
Our pay gap report 2025

April 2026

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Introduction

At a time when society is demanding greater accountability, fairness and transparency, the need to talk openly and honestly about diversity, equity and inclusion has never been clearer - or more pressing. There is growing recognition that organisations must take a long-term, evidence-based approach to building equity, and that progress depends on both structural change and sustained cultural commitment.

As a firm, we continue to embrace this responsibility with the same discipline and rigour we apply to every strategic priority. Pay gap reporting remains an important tool we have to understand our workforce, identify inequalities and take meaningful action to address them. We have published pay gap reports annually since 2017, and each year we have chosen to go beyond mandatory gender reporting by voluntarily sharing our ethnicity, disability and social mobility pay gaps, helping to provide a fuller and more intersectional view of our progress. This year, we have added our [LGBTQ+ pay gap](#) for the first time.

Our annual pay gap report reflects both the advancements we have made and the areas where further focus is needed. We are proud of the steps taken to strengthen our data maturity, deepen our analysis and build the enablers that support equitable progression. At the same time, we recognise, as many organisations do, that efforts to diversify our pipeline and open access to the legal profession can, in the short term, influence pay gap metrics. This is a natural part of long-term change and reinforces the importance of transparency, patience and persistence.

We are proud of the progress we have made over the last year and below are some of our key highlights:

- We concluded our Knowledge Transfer Partnership (KTP) with the University of Nottingham and Innovate UK **making improvements to our appraisal, promotion and recruitment processes.**

- **Women represented 60% of all senior leadership promotions this year**, reflecting the impact of our continued focus on equitable progression.
- We increased the maturity and visibility of our **employee resource groups (ERGs)**, positioning them as **key communities that support our people** and actively drive forward our DEI strategy. We also launched a new social mobility network and over 30% of our firm are members of one of our DEI networks.
- We elevated **employee engagement** through stronger listening and feedback channels, embedding regular surveys, launching a national and local office forums across the firm. Participation in our annual Your Voice survey increased to 73%, helping us sustain an **exceptionally strong 88% engagement score** across the firm and demonstrating consistently positive results year on year.
- We improved our **onboarding experience**, strengthening post-induction integration and increasing transparency around career pathways, pay, reward, benefits and promotion processes.
- We expanded and delivered **access programmes** that remove barriers and accelerate representation in the legal sector, including continued growth of our FAIRE and REACH mentoring programmes.
- We enhanced our firmwide **DEI training** launching a new “understanding...” series to build wider awareness and advocacy around topics such as Masculinities in the workplace, neurodiversity support, disability awareness, antisemitism and accent bias.

- We significantly strengthened our **diversity data capability**, launching a new firmwide platform that achieved **over 90% colleague participation** giving us our most comprehensive and reliable dataset to date.
- We delivered our **social mobility incubator** externally, sharing our expertise and supporting 79 organisations to design and build effective approaches to improving social mobility.

As global conversations about equity evolve, so too does our determination to learn, adapt and continue making progress.

You can read more about our diversity, equity and inclusion plans in this report.



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What we have done over the last year



- Following the successful completion of our Knowledge Transfer Partnership (KTP) with the University of Nottingham and Innovate UK, we delivered meaningful and sustainable **enhancements to our appraisal, promotion, and recruitment frameworks.**
- **We strengthened employee listening** by launching a firmwide employee forum, complemented by local forums across all of our offices. Our annual all-firm survey, Your Voice, was conducted for the second consecutive year, sustaining an impressive engagement rate of 88%.
- We continued to carry out **equal pay audits** so that we can be confident that like for like roles are paid equally. We will use our broader data set which includes: disability, sexual orientation, and ethnicity, so we achieve greater insight into pay equity.
- We made significant improvements to our **diversity data capture** (90% completion rate) and reporting so that we are better able to measure the impact of our people strategies and build improvements to key people processes.
- **We advanced the maturity of our Employee Resource Groups (ERGs)**, evolving them into established networks that foster a strong sense of community amongst our people and play an active role in driving our DEI strategy forward.
- We strengthened our **DEI training** through the launch of our “Understanding...” series – providing in-depth exploration of key topics, and a comprehensive overhaul of our “Inclusive Leadership” training.
- We made enhancements to ensure we continue to provide good levels of **wellbeing** support to our people. This included reinvigorating and scaling our Mental Health First Aiders programme and conducting thorough analysis of our firm’s wellbeing provisions to ensure they remain fit for purpose and reflective of our people’s needs.
- **Advanced social mobility** internally by launching a dedicated social mobility network (ERG) aimed at helping identify and address social mobility barriers within the firm.



1. Understanding the pay gap

Understanding the pay gap

What is pay gap reporting?

Pay gap reporting shows the difference in the median and mean hourly pay between two groups (such as men and women) in the workforce regardless of role, seniority or geographical location.

Bonus gaps are also calculated in the same way but are based on the actual bonus received rather than the hourly equivalent.

Pay gap reporting can help to illustrate the representation of different groups, as shown in the quartiles, at the different levels of seniority in the firm.

A negative pay gap can also occur. For example, on [page 22](#) the disability pay gap for equity partners is negative. This means that partners who disclosed they have a disability had higher average earnings than partners who did not disclose a disability, at both the mean and median levels. As with all pay gap data, this reflects averages across a small group rather than individual pay decisions.

How is it different to equal pay?

Equal pay is different to pay gap reporting. Equal pay ensures that a person of one sex does not receive less pay than a person of another sex for carrying out the same or a similar role.

Other discrimination legislation makes it unlawful to pay someone less because of their race, ethnic origin, disability or other protected characteristic.

Who is included in the data?

In addition to the government's requirement to publish the pay gap of all full pay relevant employees and contractors, we voluntarily include our salaried partners and self-employed LLP members.

Inclusion in our ethnicity, disability and socio-economic pay gap calculations is dependent on a voluntary declaration provided by each individual. 90% of our colleagues provided their declaration for us to use in this analysis.

We publish comparisons by including them in an overall firm pay gap and we also report on them as a separate cohort.



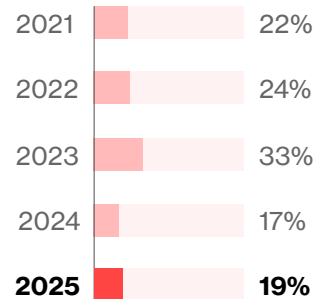
2. Our gender pay gap

Our gender pay gap

Difference in **hourly pay** between males and females

19%

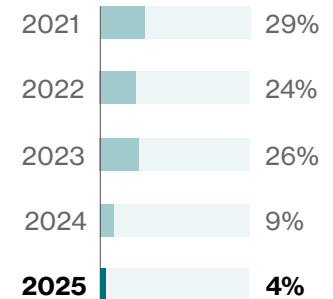
2025 Median gender pay gap



Difference in **bonus pay** between males and females

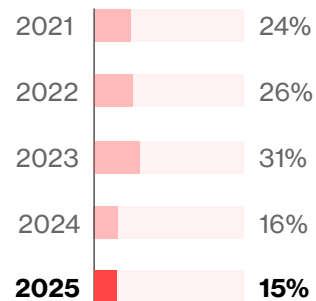
4%

2025 Median gender bonus pay gap



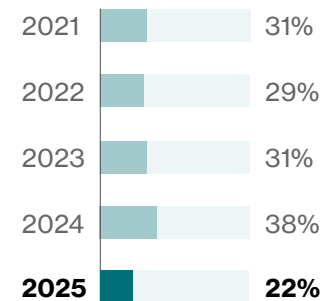
15%

2025 Mean gender pay gap



22%

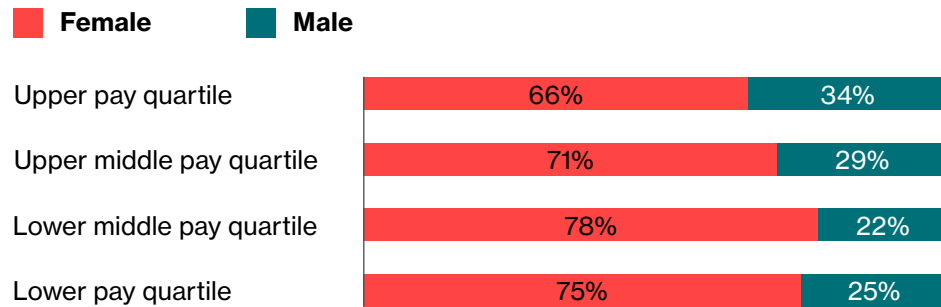
2025 Mean gender bonus pay gap



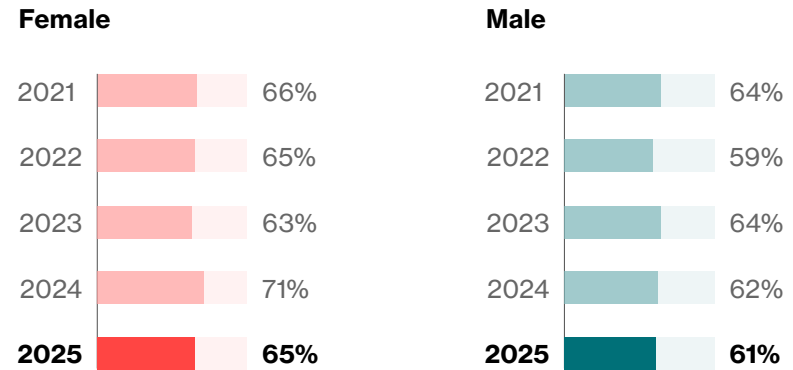
Our gender pay gap

Quartile representation

(Requirement only, no Salaried OR Equity Partners)



Proportion receiving a bonus



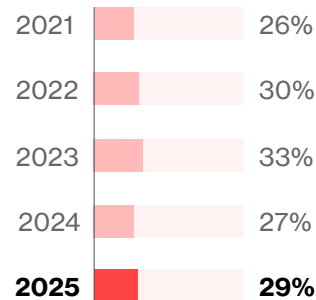
Our gender pay gap

Including LLP Members and Salaried Partners (overall firm)

Difference in **hourly pay** between males and females

29%

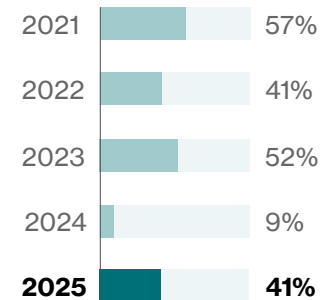
2025 Median gender pay gap



Difference in **bonus pay** between males and females

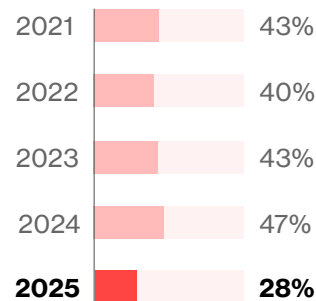
41%

2025 Median gender bonus pay gap



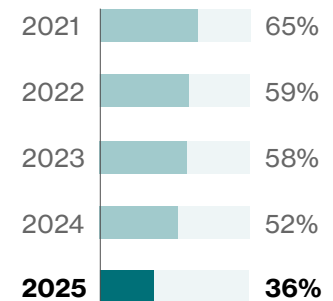
28%

2025 Mean gender pay gap



36%

2025 Mean gender bonus pay gap



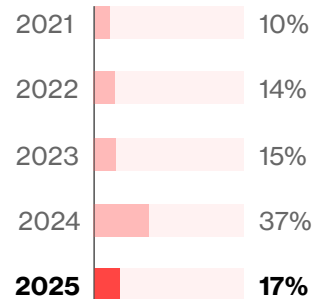
Our gender pay gap

LLP Members (Equity Partners only)

Difference in **hourly pay** between males and females

17%

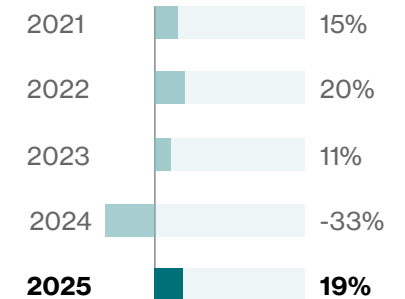
2025 Median gender pay gap



Difference in **bonus pay** between males and females

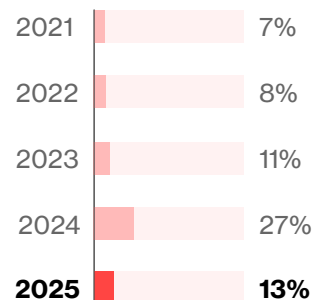
19%

2025 Median gender bonus pay gap



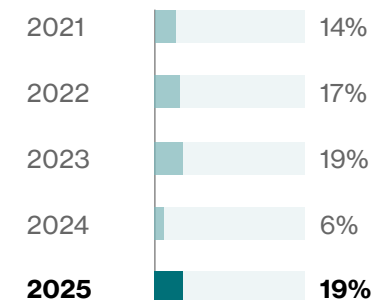
13%

2025 Mean gender pay gap



19%

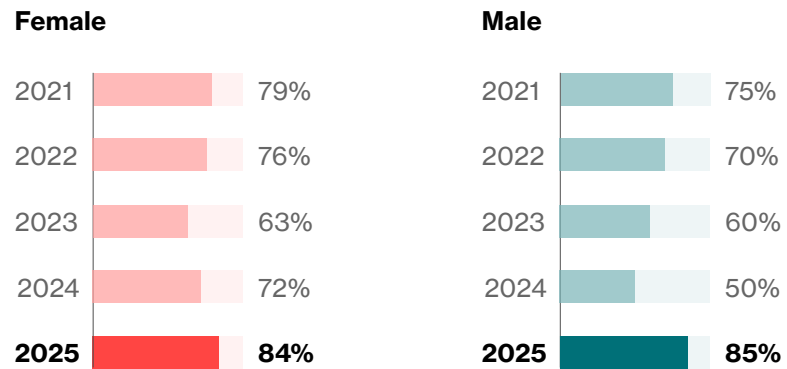
2025 Mean gender bonus pay gap



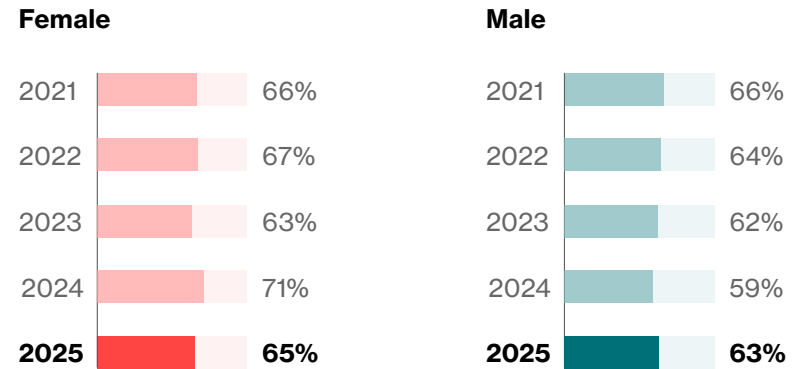
Our gender pay gap

Proportion receiving a bonus

Equity Partners only



Overall firm – Equity Partners included





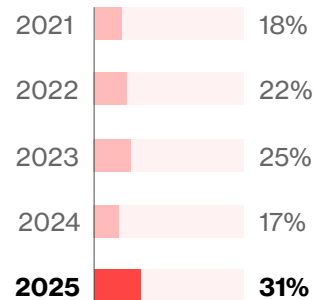
3. Our ethnicity pay gap

Our ethnicity pay gap

Difference in **hourly pay** between White and Ethnically diverse persons

31%

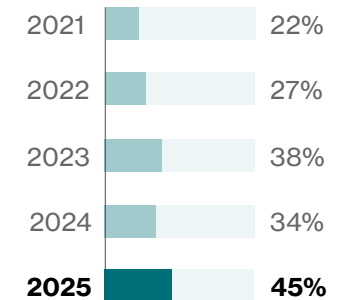
2025 Median ethnicity pay gap



Difference in **bonus pay** between White and Ethnically diverse persons

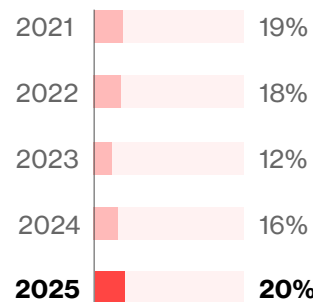
45%

2025 Median ethnicity bonus pay gap



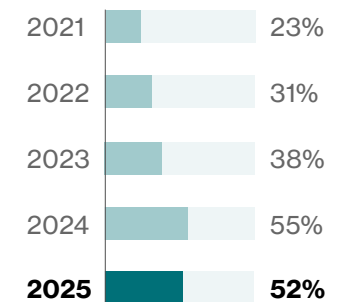
20%

2025 Mean ethnicity pay gap



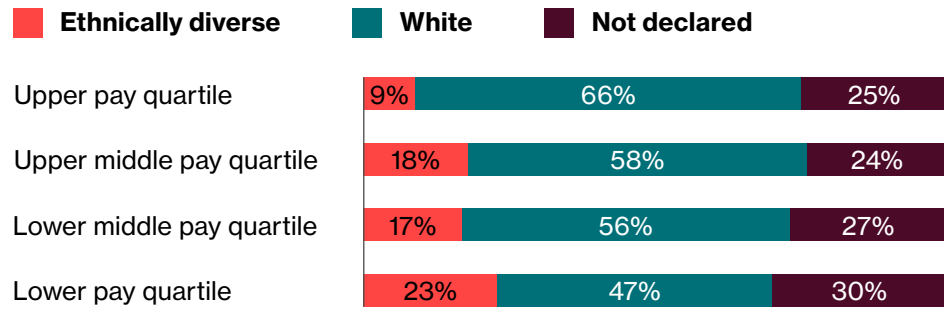
52%

2025 Mean ethnicity bonus pay gap

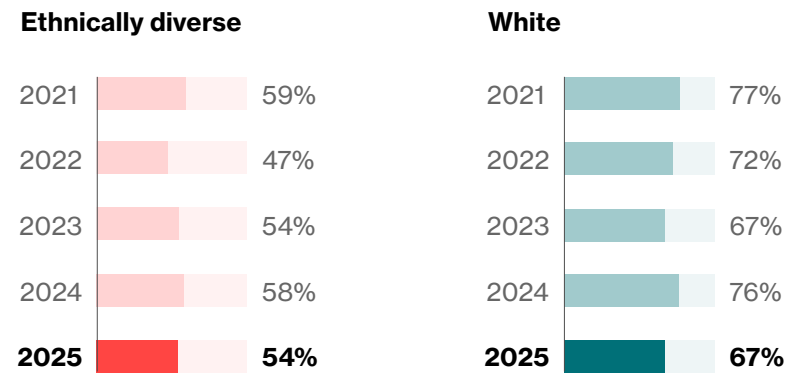


Our ethnicity pay gap

Quartile representation



Proportion receiving a bonus



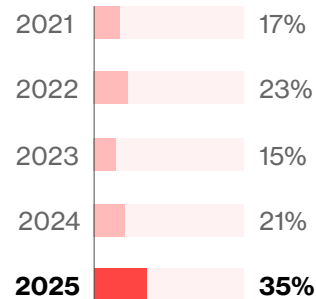
Our ethnicity pay gap

Including LLP Members and Salaried Partners (overall firm)

Difference in **hourly pay** between White and Ethnically diverse persons

35%

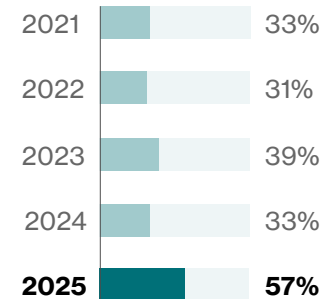
2025 Median ethnicity pay gap



Difference in **bonus pay** between White and Ethnically diverse persons

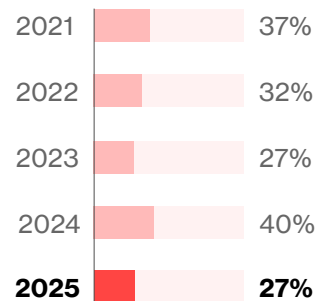
57%

2025 Median ethnicity bonus pay gap



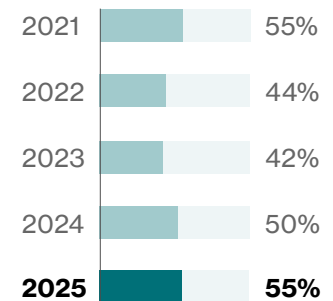
27%

2025 Mean ethnicity pay gap



55%

2025 Mean ethnicity bonus pay gap



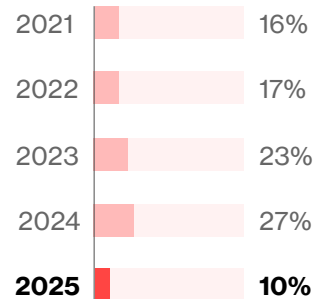
Our ethnicity pay gap

LLP Members (Equity Partners only)

Difference in **hourly pay** between White and Ethnically diverse persons

10%

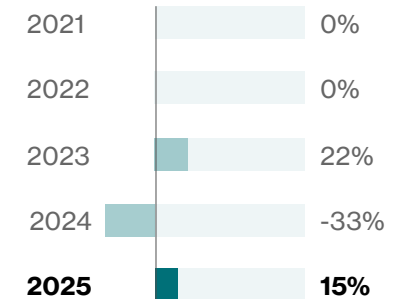
2025 Median ethnicity pay gap



Difference in **bonus pay** between White and Ethnically diverse persons

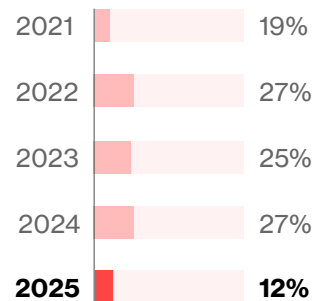
15%

2025 Median ethnicity bonus pay gap



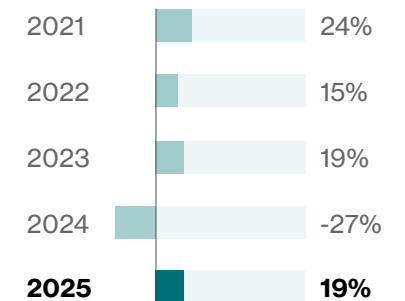
12%

2025 Mean ethnicity pay gap



19%

2025 Mean ethnicity bonus pay gap

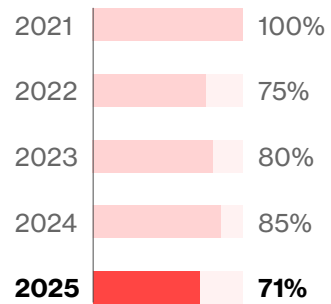


Our ethnicity pay gap

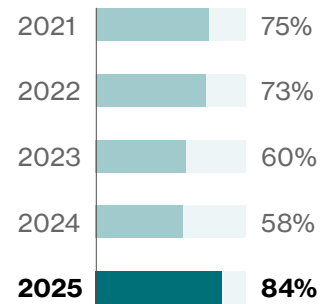
Proportion receiving a bonus

Equity Partners only

Ethnically diverse

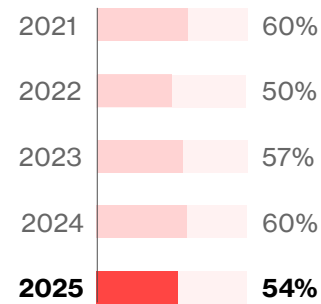


White

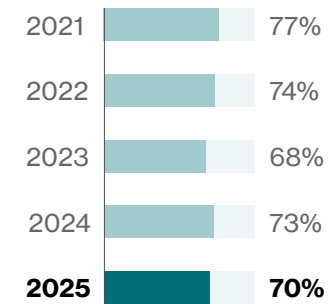


Overall firm – Equity Partners included

Ethnically diverse



White





4.

Our disability pay gap

4.1

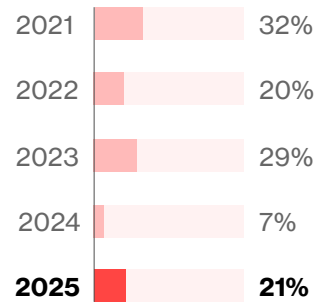
Disability (Act)

Our disability pay gap (Act)

Difference in **hourly pay** between persons with and without a disclosed disability

21%

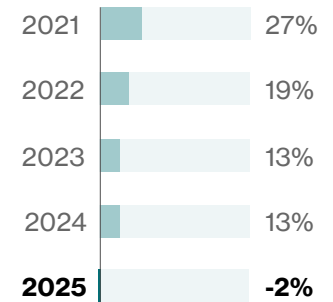
2025 Median disability pay gap



Difference in **bonus pay** between persons with and without a disclosed disability

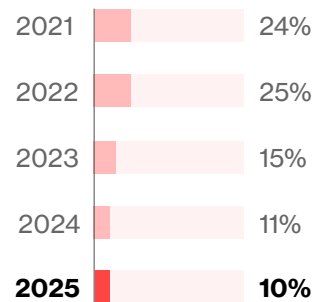
-2%

2025 Median disability bonus pay gap



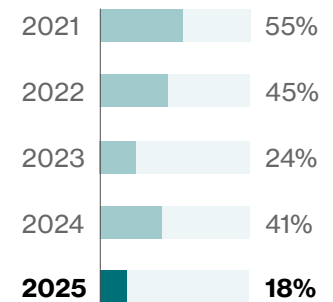
10%

2025 Mean disability pay gap



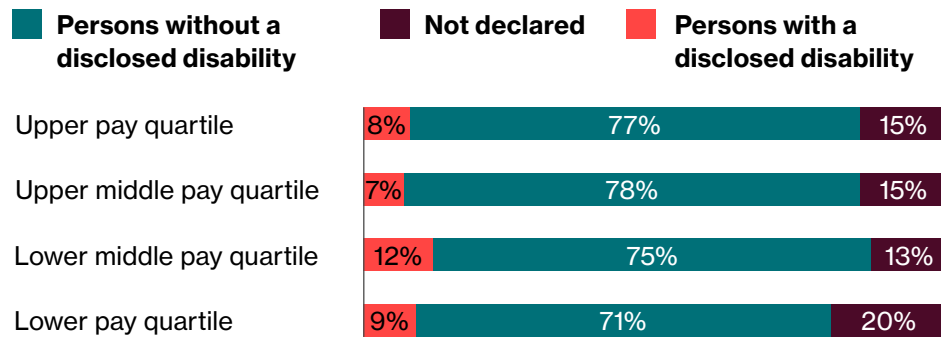
18%

2025 Mean disability bonus pay gap

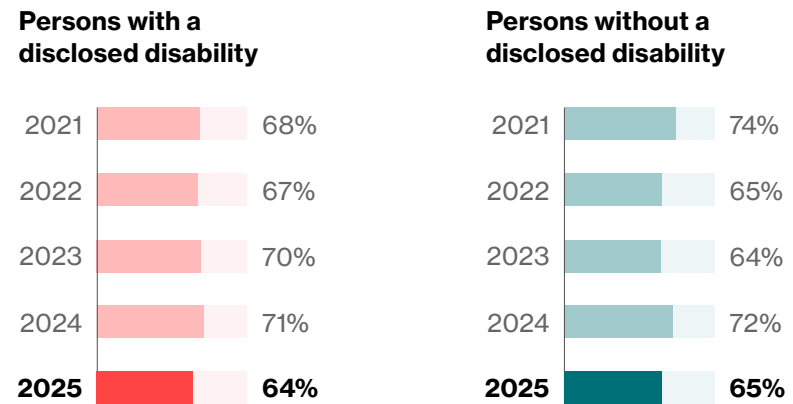


Our disability pay gap (Act)

Quartile representation



Proportion receiving a bonus



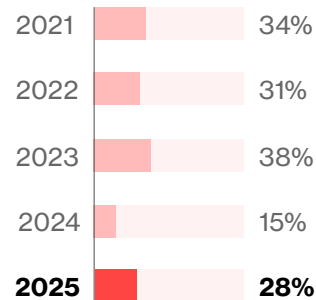
Our disability pay gap (Act)

Including LLP Members and Salaried Partners (overall firm)

Difference in **hourly pay** between persons with and without a disclosed disability

28%

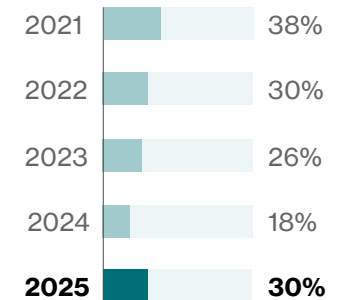
2025 Median disability pay gap



Difference in **bonus pay** between persons with and without a disclosed disability

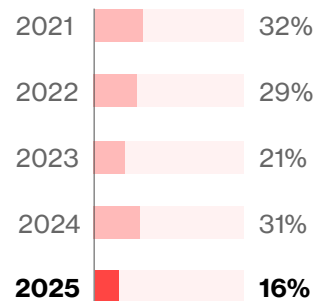
30%

2025 Median disability bonus pay gap



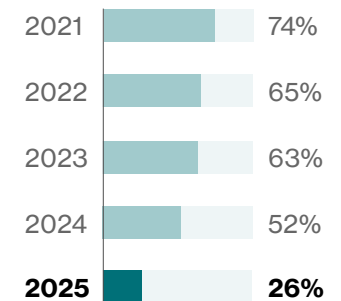
16%

2025 Mean disability pay gap



26%

2025 Mean disability bonus pay gap



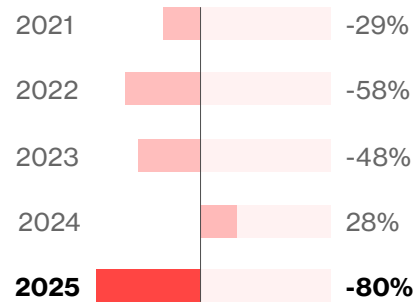
Our disability pay gap (Act)

LLP Members (Equity Partners only)

Difference in **hourly pay** between persons with and without a disclosed disability

-80%

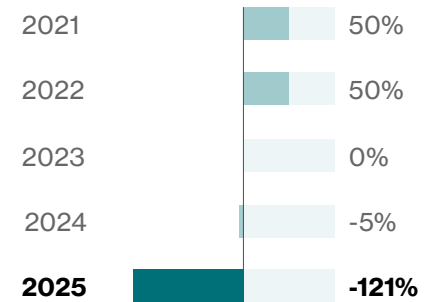
2025 Median disability pay gap



Difference in **bonus pay** between persons with and without a disclosed disability

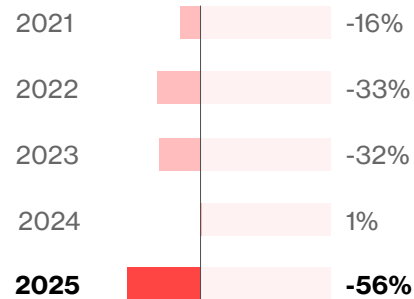
-121%

2025 Median disability bonus pay gap



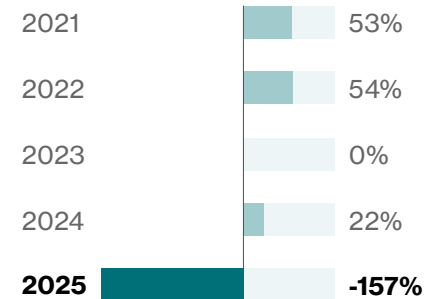
-56%

2025 Mean disability pay gap



-157%

2025 Mean disability bonus pay gap

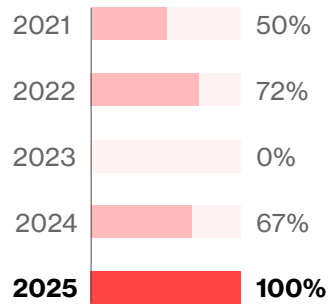


Our disability pay gap (Act)

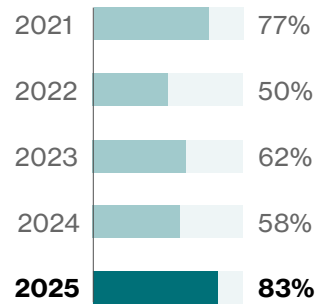
Proportion receiving a bonus

Equity Partners only

Persons with a disclosed disability

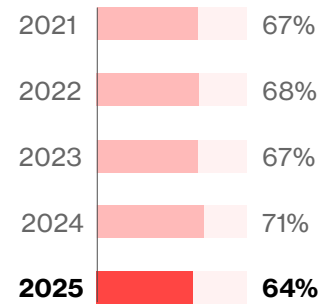


Persons without a disclosed disability

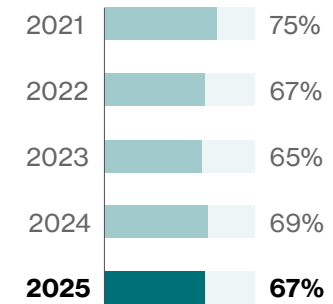


Overall firm – Equity Partners included

Persons with a disclosed disability



Persons without a disclosed disability



4.2

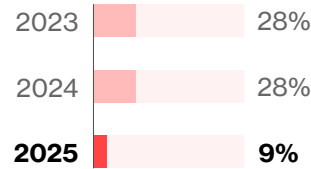
Disability (self-identified)

Our disability pay gap (self-identified)

Difference in **hourly pay** between persons with and without a disclosed disability

9%

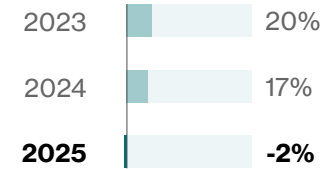
2025 Median disability pay gap



Difference in **bonus pay** between persons with and without a disclosed disability

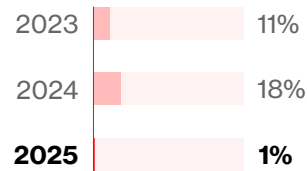
-2%

2025 Median disability bonus pay gap



1%

2025 Mean disability pay gap



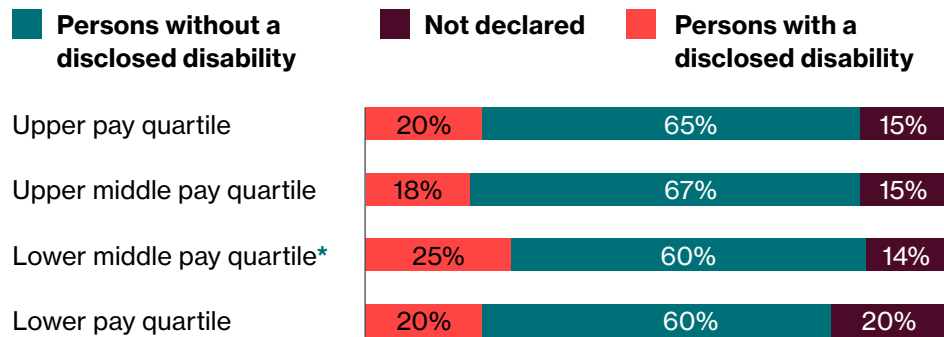
-21%

2025 Mean disability bonus pay gap

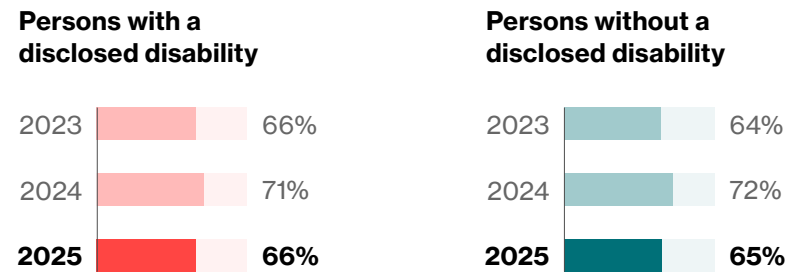


Our disability pay gap (self-identified)

Quartile representation



Proportion receiving a bonus

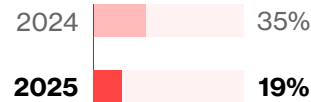


* Percentages may not add up to 100% due to rounding.

Our disability pay gap (self-identified) Including LLP Members and Salaried Partners (overall firm)

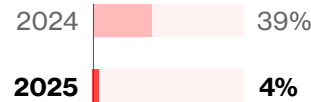
Difference in **hourly pay** between persons with and without a disclosed disability

19%



2025 Median disability pay gap

4%



2025 Mean disability pay gap

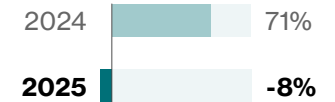
Difference in **bonus pay** between persons with and without a disclosed disability

28%



2025 Median disability bonus pay gap

-8%



2025 Mean disability bonus pay gap

Our disability pay gap (self-identified)

LLP Members (Equity Partners only)

Difference in **hourly pay** between persons with and without a disclosed disability

-34%



2025 Median disability pay gap

Difference in **bonus pay** between persons with and without a disclosed disability

-128%



2025 Median disability bonus pay gap

-24%



2025 Mean disability pay gap

-74%



2025 Mean disability bonus pay gap

Our disability pay gap (self-identified)

Proportion receiving a bonus

Equity Partners only

Persons with a disclosed disability



Persons without a disclosed disability



Overall firm – Equity Partners included

Persons with a disclosed disability



Persons without a disclosed disability





5.

Our social mobility pay gap

Understanding the backgrounds

Employees may choose to answer the question “When you were aged 14 what was the occupation of the main earner in your household?” Responses are then grouped into the above three broad categories in accordance with the [National Statistics SocioEconomic Classification \(NS-SEC\)](#).

Professional class (top)

The “Professional” class includes parental occupations such as accountant, solicitor, scientist.

Intermediate class (middle)

The “Intermediate” class includes parental occupations such as secretary, restaurant manager, office manager.

Working class (bottom)

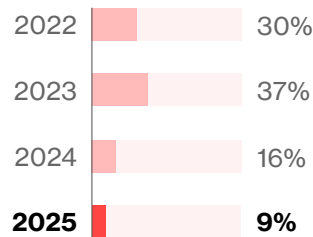
The “Working” class includes parental occupations such as farm worker, train driver, cleaner.

Our social mobility pay gap

Difference in **hourly pay:**
Professional vs Intermediate class
(top to middle)

9%

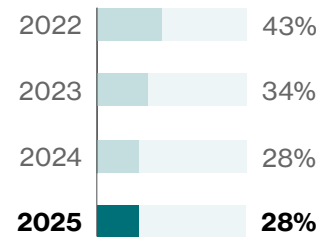
2025 Median
social mobility
pay gap



Difference in **hourly pay:**
Professional vs Working class
(top to bottom)

28%

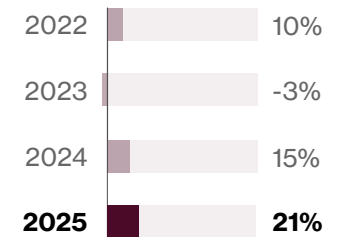
2025 Median
social mobility
pay gap



Difference in **hourly pay:**
Intermediate vs Working class
(middle to bottom)

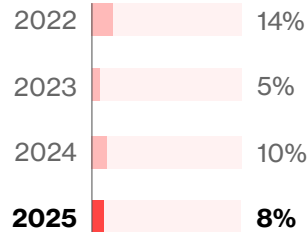
21%

2025 Median
social mobility
pay gap



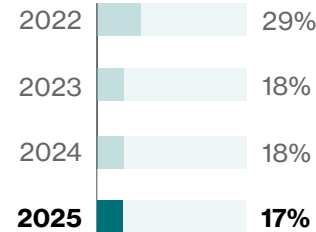
8%

2025 Mean social
mobility pay gap



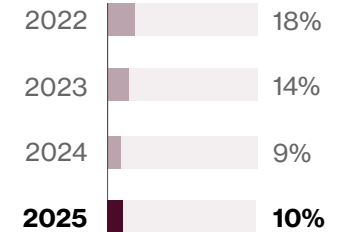
17%

2025 Mean social
mobility pay gap



10%

2025 Mean social
mobility pay gap

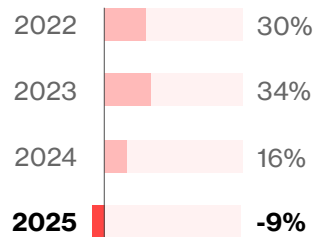


Our social mobility bonus pay gap

Difference in **bonus pay**:
Professional vs Intermediate class
(top to middle)

-9%

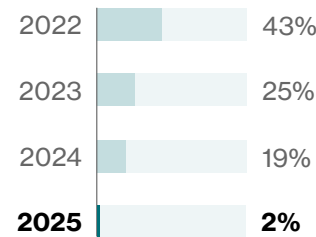
2025 Median
social mobility
pay gap



Difference in **bonus pay**:
Professional vs Working class
(top to bottom)

2%

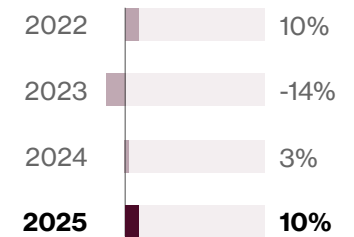
2025 Median
social mobility
pay gap



Difference in **bonus pay**:
Intermediate vs Working class
(middle to bottom)

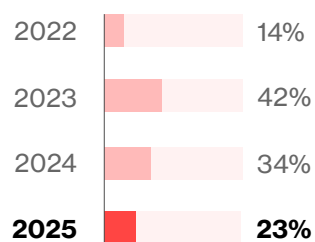
10%

2025 Median
social mobility
pay gap



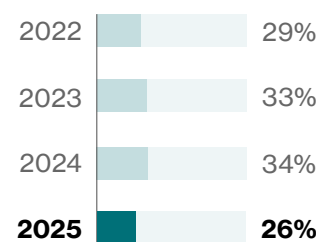
23%

2025 Mean social
mobility pay gap



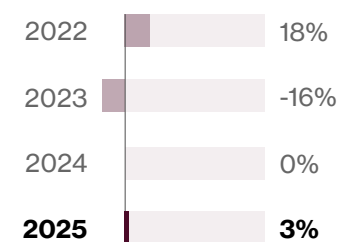
26%

2025 Mean social
mobility pay gap



3%

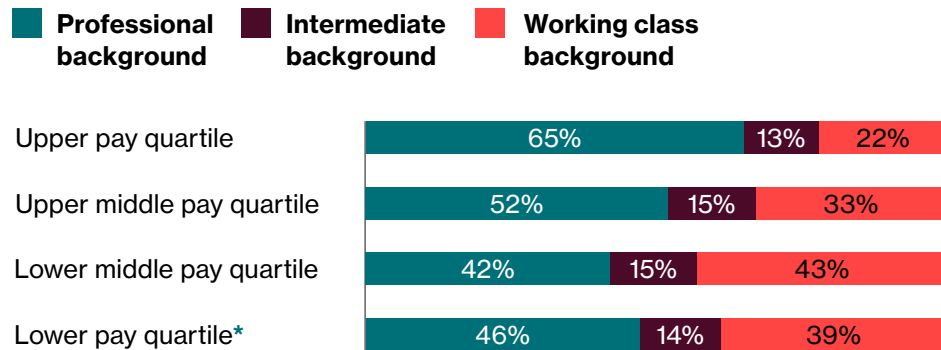
2025 Mean social
mobility pay gap



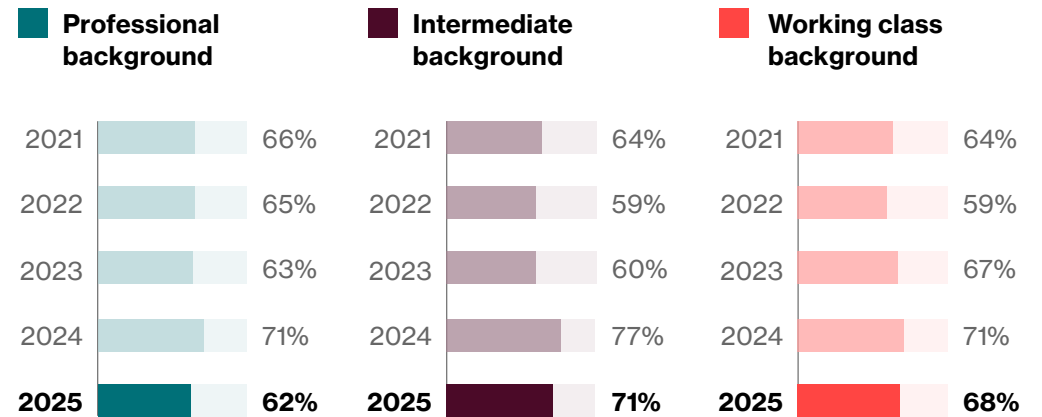
The presence of a **negative figure** here tells us that the average “Intermediate” colleague **earned more** than the average “Professional” colleague.

Our social mobility pay gap

Quartile representation



Proportion receiving a bonus



* Percentages may not add up to 100% due to rounding.

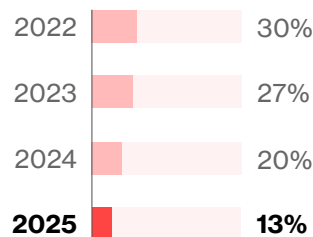
Our social mobility pay gap

Including LLP Members and Salaried Partners (overall firm)

Difference in **hourly pay:**
Professional vs Intermediate class
(top to middle)

13%

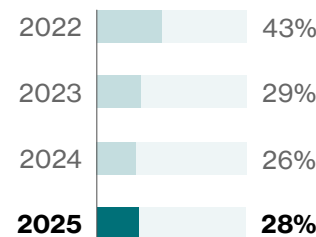
2025 Median
social mobility
pay gap



Difference in **hourly pay:**
Professional vs Working class
(top to bottom)

28%

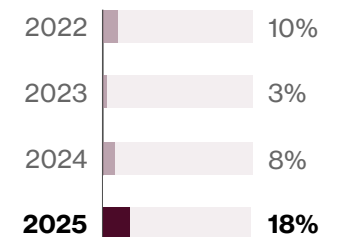
2025 Median
social mobility
pay gap



Difference in **hourly pay:**
Intermediate vs Working class
(middle to bottom)

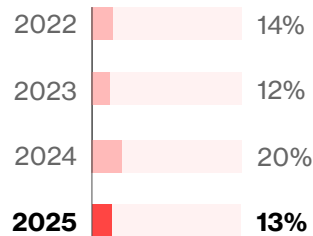
18%

2025 Median
social mobility
pay gap



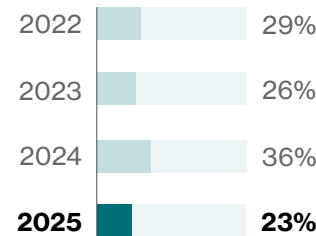
13%

2025 Mean social
mobility pay gap



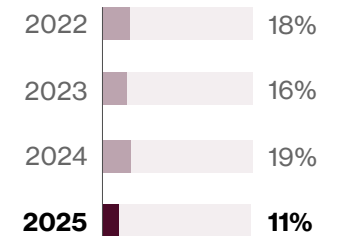
23%

2025 Mean social
mobility pay gap



11%

2025 Mean social
mobility pay gap



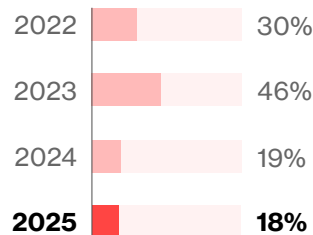
Our social mobility bonus pay gap

Including LLP Members and Salaried Partners (overall firm)

Difference in **bonus pay**:
Professional vs Intermediate class
(top to middle)

18%

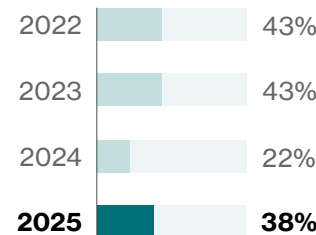
2025 Median
social mobility
pay gap



Difference in **bonus pay**:
Professional vs Working class
(top to bottom)

38%

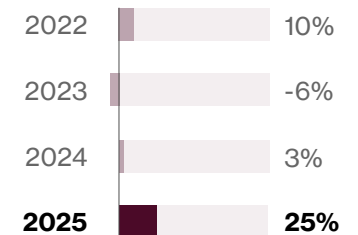
2025 Median
social mobility
pay gap



Difference in **bonus pay**:
Intermediate vs Working class
(middle to bottom)

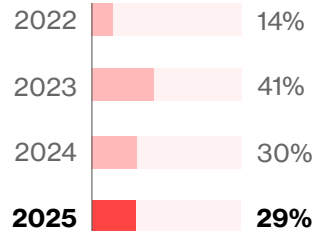
25%

2025 Median
social mobility
pay gap



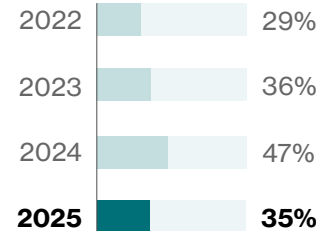
29%

2025 Mean social
mobility pay gap



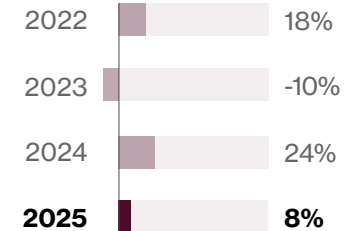
35%

2025 Mean social
mobility pay gap



8%

2025 Mean social
mobility pay gap



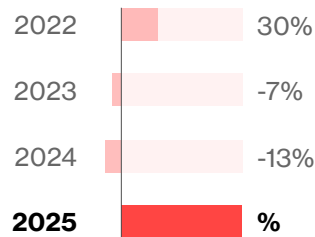
Our social mobility pay gap

LLP Members (Equity Partners only)

Difference in **hourly pay**:
Professional vs Intermediate class
(top to middle)

8%

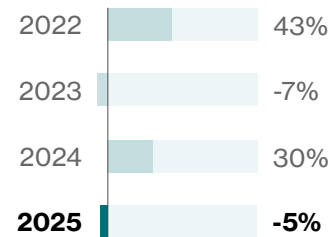
2025 Median
social mobility
pay gap



Difference in **hourly pay**:
Professional vs Working class
(top to bottom)

-5%

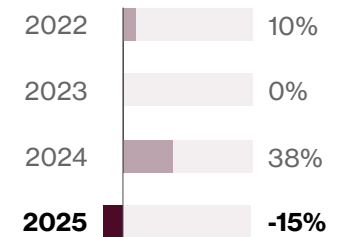
2025 Median
social mobility
pay gap



Difference in **hourly pay**:
Intermediate vs Working class
(middle to bottom)

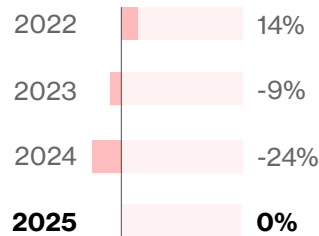
-15%

2025 Median
social mobility
pay gap



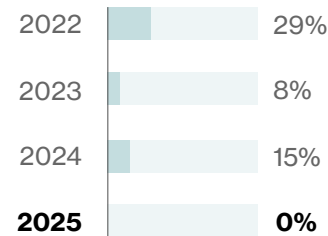
0%

2025 Mean social
mobility pay gap



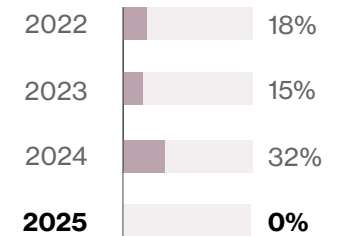
0%

2025 Mean social
mobility pay gap



0%

2025 Mean social
mobility pay gap



The presence of a **negative figure** here tells us that the average "Working class" colleague **earned more** than the average "Professional" colleague.

The presence of a **negative figure** here tells us that the average "Working class" colleague **earned more** than the average "Intermediate" colleague.

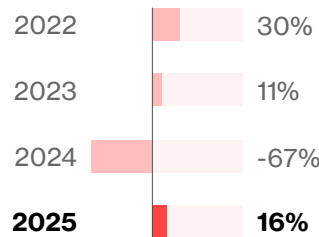
Our social mobility bonus pay gap

LLP Members (Equity Partners only)

Difference in **bonus pay**:
Professional vs Intermediate class
(top to middle)

16%

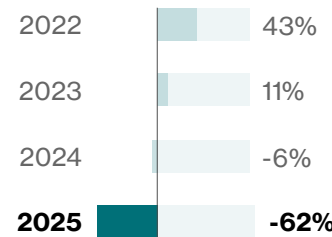
2025 Median
social mobility
pay gap



Difference in **bonus pay**:
Professional vs Working class
(top to bottom)

-62%

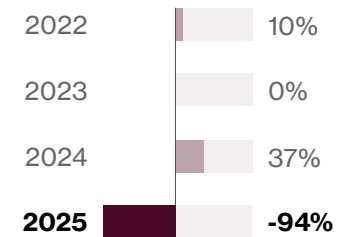
2025 Median
social mobility
pay gap



Difference in **bonus pay**:
Intermediate vs Working class
(middle to bottom)

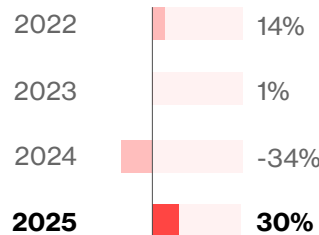
-94%

2025 Median
social mobility
pay gap



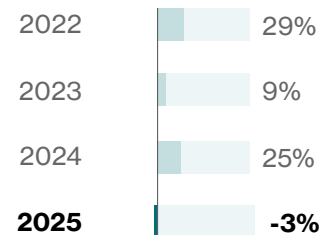
30%

2025 Mean social
mobility pay gap



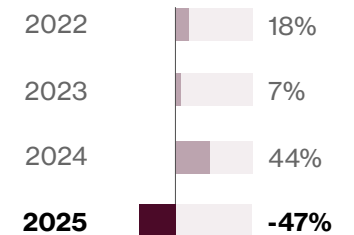
-3%

2025 Mean social
mobility pay gap



-47%

2025 Mean social
mobility pay gap



The presence of a **negative figure** here tells us that the average "Working class" colleague **earned more** than the average "Professional" colleague.

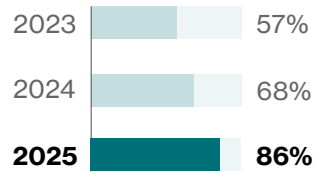
The presence of a **negative figure** here tells us that the average "Working class" colleague **earned more** than the average "Intermediate" colleague.

Our social mobility pay gap

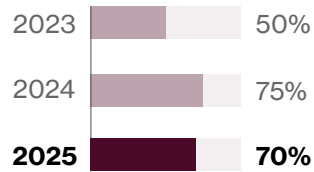
Proportion receiving a bonus

Equity Partners only

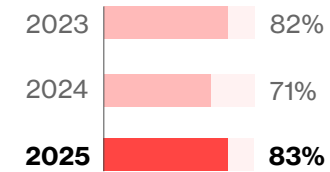
Professional



Intermediate



Working class

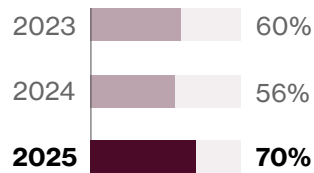


Overall firm – Equity Partners included

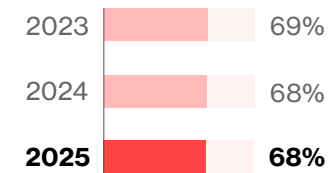
Professional



Intermediate



Working class





6. Our LGBTQ+ pay gap

Our LGBTQ+ pay gap

Difference in **hourly pay** between heterosexual and LGBTQ+ persons

23%

2025 Median LGBTQ+ pay gap

Difference in **bonus pay** between heterosexual and LGBTQ+ persons

34%

2025 Median LGBTQ+ bonus pay gap

-5%

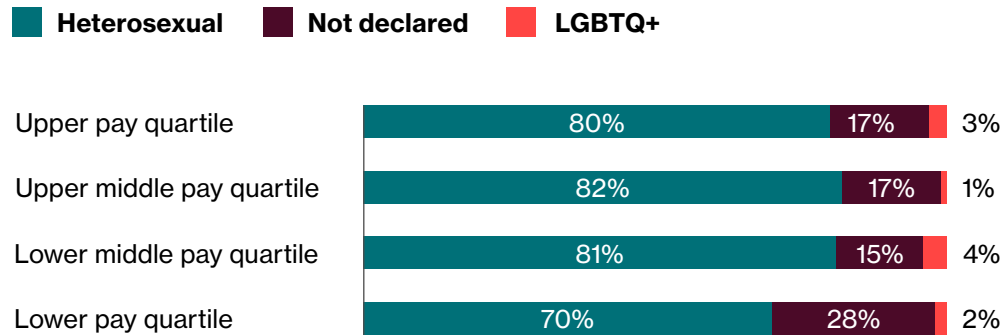
2025 Mean LGBTQ+ pay gap

-53%

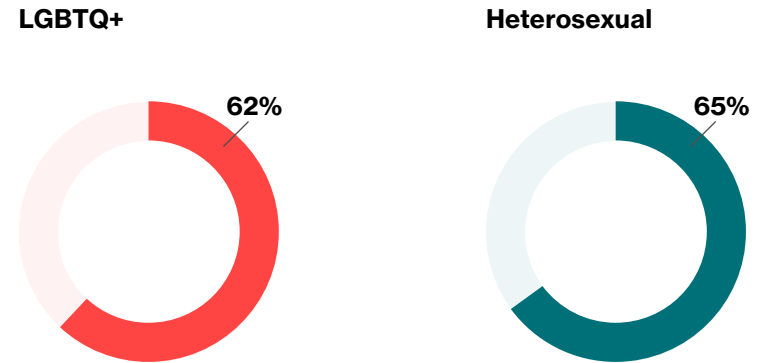
2025 Mean LGBTQ+ bonus pay gap

Our LGBTQ+ pay gap

Quartile representation



Proportion receiving a bonus



Our LGBTQ+ pay gap

Including LLP Members and Salaried Partners (overall firm)

Difference in **hourly pay**
heterosexual and LGBTQ+ persons

29%

2025 Median LGBTQ+ pay gap

Difference in **bonus pay** between
heterosexual and LGBTQ+ persons

43%

2025 Median LGBTQ+ bonus pay gap

6%

2025 Mean LGBTQ+ pay gap

-17%

2025 Mean LGBTQ+ bonus pay gap

Our LGBTQ+ pay gap

LLP Members (Equity Partners only)

Difference in **hourly pay** between heterosexual and LGBTQ+ persons

-13%

2025 Median LGBTQ+ pay gap

Difference in **bonus pay** between heterosexual and LGBTQ+ persons

8%

2025 Median LGBTQ+ bonus pay gap

3%

2025 Mean LGBTQ+ pay gap

23%

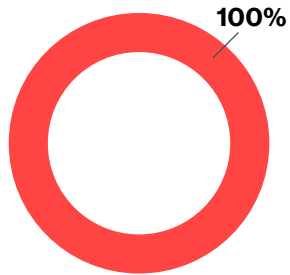
2025 Mean LGBTQ+ bonus pay gap

Our LGBTQ+ pay gap

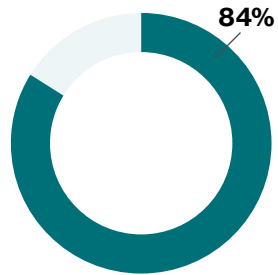
Proportion receiving a bonus

Equity Partners only

LGBTQ+

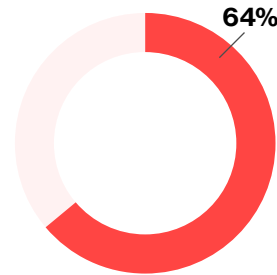


Heterosexual

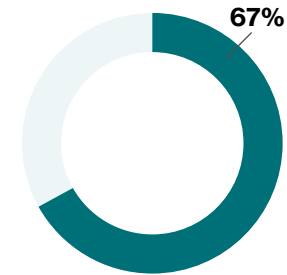


Overall firm – Equity Partners included

LGBTQ+



Heterosexual





7. Promoting diversity, equity and inclusion

What we are going to do over the next year

- Stronger focus on **women in leadership**, developing action plans to achieve gender representation throughout our firm and in our senior management and leadership teams. We will expand our talent and leadership programmes, establish mentoring and use our leadership targets, and quantitative data to measure impact.
- Review our diversity **leadership targets** to get an understanding of where focus and action is still needed, including our pipeline to leadership.
- Advance our commitment to **race equality** by continuing to identify and dismantle barriers that hinder progress as well as expand and enhance our current initiatives that promote diversity, equity, and inclusion. We will continue to establish partnerships with organisations that support underrepresented groups.
- Continue to progress our **accessibility and disability inclusion** commitments and sustain our Disability Confident Level 3 accreditation.
- Continue to build and run **access programmes** that remove barriers and help accelerate representation in our firm, and within the legal sector – including our FAIRE and REACH mentoring programmes.
- Launch a revised and fully updated **DEI core training** programme across the firm that reflects current best practice, aligns with our firm's values, and establishes clear and consistent expectations for inclusive behaviour at every level.
- Continue to deliver our **social mobility incubator** externally to share our knowledge and help other organisations design and build their own approach to social mobility.
- Develop a future **policy enhancement plan**, creating a detailed plan for enhancing existing people policies and developing new ones where necessary.



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