with client and business demands, we empower all colleagues to manage their responsibilities and ambitions effectively.

We remain dedicated to providing a working environment that supports and enables our colleagues at every stage of their careers. Through the work of GEN, our Gender Equity Network, as well as mentoring schemes and our newly created EDI Lead role, we are driving positive change and ensuring that our policies and practices reflect the needs of our diverse workforce.

This report highlights both our achievements and the areas where we need to continue making progress. Addressing the gender pay gap requires a multifaceted, sustained approach and we are committed to taking meaningful actions to reduce it further.

As required, I confirm that the information in this report is true and accurate.



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# About the report

## What is the pay gap?

- The gender pay gap measures the difference of the average hourly earnings between men and women (salary and bonus).
- This is different from equal pay, which is a separate legal requirement and focuses on whether men and women are paid equally for equal work.
- Latest data shows that the UK has a median gender pay gap of around 7.0% (ONS – Apr 2024) while the FTSE 100 Directors gender pay gap stands at 68% (2024).

## Approach to reporting

- As in previous years, we have included the figures based on employee data of DAC Beachcroft Services Limited, all of whom work either in DAC Beachcroft LLP or DAC Beachcroft Claims Limited, with a snapshot date of 5 April 2024.
- We are also publishing wider analysis, which includes the remuneration gap for members of DAC Beachcroft LLP (i.e. the equity partner group), even though it is not a legal requirement to report on these figures.
- Members do not receive salary, instead they receive a share of the firm's profits. The Law Society guidance of England & Wales was followed as guidance for calculation purposes.



### Mean

The **mean** figure is calculated using the average of hourly pay rate (or bonus amount) of all the men and women. The difference between the two is the mean pay gap. This can be affected by outliers (unusually high or low data points).



### Median

The **median** figure is calculated using the mid-point hourly pay rate (or bonus amount) of all the men and women when ranked in numerical order. The difference is the median pay gap. This is less affected by outliers (unusually high or low data points).

# Gender Pay Gap – Statutory reporting

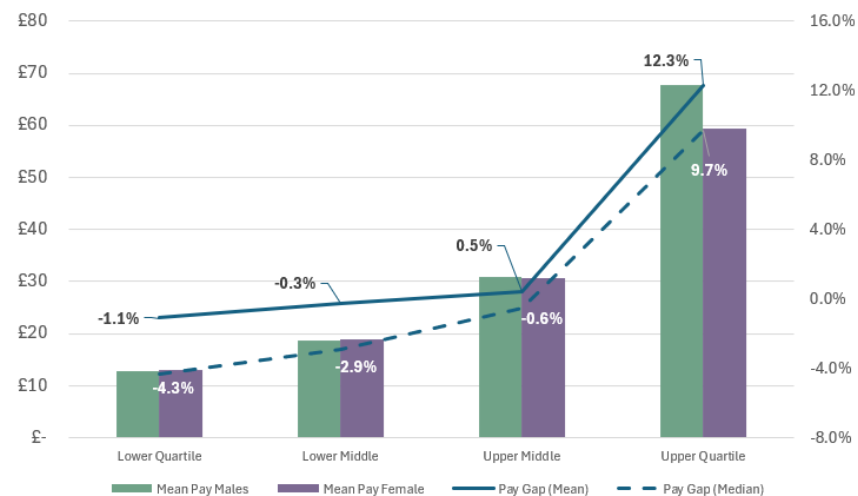
## Hourly Pay Gap

	2022	2023	2024	Change
Mean	22.8%	21.6%	21.3%	-1.5%
Median	21.3%	20.7%	21.5%	0.2%

As of 5 April 2024, our employee base comprised 66% women and 34% men, identical to last year. Over the last two years the mean (average) gap has fallen by 1.5% whilst the median gap has widened slightly by 0.2%.

There is little to choose between the mean and median hourly rate in the first three quartiles (right); however, in the top quartile distribution, the average (mean) differential is close to 10%.

## Pay Quartiles - Pay Gap and Hourly Rate



## Pay Quartiles

The legislation requires us to identify our overall pay range, divide it into equal-sized quartiles and report on the percentage of men and women in each. This analysis helps us to visualise the distribution of our pay practice i.e. 72.9% of those colleagues whose pay falls in the bottom quartile are women, whereas 55.7% of those paid in the top quartile are women (see table below).

Group	Mean Pay Males	Mean Pay Females	Pay Gap (mean)	Pay Gap (median)	Percentage of Males	Percentage of Females
Lower quartile	12.80	12.94	-1.1%	-4.3%	27.1%	72.9%
Lower middle quartile	18.75	18.80	-0.3%	-2.9%	31.0%	69.0%
Upper middle quartile	30.87	30.73	0.5%	-0.6%	34.1%	65.9%
Upper quartile	67.81	59.46	12.3%	9.7%	44.3%	55.7%

The statistics also show a slight improvement on the previous year's report, which is encouraging. In overall terms it is a relatively static picture with no significant difference in distribution between 2023 and 2024.

In the top quartile, whilst women are well represented, the pay gap is more apparent at 12.3% (mean) and 9.7% (median), whereas at the lower, lower middle and upper middle quartiles women are paid at least as well as men in almost all of the statistical measures.

# Gender Pay Gap – Statutory reporting

## Bonus Gap

	2022	2023	2024	Change
Mean	48.8%	48.3%	40.8%	-8.0%
Median	20.0%	25.5%	29.8%	9.8%

The mean bonus gap has fallen by 8% since 2023, while the median bonus gap, which is not impacted by outliers, has increased by 9.8%.

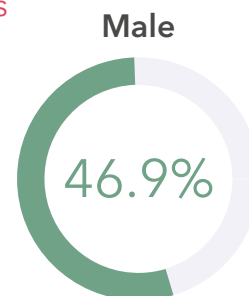
So, whilst it is good to see that, on average, the gap between bonus values has seen a significant decline over the last two years, the more statistically reliable median (the true midpoint) suggests a greater incidence of higher awards for men compared to women.

Our observed bonus gaps continue to be driven by a greater incidence of female colleagues in areas of the business (e.g. business support) where bonuses are typically lower. The gap is also calculated on the actual value of bonuses paid, rather than a full-time equivalent amount, which further inflates our bonus gap, as our part-time colleagues tend to be female. Additionally, in fee-earning roles where higher bonuses are typically paid (e.g. salaried partners), female representation is lower at 44% compared to 56% men.

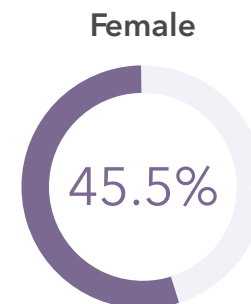
The value of bonuses awarded vary depending on job level and type of role (fee earning vs business support) and excluding a small number of higher value bonuses, can have a dramatic impact on the average value. Whilst these outliers are very small in number, they can have a significant impact on the statistics.

In 2024, 45.5% of women received a bonus, compared to 46.9% of men. These proportions are slightly above last year's rates of 44.9% and 45.2%, respectively, suggesting that the number of people receiving a bonus was higher than 12 months before but that this trend did not favour men over women or vice versa.

## Proportion of female/male employees who received a bonus



*This is a 1.7% increase from 2023*



*This is a 0.4% increase from 2023*



# Wider Analysis

Whilst not a statutory requirement, for completeness we have included the “pay” and “bonus” gap data relating to the firm’s members.

For illustrative purposes, we have treated members’ profit share and return on capital as “pay” and merit awards as “bonus”. As at the snapshot date, members consisted of 25% women and 75% men. There was also 40% and 50% of female representation on Group and Executive Boards, respectively. As can be seen, the mean hourly pay gap for members has increased, mainly due to outliers.

When excluding outliers, there is no material member pay gap. Similarly, there is no member bonus gap.

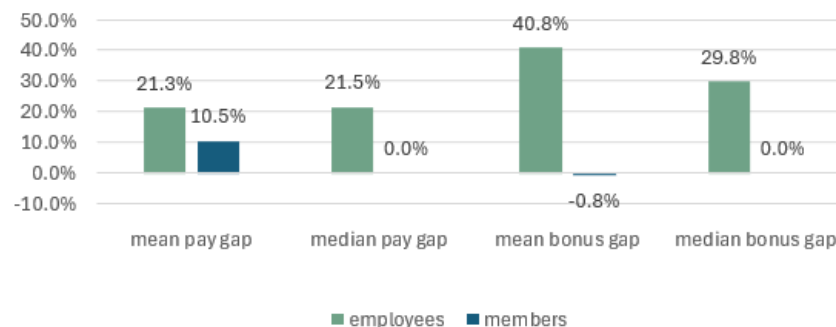
## Hourly Pay Gap, comparison employees & members

	Mean Pay	Change from 2023	Median Pay	Change from 2023
Employees	21.3%	-1.5%	21.5%	0.2%
Members	10.5%	4.4%	0.0%	-0.1%
Employees & members	46.4%	0.8%	25.5%	0.8%

## Bonus Gap, comparison employees & members

	Mean Bonus	Change from 2023	Median Bonus	Change from 2023
Employees	40.8%	-8.0%	29.8%	9.8%
Members	-0.8%	5.6%	0.0%	-14.3%
Employees & members	46.0%	-20.1%	33.3%	-4.5%

### Comparison of pay and bonus gaps by employment type



# Wider Analysis (continued)

A further helpful analysis, illustrating the impact of the workforce distribution, is that of the pay gaps without the effect of the predominantly female business support and secretarial populations.

This analysis reveals smaller gaps than the firmwide data and some of which are in favour of women (those expressed as a negative percentage in the table below).

Female representation is high in the fee-earning population (62%), and we have continued to see an improvement in the proportion of Salaried Partners who are female, now accounting for 46%. That said, the pay gap persists, though the median is now 3.6% compared to 5.9% at the last reporting date.

## Pay gap analysis by category of lawyer

Job Category	Mean Pay Gap	Median Pay Gap
Salaried Partner	7.8%	3.6%
Legal Director	-8.0%	-6.7%
Senior Associate/CSG Associate	0.6%	2.0%
Associate	4.1%	3.5%
Solicitor/Chartered Legal Executive	4.7%	7.4%

## Male/Female representation in lawyers (fee-earners)





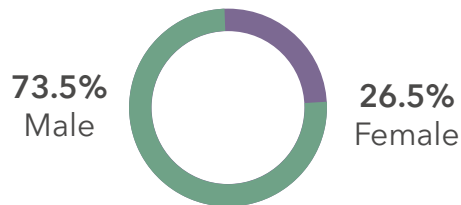
# Workforce profile by gender / role

This section looks beyond the snapshot date and reflects our current workforce profile as of February 2025.

The overall composition and shape of the firm remains broadly consistent with last year at 70% of the population being fee earners and 30% working in business support (+/- 2%), whilst 70% of business support colleagues are female. Of the entire female population at DACB, two thirds of them are fee earners, which compares well with their male colleagues of whom 74% are fee earners.

Female representation in the membership has continued to rise year-on-year, albeit slightly, and now stands at 26.5% as of February 2025.

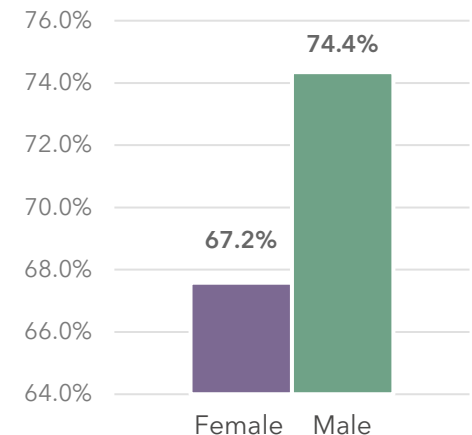
Percentage of member population who are male/female



Percentage of salaried partner population who are male/female



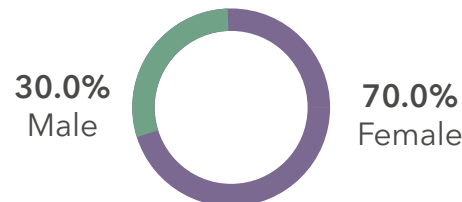
Percentage of female and male population who are fee earners



Percentage of total population who are fee earners/business support



Percentage of Business Support population who are male/female

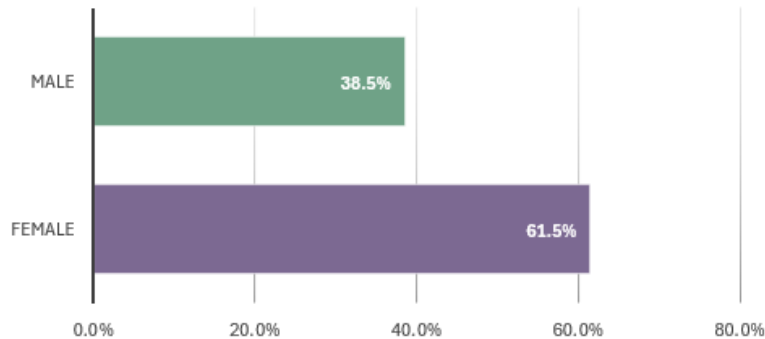


# Talent pipeline

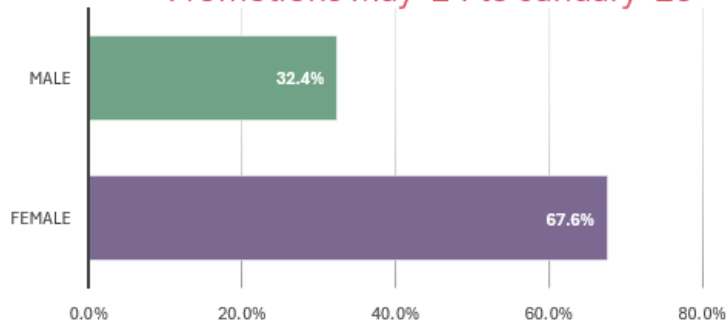
Monitoring plays an important role in achieving the equality targets set out in this report, regarding the impact of recruitment decisions, lateral hires, promotions and development opportunities,

In the year to April 2024, 55% of salaried partner promotions and over two thirds of Senior Associate/Associate (CSG) promotions were female, whilst women received 61.5% of all promotions. In the nine months to January 2025, over two thirds of all promotions have been for women, an increase of around 10% over the previous twelve-month period May 2023 to April 2024. Similar improvements year-on-year have been observed amongst salaried partners, legal directors and senior associate/associates, where a higher proportion of women have been promoted than men despite seeing no change in the male: female ratio at the firm.

Promotions May '23 to April '24



Promotions May '24 to January '25



Female Promotions



# Closing the gap

Achieving gender balance in higher-paid roles remains a key priority for our business as we strive to attract and retain the talent necessary to sustain growth and deliver on our strategic goals. Increasing the representation of women in senior positions will continue to be a vital factor in narrowing our gender pay gap. We recognise the importance of creating a more inclusive workplace – one that supports colleagues in balancing their responsibilities and career choices at different stages of their lives. While there is no single solution to eliminating the gender pay gap, at DACB, we remain committed to implementing positive interventions that will, over time, drive meaningful progress and ultimately close the gap.



## Monitoring the gender balance in our talent pipeline

We aim for greater gender balance throughout our business and our senior leadership and membership remain of primary interest.

Across DACB globally, including members, 39.4% of the partnership is female. In UK & Ireland, we see a more balanced pipeline, with 45.6% of salaried partners being female.

As for future leaders, we are pleased to say that 50% of the participants of our current Developing Leaders Programme are women.

*“At DACB, we recognise that real progress comes from measuring the impact of our actions. Our annual pay gap analysis forms part of our data-led approach, helping us to understand and measure progress against our vision of being a place where colleagues can grow, thrive and be rewarded, free from any barriers linked to gender or other personal characteristics, life choices or backgrounds.”*

Lucy Rogers, HR Director



## Senior leadership - gender balance target

We are pleased that we outperformed our target of 40% of senior leadership teams to be female by 2025, with 44% of our senior leadership positions currently held by women, including the roles of Senior Partner, Chief Finance Officer, HR Director and Head of Insurance.

## Composition of senior leadership teams



# Closing the gap (*continued*)



## Women in Leadership Programme (WLP)

This initiative is key in reducing the gender pay gap by strengthening the leadership pipeline and increasing female representation at senior levels. With the backing of executive sponsorship and the GEN (Gender Equity Network), the programme not only enhances leadership capabilities but also creates an environment where women are supported in achieving their career ambitions.

Through bite-sized workshops, coaching, and networking events, participants develop critical business leadership skills, benefiting both their individual progression and the firm's commitment to equity, diversity and inclusion. WLP is an important step in ensuring talent is recognised, supported and rewarded fairly.



## Reconnect

Through Reconnect, our returners programme, we encourage and support the return to private practice of lawyers who have taken extended careers breaks, including time out to raise a family, which has traditionally impacted women disproportionately.

We work in partnership with Career Returners to deliver a Support Programme for a group of lawyers (predominantly women) considering a return to the law after a number of years out of the law, all of whom have applied to participate in our Reconnect programme.



## Flexible working

We know how critical flexible working is to our workforce and their families, especially those colleagues who have caring responsibilities.

We operate a flexible working policy, known as Flex Forward, which allows colleagues more control of how, when and where they do their best work.

We also advertise all jobs with the Working Families strapline, "Happy to Talk Flexible Working".



# Closing the gap (continued)



## Transitioning back to work from Maternity Leave

We understand the importance of fully supporting women as they prepare to go on maternity leave and, as they return from a period of maternity leave, to ensure a smooth transition back to work in a way that enables them to continue their chosen career path.

We have in place a refreshed network of Back to Work mentors, namely colleagues who have experienced the challenges of transitioning back into work, who have volunteered to mentor a returning colleague. We are continually looking at ways to help make the return an ever more positive experience, such as improving access to information, enhanced training of Back to Work mentors and line managers and adjusting fee targets for the first four weeks back.



## Menopause Pledge and policy

DACB has signed the Menopause Pledge and created a colleague support group called Meno-Positive.

The purpose of the group is to:

- i. raise awareness of the menopause and its impact in the workplace;
- ii. encourage open conversations between line managers and colleagues by breaking the stigma and taboo surrounding talking about the menopause; and
- iii. direct colleagues to relevant advice and assistance.



## Working Families Top 10 Employer

In 2024 we were recognised as a Top 10 Employer for working families by the charity Working Families for the first time, having been placed in the Top 30 in previous years. We have continued to support parents and carers in numerous ways as listed in this report.





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