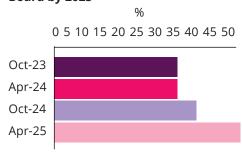


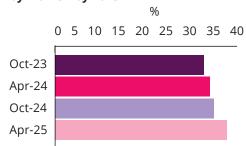
## DWF D&I Target Performance

Gender Tragets (Global)	Oct-23	Apr-24	Oct-24	Apr-25
40% Women on Exec Board by 2025	35.7%	35.7%	41.6%	53.3%
40% of senior roles held by women by 2025	32.6%	34.6%	35.7%	37.0%
Ethnicity Tragets (UK only)	Oct-23	Apr-24	Oct-24	Oct-24
13% overall ethnic minority representation by 2025	13.3%	14.7%	15.0%	14.9%
10% ethnic minority representation in senior roles by 2025	6.2%	7.8%	7.8%	7.2%
3% overall Black representation by 2025	2.1%	2.1%	2.4%	2.5%
3% Black representation in senior roles by 2025	0.4%	0.8%	0.8%	0.4%

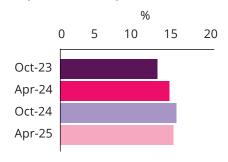
#### 40% Women on Exec Board by 2025



## 40% of senior roles held by women by 2025



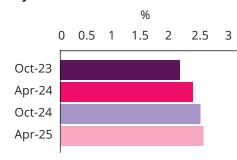
## 13% overall ethnic minority representation by 2025



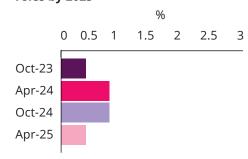
## 10% ethnic minority representation in senior roles by 2025



## 3% overall Black representation by 2025



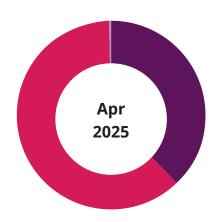
## 3% Black representation in senior roles by 2025



## UK D&I Workforce Statistics

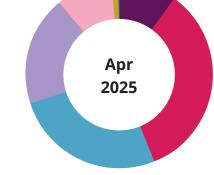
#### Gender

- Male
- Female
- Other
- Prefer not to say
- Not Complete



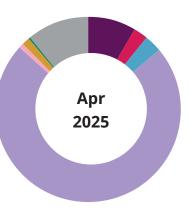
#### Age

- 16-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65+
- Not Complete



#### **Ethnicity**

- Asian / Asian British:
- Black / Black British
- Mixed / Multiple Ethnic Groups
- White (inc. white ethnic minorities)
- Other Ethnic Group
- Prefer not to say
- Unknown
- Not completed



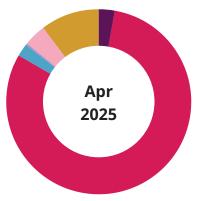
Gender	Oct-23	Apr-24	Oct-24	Apr-25
Male	39.6%	38.9%	38.6%	38.1%
Female	60.4%	60.3%	61.1%	61.5%
Other	0.0%	<0.1%	<0.1%	0.1%
Prefer not to say	0.0%	0.1%	1.0%	0.2%
Not Complete	0.0%	0.7%	<0.1%	0.1%
Age	Oct-23	Apr-24	Oct-24	Apr-25
16-24	9.2%	8.9%	10.0%	10.9%
25-34	34.8%	34.1%	34.1%	33.8%
35-44	26.4%	26.6%	25.9%	25.7%
45-54	19.2%	19.5%	19.1%	19.0%
55-64	9.2%	9.5%	9.6%	9.3%
65+	1.2%	1.2%	1.3%	1.2%
Not complete	0.0%	0.3%	0.0%	0.1%
Ethnicity	Oct-23	Apr-24	Oct-24	Apr-25
Asian / Asian British	7.9%	8.5%	8.6%	8.5%
Black / Black British	2.1%	2.1%	2.4%	2.5%
Mixed / Multiple Ethnic Groups	2.4%	3.1%	2.9%	2.9%
White (inc. white ethnic minorities)	65.1%	71.9%	72.7%	73.3%
Other Ethnic Group	0.9%	1.1%	1.0%	1.0%
Prefer not to say	1.3%	1.5%	1.4%	1.6%
Unknown	0.0%	0.1%	0.1%	0.1%
Not completed	20.3%	11.8%	10.8%	10.2%

#### **UK D&I Workforce Statistic**

Sexual Orientation	Oct-23	Apr-24	Oct-24	Apr-25
Gay / Lesbian	2.5%	2.8%	2.9%	2.7%
Heterosexual / Straight	71.2%	80.5%	80.6%	81.4%
Bi	1.5%	2.0%	2.1%	2.0%
Other / Prefer to self-describe	0.2%	0.2%	0.2%	0.3%
Prefer not to say	3.5%	3.9%	3.9%	4.1%
Not completed	21.1%	10.7%	10.2%	9.5%
Religion	Oct-23	Apr-24	Oct-24	Apr-25
No religion or belief / atheist	33.4%	36.2%	35.2%	34.1%
Buddhism	0.1%	0.1%	0.1%	0.1%
Christianity	32.9%	36.9%	37.1%	31.5%
Hindu	1.4%	1.5%	1.5%	1.5%
Jain	0.0%	0.0%	0.0%	0.0%
Judaism	0.4%	0.4%	0.6%	0.7%
Islam	4.2%	4.7%	5.1%	5.2%
Sikhism	1.0%	1.2%	1.2%	1.2%
Other religion or belief	1.3%	1.2%	1.1%	1.1%
Prefer not to say	4.1%	4.6%	4.5%	4.8%
Not completed	21.1%	13.2%	13.7%	13.7%

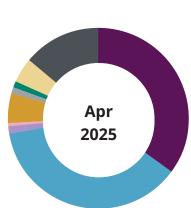
#### **Sexual Orientation**

- Gay / Lesbian
- Heterosexual / Straight
- Other / Prefer to self-describe
- Prefer not to say
- Not completed



#### Religion

- No religion or belief / atheist
- Buddhism
- Christianity
- Hindu
- Judaism
- Islam
- Sikhism
- Other religion or belief
- Prefer not to say
- Not completed



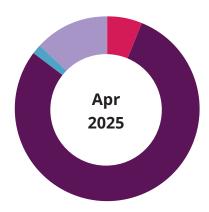
#### **UK D&I Workforce Statistic**

#### Disability

Yes

Prefer not to say

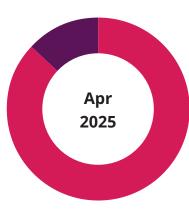
Not completed



#### **Working Patterns**

Full-time

Part-time



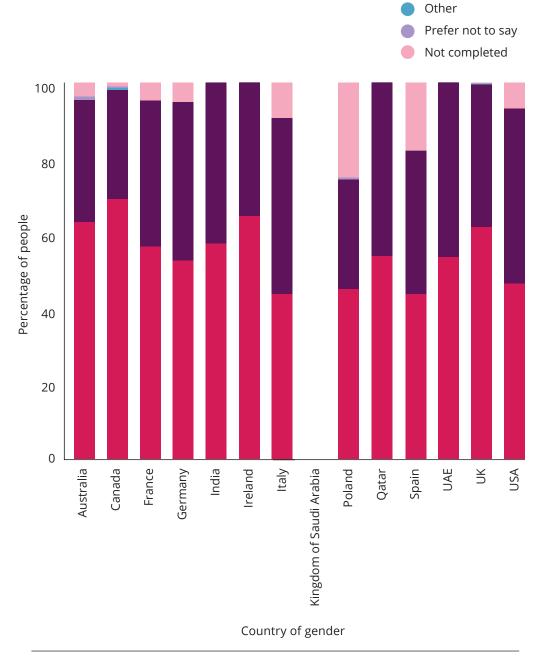
Disability	Oct-23	Apr-24	Oct-24	Apr-25
Yes	4.2%	6.0%	6.3%	6.9%
No	66.7%	78.1%	79.0%	79.2%
Prefer not to say	0.9%	1.5%	1.7%	1.9%
Not completed	28.2%	14.4%	13.0%	12.0%
Working Patterns	Oct-23	Apr-24	Oct-24	Apr-25
Working Patterns Full-time	Oct-23 86.8%	<b>Apr-24</b> 86.9%	<b>Oct-24</b> 87.0%	<b>Apr-25</b> 86.9%
Full-time Full-time	86.8%	86.9%	87.0%	86.9%

Please note statistics are for our UK colleagues only.

\* The care giving and social mobility fields were recently introduced. Current declaration levels do not provide statistically valid figures, therefore we cannot report against these fields at present.

## Global Gender

Country of Career Level	Female	Male	Other	Prefer not to say	Not Completed
Australia	62.91%	32.39%	0.00%	0.94%	3.76%
Canada	69.05%	28.87%	0.60%	0.30%	1.19%
France	56.45%	38.71%	0.00%	0.00%	4.84%
Germany	52.63%	42.11%	0.00%	0.00%	5.26%
India	57.20%	42.80%	0.00%	0.00%	0.00%
Ireland	64.44%	35.56%	0.00%	0.00%	0.00%
Italy	43.81%	46.67%	0.00%	0.00%	9.52%
Kingdom of Saudi Arabia	*	*	*	*	*
Poland	45.16%	29.03%	0.00%	0.54%	25.27%
Qatar	53.85%	46.15%	0.00%	0.00%	0.00%
Spain	43.83%	37.86%	0.00%	0.21%	18.11%
UAE	53.57%	46.43%	0.00%	0.00%	0.00%
UK	61.52%	38.09%	0.13%	0.19%	0.07%
USA	46.51%	46.51%	0.00%	0.00%	6.98%

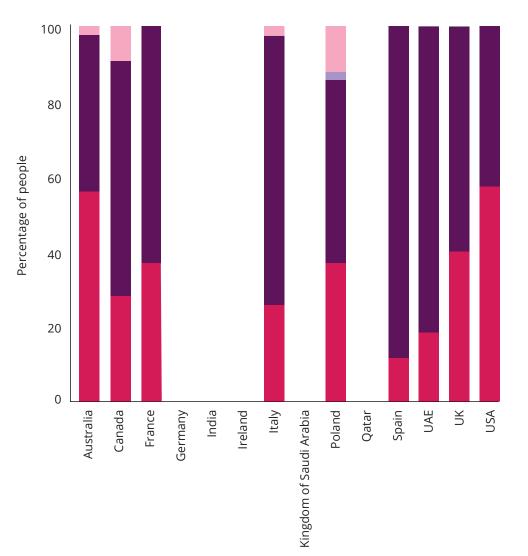


**Gender** Female

Male

<sup>\*</sup> Sample size too small to report anonymously on.

# GenderFemaleMalePrefer not to sayNot completed



Country of Career Level

## Global Gender by senior leaders

Country of Career Level	Female	Male	Prefer not to say	Not Completed
Australia	55.81%	41.86%	0.00%	2.33%
Canada	27.91%	62.79%	0.00%	9.30%
France	36.84%	63.16%	0.00%	0.00%
Germany	*	*	*	*
India	*	*	*	*
Ireland	*	*	*	*
Italy	25.64%	71.79%	0.00%	2.56%
Kingdom of Saudi Arabia	*	*	*	*
Poland	36.73%	48.98%	2.04%	12.24%
Qatar	*	*	*	*
Spain	11.43%	88.57%	0.00%	0.00%
UAE	18.18%	81.82%	0.00%	0.00%
UK	39.81%	60.00%	0.19%	0.00%
USA	57.14%	42.86%	0.00%	0.00%

<sup>\*</sup> Sample size too small to report anonymously on.



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