



**HFW GENDER PAY GAP
REPORT: 2024/25
OUR WORK
ENVIRONMENT AND
COMMITMENT TO
DIVERSITY & INCLUSION**

We are committed to creating a diverse and inclusive workplace where people from all backgrounds and experiences can thrive and reach their full potential. We strive to be an employer of choice; attracting, developing, and retaining exceptional talent, regardless of gender, gender identity, ethnicity, race, marital status, disability or neurodiversity, religious belief, sexual orientation, age, socioeconomic background, or caring responsibilities. We believe this is critical to the long-term success of our business.

In our 2024/25 Gender Pay Gap report, we are sharing significantly more detailed data than is required, to provide a full and frank assessment of our performance. This includes data on our self-employed Partners, as well as our global gender pay gap data.

Increasing the representation of women in law firm Partnerships has long been a challenge across the legal industry. We are addressing this issue and working to make meaningful progress.

Since we published our first Gender Pay Gap Report in 2016/17, the percentage of women Partners at the firm globally has gone from 11% to 19%.

During 2024/25, women accounted for a third of our Business Services heads and over 45% of our Legal Director and Of Counsel roles, which offer our lawyers either an alternative career path or a stepping-stone to Partnership.

Women have also accounted for over 40% of participants in our Associate Leadership Programme – our development initiative for those focused on securing a more senior role within the firm – since it was launched in 2017.

Globally, 56% of our Associates and Senior Associates are women. We have a strong pipeline of female talent.

While we have made progress, we recognise that there is still more work to do. Our approach to gender equality is grounded in principles that promote representation and opportunity, and are designed to embed inclusion across the firm. They include:

- Setting measurable gender goals for recruitment and retention, including Partner hires and promotions, and participation in our Associate Leadership Programme.
- Diverse representation on all client, matter, and pitch teams.
- Actively seeking women candidates for recruitment, including lateral Partner and Legal Director roles.
- Ensuring every major marketing event is inclusive and accessible to all, and that panels are gender-balanced.

- Creating fair and equitable opportunities for everyone to participate within matter teams, regardless of gender.
- Identification of equality champions within each of our Groups, to work with the Group Leader and other Partners to achieve agreed KPIs.

We regularly review and strengthen our approach to gender equality – and D&I more broadly – by identifying practical actions that will drive measurable progress and lasting change.

People processes

- The firm maintains a transparent recruitment and promotion process, with clear, communicated criteria.
- Our HR team use structured tools including interview guides, interviewer training, competency-based assessments, and post-application feedback to ensure fairness and prevent barriers to gender diversity.
- We work with our external recruiters to ensure that they are actively identifying women candidates and those from diverse backgrounds for opportunities at HFW.
- We carry out annual gender reviews of the firm's salary and bonus data, holding multilayered moderations sessions across Groups and offices, to ensure fair and unbiased decisions.

Career development and progression

- We strive for gender balance in our annual Associate Leadership Programme – our development programme for those seeking promotion to Partner or Legal Director.
- We use Talent Mapping – reviewing all staff in relation to their performance and potential – to identify and then support our key talent, regardless of gender.
- We launched a project to identify and address barriers to gender equality. This initiative resulted in multiple workstreams, with actionable recommendations in critical areas such as parental leave, career coaching and mentoring, and talent retention.

- We run a 'Women Leaders' Client Listening programme, which gives our talented women Senior Associates the opportunity to join a Client Listening session with a female client and our Global Senior Partner, enabling them to be part of the discussion and helping them create their own relationship with the client, with a view to their future progression.
- Colleagues are actively encouraged to develop their external networks – an essential part of career development – by engaging with industry groups such as WISTA, WAI, and other professional communities.
- We mark International Women's Day and International Men Day with events across our offices, creating opportunities for learning, dialogue, and reflection. Initiatives re designed to deepen understanding and commitment to drive progress on gender equality.

Support for working parents

- We have a range of policies to support our colleagues with parental responsibilities, including enhanced maternity, paternity, and shared parental pay; parental transition coaching; and reduced hours targets for fee-earners returning from extended parental leave.



JEREMY SHEBSON
Managing Partner



GILES KAVANAGH
Global Senior Partner

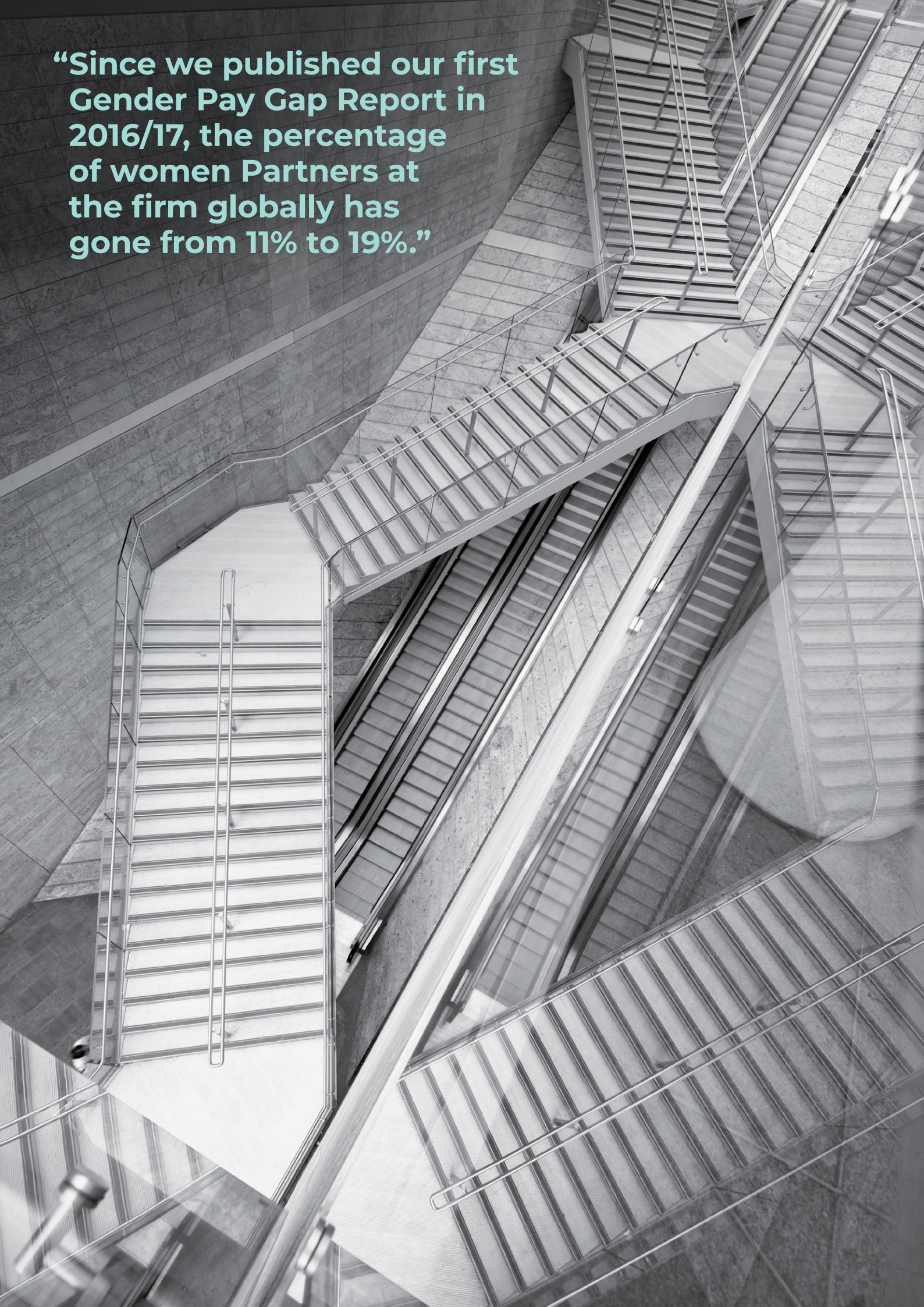


CORRIN KAYE
Chief People Officer



OLIVIER BAZIN
Partner and Chair of Diversity & Inclusion Committee

“Since we published our first Gender Pay Gap Report in 2016/17, the percentage of women Partners at the firm globally has gone from 11% to 19%.”



Gender pay and bonus data

The following data shows the difference in average hourly pay and average bonus pay of male and female employees in the UK during the 12 months to 5 April 2025.

The 'mean' is the 'average'. In this case, it was calculated by adding up all of the individual pay and bonuses, and dividing that total by the number of employees. The 'median' is the 'middle' value if all individual hourly or bonus pay data was listed in numerical order.

A positive figure means that men are paid more on average than women. A negative figure means that women are paid more on average than men. The higher the figure, the greater the difference.

Each set of data is followed by a brief explanation. For more context, see the introductory overview ("Our Work Environment and Commitment to Diversity and Inclusion").

We confirm that the following data is accurate.

UK All Staff:

	Mean		Median	
	2024/25	2023/24	2024/25	2023/24
Hourly Pay	14.9%	18.9%	31.3%	36.8%
Bonus	31.0%	44.6%	71.4%	61.4%

This shows that our male employees were paid 14.9% more on average than our female employees in the UK during 2024/25. (This data excludes Partners, who are self-employed and do not receive a salary. Partner data is provided later in this report.)

Our hourly pay and bonus figures continue to be heavily distorted by a significant gender imbalance across our Secretarial Support and Business Services teams. Women account for almost 100% of our Secretarial Support roles and a higher proportion of the most junior roles in Business Services. If you remove Secretarial Support from our all-staff data, the mean hourly pay gap for 2024/25 drops from 14.9% to 7.0% and the median gap drops from 31.3% to 2.2%.

Our median bonus gap highlights the caution needed when viewing gender pay gap figures in isolation. If the median for male bonuses in 2024/25 was moved down by just 18 places (remember, the median is the 'middle' value if all bonus payments were listed in numerical order), the median bonus gap would drop from 71.4% to 0%.

Proportion of UK colleagues who received a bonus:

	2024/25	2023/24
Female	93.2%	93.1%
Male	88.0%	94.1%

This shows the proportion of our male and female colleagues in the UK who received a bonus in 2024/25.

Bonuses are based on individual performance, so we would expect some degree of variance in these figures from year to year. We are confident that men and women have an equal opportunity to participate in and earn a bonus at HFW.

UK Pay quartiles:

	Lower Quartile		Lower-Middle Quartile		Upper-Middle Quartile		Upper Quartile	
	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24
Female	71.0%	63.4%	50.9%	61.0%	50.9%	46.0%	47.2%	45.0%
Male	29.0%	36.6%	49.1%	39.0%	49.1%	54.0%	52.8%	55.0%

This chart illustrates the pay distribution by gender across the firm in four equally sized quartiles.

There remains a significant imbalance in the Lower quartile. As previously explained, this is due to several factors, particularly the high proportion of women in Secretarial Support and junior Business Services roles.

UK Gender breakdown by grade

	Total		Partners		Associates		Trainees		Business Services		Secretarial Services	
	24/25	23/24	24/25	23/24	24/25	23/24	24/25	23/24	24/25	23/24	24/25	23/24
Female	49.7%	48.1%	17.4%	16.9%	56.2%	52.0%	45.8%	60.0%	50.5%	47.4%	97.7%	97.7%
Male	49.9%	51.5%	82.6%	83.1%	42.9%	47.1%	54.2%	40.0%	49.1%	52.1%	2.3%	2.3%
Other preferred description	0.2%	0.2%	0.0%	0.0%	1.0%	0%	0.0%	0.0%	0.5%	0.0%	0%	0%
Prefer not to say	0.2%	0.2%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.5%	0%	0%

Over the past three years, women have accounted for almost 60% of our new Trainees, helping to build a strong pipeline of female talent at the firm. The key issue highlighted by this data is the significant under-representation of women within our Partnership. Since the publication of our first Gender Pay Gap Report in 2016/17, the percentage of female Partners at the firm globally has increased from 11% to 19% (the data in the above table is for the UK only). We remain focused on increasing female representation at Partner level.

Additional data

We are not legally required to publish the following data, but we have chosen to share it in the interest of transparency.

Hourly pay gap by lawyer grade

	Mean		Median	
	2024/25	2023/24	2024/25	2023/24
Partners	46.7%	43.2%	41.3%	39.4%
Associates	7.4%	7.4%	6.5%	7.8%
Other fee-earners	2.5%	9.2%	4.6%	10.5%

This section breaks down the hourly pay gap by fee-earner grade to enable a more relevant, like-for-like comparison.

Our continued efforts to improve female representation in our Partnership has seen the percentage of female Partners in the UK increase from 13% in 2020/21 to 17% in 2024/25. Newly-promoted Partners are typically paid less than more senior Partners (particularly Equity Partners), so this has caused the pay gap data to increase. The significant difference at Partner level is also because we continue to have a greater proportion of male Equity Partners than female Equity Partners, who are paid more on average than their Fixed-Share counterparts. We recognise the need to improve female representation at the highest level of the firm.

Global gender pay gap

	Mean		Median	
	2024/25	2023/24	2024/25	2023/24
Hourly Pay	17.0%	16.7%	26.4%	26.5%
Bonus	33.5%	36.9%	0%	0%

HFW is one firm globally, and we are committed to creating a diverse and inclusive environment in all our offices around the world. As such, we have decided to publish global hourly pay gap data, even though we are only legally required to publish data for the UK.

These calculations are based on gross annual pay, with all currencies converted to GBP using average exchange rates for the 2024/25 fiscal year. The figures do not include Partners, consultants, contractors, temporary workers, or work experience roles. The data shows that the average hourly pay and bonus gaps across our international offices were broadly in line with those in London. This reflects the fact that we apply a consistent approach to remuneration across the firm globally, by ensuring pay is benchmarked to the local markets in which we operate.

The global median bonus pay gap again highlights the caution needed when viewing figures in isolation, having over the past five years swung from 33.5% to 0% to 46.7% to 0%, where it remained in 2024/25. Median averages are more susceptible to sizeable changes from year to year because they just look at a single point in a large set of data. If the median was shifted just 20 places, the bonus pay gap figure would go from 0% to 50%.

HFW is a leading global law firm in the aerospace, commodities, construction, energy, insurance, and shipping sectors. We have more than 1,200 people, including 180 Partners and 750 lawyers in total, based in offices across the Americas, Europe, the Middle East, and Asia Pacific. We pride ourselves on our deep industry expertise and our entrepreneurial, creative, and collaborative culture.

To find out more about our commitment to diversity and inclusion, or to read our global diversity statement, visit: <https://www.hfw.com/about-us>