



**DALCOUR
MACLAREN**

Gender Pay Gap Report 2023/2024

Foreword

When we set up Dalcour Maclaren in 2003 we wanted to have a professional services business that was really people focused.

We wanted to attract the best people with the best skills and then keep them by valuing supporting and empowering them to thrive. Our 'One Team' philosophy is grounded in the belief that diverse thinking and inclusive practices lead to better outcomes for our clients, our people, and our business.

With this as our main driver we are proud to report that in hiring the best talent it means that our gender

balance remains strong, with equal numbers of men and women joining us this year. Most notably, I am pleased to reveal that our median gender pay gap has reduced to just 3%, down from 11% last year—demonstrating meaningful progress toward pay parity.

Dalcour Maclaren continues to outperform industry benchmarks, with one of the lowest median pay gaps (3%) and bonus gaps (21%) in our sector. These results reflect our ongoing commitment to fairness, transparency, and inclusive growth.

There is always more to do, and our ambition remains and is clear: to build a thriving culture at Dalcour Maclaren where everyone can succeed.



James Neil
Chief Executive Officer

Introduction

As we celebrate our 22nd year, we continue to build on our commitment to excellence by advancing a dynamic people strategy focused on cultivating a thriving, inclusive culture.

At the heart of this is our 'One Team' philosophy—brought to life through meaningful actions that ensure everyone is fairly rewarded and

recognised for their contributions. Our Environmental, Social, and Governance (ESG) strategy reinforces this commitment, with a strong focus on social impact. A key priority is closing the gender pay gap and fostering equity across all levels of our organisation. As part of our journey, we are actively pursuing B Corp certification—further demonstrating our dedication to responsible business practices and long-term positive change.



How we met our 2023/24 commitments

Over the past year, Dalcour Maclaren has made meaningful progress in advancing gender equity and closing the pay gap—driven by deliberate actions across our people strategy.

We have maintained a strong gender balance across our workforce, with 52% women and 48% men, and equal growth from both groups. This balance is foundational to achieving pay equity, ensuring that opportunities for entry and advancement are equally accessible.

A key milestone this year was the reduction of our **median hourly gender pay gap to just 3%**, down from 11%. This significant improvement and the most difficult to achieve as an outcome is largely attributed to not only more women progressing into senior roles, but also our gender balance that we have built over many years at Dalcour Maclaren. Our **mean hourly pay gap also narrowed by 0.24%**, reinforcing our positive trajectory.





To support all employees in balancing work and family life, we invested over **£90,000 in enhanced maternity and paternity pay**. These family-friendly policies not only promote retention but also help level the playing field for career progression, particularly for women.

Career advancement has been a clear focus, with **170 promotions** awarded this year. Importantly, women and men progressed at comparable rates (37% and 35% respectively), demonstrating that our promotion processes are equitable and based on merit.

We've also expanded **flexible working arrangements and benefits**, ensuring that all roles are accessible to people with diverse needs and responsibilities. This flexibility is a key enabler of gender equity, allowing individuals to thrive without compromising their personal commitments.

Our commitment to **pay transparency** remains strong, with externally benchmarked salaries and clear development pathways. This openness builds trust and ensures that compensation decisions are fair, consistent, and free from bias.

Finally, through our **DM Academy**, we delivered over **2,250 hours of learning and development**, equipping our people with the skills and confidence to grow their careers. This investment in professional growth is essential to building a pipeline of diverse talent ready to step into leadership roles.

Together, these initiatives form a comprehensive approach to securing pay equity—one that is embedded in our culture, supported by data, and driven by action.

Looking ahead

As we look to the future, we are proud to have achieved near parity in our **median gender pay gap**, now standing at just 3%. This milestone is not an endpoint, but a powerful springboard toward our next goal: achieving **parity in mean pay**. We recognise that this requires continued focus on representation at all levels, particularly in senior and higher-paid roles, and we are committed to making that progress and remain a leading champion of pay parity in our sector.

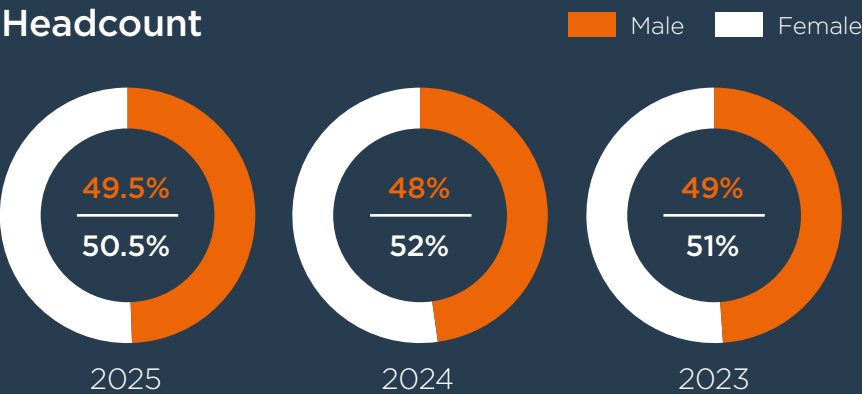
A key area of focus will be the **ongoing calibration of bonus payments**, ensuring they are fair, transparent, and equitable across genders. We understand that bonuses can significantly influence overall earnings, and we are determined to eliminate any disparities that may arise.

Our commitment to **gender pay gap reporting** reflects our belief that **transparency drives accountability**, and that equity is not just a value—it is a strategic imperative. We will continue to embed fairness and inclusion into every aspect of our people and ESG strategies as well as our decision-making.

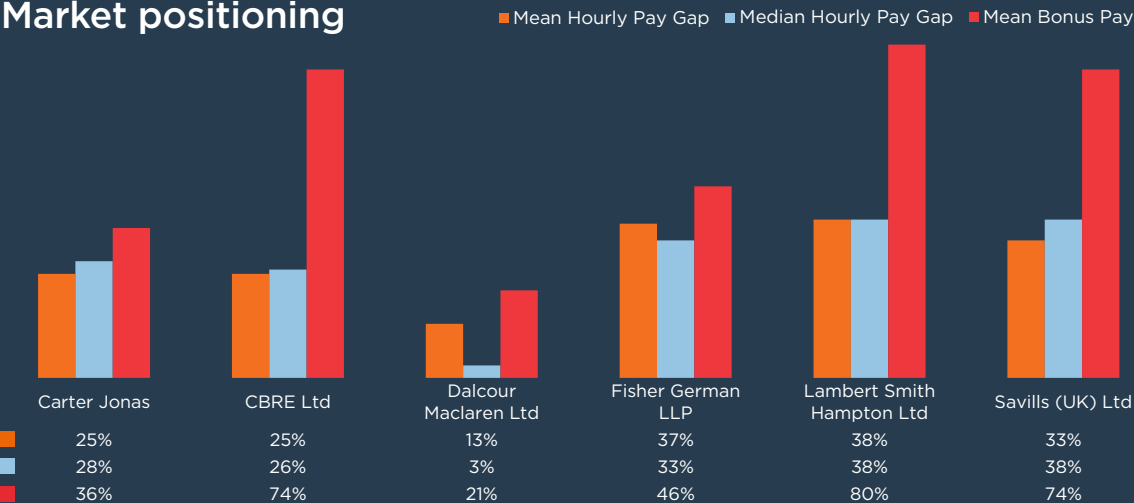


Appendix

Headcount



Market positioning



Data is publicly available.

How the figures are calculated

Median and mean hourly pay gaps defined

Median hourly pay is a figure that refers to the midpoint between the highest and lowest (50:50) pay of staff. This is calculated for males and females, and the difference is calculated and reported on. The mean hourly wage reports on the average hourly rate for males and females across the entire organisation. This is calculated for males and females, and the mean gender pay gap is a measure of the difference between women's mean hourly wage and men's mean hourly wage.

Bonus payment calculations defined

Bonus pay covers any additional regular payments relating to individual or business performance. Both median and mean calculations are carried out by comparing bonus pay over a twelve-month period from the snapshot date. The calculations also highlight the proportion of men and women awarded any bonus over that period.

Pay quartiles defined

As part of this report, we showcase the percentage of males and females in each pay quartile. This is calculated by listing the hourly rates from lowest to highest, dividing them into four equal groups (where possible) then reporting on the proportion of males and females in each defined pay quartile.

Statutory data

Hourly pay gap

Male Mean	Female Mean	Difference	
£23.60	£20.65	12.52%	£2.95
Male Median	Female Median	Difference	
£18.78	£18.25	2.9%	£0.54

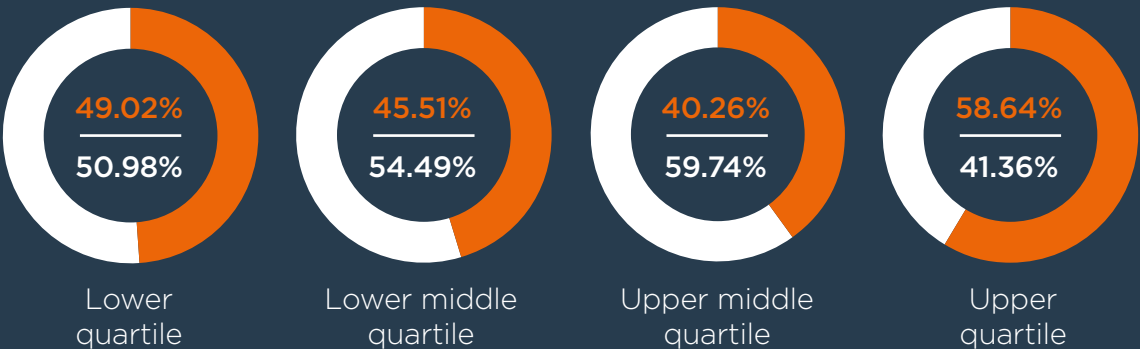
Bonus pay gap

Mean	Difference	Median	Difference
21%	£605.11	14%	£250

Pay quartiles

Male Female

Proportion of male and female employees according to quartile pay bands



For more information

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