



Hazlewoods

Gender pay report

2025

-5.1%

Mean pay gap

-12.3%

Median pay gap

2.1%

Mean bonus gap

-16.7%

Median bonus gap

At Hazlewoods, we're committed to creating an environment where our people and our clients can truly thrive.

We're passionate about welcoming talented individuals from a wide range of backgrounds and experiences. Our goal is to support every person through meaningful development opportunities, clear progression pathways, and the encouragement they need to grow into future leaders. At the heart of this is our commitment to building a culture rooted in fairness, inclusion, and genuine belonging.

As a firm, we want our people to feel empowered in their ambitions and confident that their contributions are recognised and rewarded fairly. We review our pay data closely so we can continue to evolve, strengthen, and refine our processes.

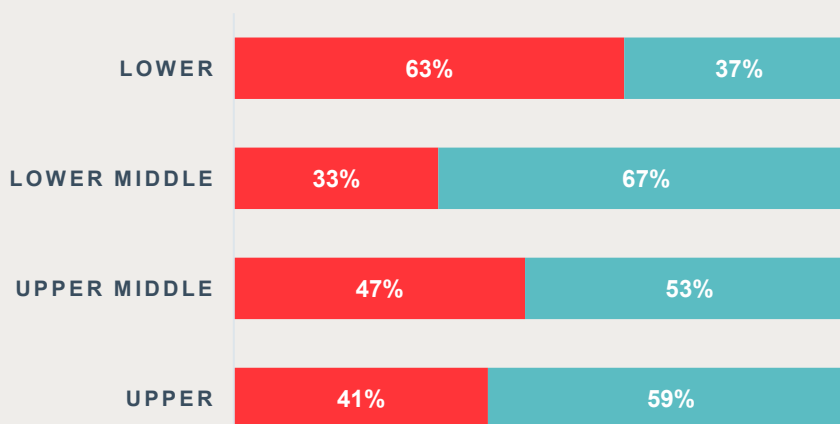
We have two clear principles that guide our vision for the future:

- People are at the centre of everything we do, including our employees, clients, local communities and other stakeholders.
- Constant investment is necessary for us to continue to grow sustainably and to provide career development opportunities for our people.

In our pay gap report, we present the findings of our firm-wide analysis as of April 2025.

QUARTILE PAY BANDS

■ Men ■ Women



Percentage receiving a bonus

76.3%



We welcomed 60 new colleagues this year, an increase on the previous year, with 65% of our non-trainee joiners being women. The average salary for both men and women sat close to the median.

While the number of leavers was evenly balanced, the women who left tended to be in lower-paid roles, with salaries around 28% lower than those of male leavers. This suggests that lower-paid female leavers are being replaced by new joiners at higher salary levels, which is contributing to the narrowing of our mean and median pay gap. We have introduced several events to address the disparity in male / female trainee numbers.

We remain fully committed to ensuring that our decisions are free from unconscious bias and that everyone is treated fairly, regardless of gender. Our newly embedded values, 'We're better together' and 'We believe everyone counts', reinforce this.

63.9%



As our firm continues to grow and evolve, becoming more diverse is both natural and incredibly positive. It strengthens who we are and helps us better reflect and support the diversity of our clients and our people.

Our training reinforces what diversity and inclusion truly mean in practice and helps us continue to grow—both collectively and individually—in creating a culture where everyone feels valued and able to be their authentic self.

Our approach to remuneration is designed to recognise the contribution of every employee and to remain free from gender bias. We regularly benchmark salaries with the support of external agencies and consultants to ensure our pay decisions are fair, consistent, and well-informed.

We aim for continuous improvement in our employment practices. We will:

- Continue with our flexible working practices for all our people and promote a healthy work-life balance.
- Structured learning and development programmes have been embedded, and we will continue to evolve and develop these programmes over the coming months with robust and structured training for our manager and leadership population.
- Continue to develop policies and frameworks to help people balance their lives. We will continue to review our family friendly policies, and the benefits aligned to these to encourage and support a better working environments for our people.

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