



brownejacobson^{LLP}

Gender Pay Gap Report 2018

Birmingham

Exeter

London

Manchester

Nottingham

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Introduction

While we operate in a fiercely competitive market, Browne Jacobson has been through a period of extraordinary growth. Maintaining a sustainable business model relies on delivering innovative and relevant solutions for our clients. To be relevant means to reflect and respect the wide range of clients we serve. This takes a diverse team. That's why our priority is to recruit, retain and celebrate the diversity of our employees, and pay them fairly for what they do.

There is more work to do in improving career opportunities and salary progression for women, both within the legal sector as a whole and within Browne Jacobson. However, you will see from this, our second gender pay report, that we are continuing to improve the balance of gender representation across the pay quartiles in our organisation.

Although the measures we put in place in 2017 are working, and we are seeing an impact on the numbers, this is not a short fix and some factors will take longer to influence. What is in our immediate control is factual, honest reporting. That's why, despite the fact we don't need to include equity partners in our reporting, we have undertaken a voluntary exercise to run additional data with partners included over and above our reportable figures. This forms the final section of this report (from page 6).

Our reportable figures

2018 2017

Mean Gender pay Gap

19.9% 21.3%

Median Gender pay Gap

28.3% 34.2%

Mean Gender Bonus pay Gap

40.1% 38.0%

Median Gender Bonus pay Gap

35.7% 41.4%

Reducing our mean and median gender pay gaps

Our strategic focus on providing development opportunities, flexible working options and reducing unconscious bias has helped to reduce our mean and median gender pay gaps as reported in these figures.

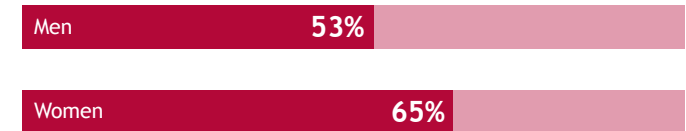
It is important to note that the data is skewed as a result of the implementation of a new practice management system. This required significant temporary IT resource, and the reality is a lot of the team involved - while much appreciated - were male. This team aside, our mean average would reduce to 16%. We therefore anticipate that next year's figure will more closely reflect this improved gender pay gap.

“Our strategic focus on providing development opportunities, flexible working options and eliminating unconscious bias has helped to reduce our mean and median gender pay gaps”

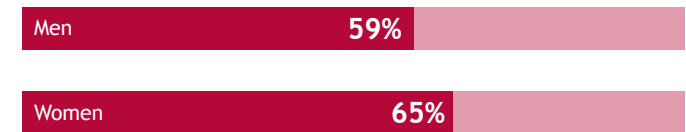
The proportion of women receiving a bonus remains unchanged while the proportion of men receiving a bonus has reduced. This may be partly because of the eligibility criteria which only provides bonuses to permanent employees.

Proportion of Men & Women Receiving Bonus

2018



2017



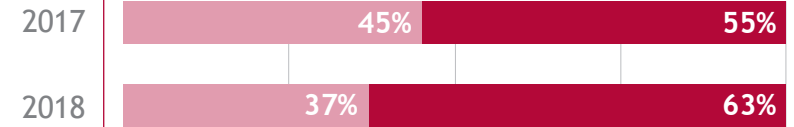
Quartile figures for men & women from 2017 to 2018

We acknowledge that one of the key contributory factors creating the firm’s gender pay gap is that we have a largely female legal support team: 81% female to 19% male. We couldn’t function as we do without these brilliant women and men, but this imbalance is illustrated in our report by a larger proportion of women in our lower and lower middle quartiles.

Providing flexible working patterns

It is our firm belief that enabling women (who are still often primary care givers) to have a successful career in law is not just our responsibility, but essential to building a sustainable business. At Browne Jacobson, ten times as many women have flexible working arrangements as men. Under current reporting legislation, mean and median bonus gap calculations are based on actual pay rather than the full time equivalent which influences the data in a way we feel is contrary to what we believe is a fair and equitable remuneration framework.

Upper Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



Men Women

Additional analysis beyond our reportable figures

2018

Overall Firm (Equity Partners Included)

Mean Gender
pay Gap

44.6%

Median Gender
pay Gap

38.7%

Mean Gender
Bonus pay Gap

42.1%

Median Gender
Bonus pay Gap

39.9%

Equity Partners Only (self-employed)

Mean Gender
pay Gap

4.8%

Median Gender
pay Gap

2.2%

Mean Gender
Bonus pay Gap

35.7%

Median Gender
Bonus pay Gap

41.3%

Our overall firm figures in 2018

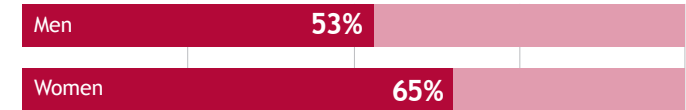
As we mentioned in the introduction, in the interests of transparency, we thought it would be insightful to look at the gender pay gap with partners included in our overall firm figures, and with equity partners in isolation. This data helps us ensure we are putting the right steps in place to promote diversity and inclusion at all levels of our business.

While we recognise more should be done to improve the percentage of women at the most senior levels of the partnership, it is worth noting that 33% is not unusual for a professional services firm. During the year, we have taken steps to review the management and governance of the firm with a view to creating a more balanced leadership team going forward.

“We are putting the right steps in place to promote diversity and inclusion at all levels of our business”

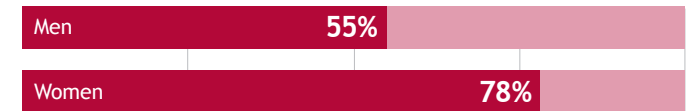
Overall Firm (Equity Partners Included)

Proportion of Men & Women Receiving Bonus



Equity Partners Only (self-employed)

Proportion of Men & Women Receiving Bonus



Partnership Gender Representation (Exc. Salaried Partners)



Partnership Gender Representation (Inc. Salaried Partners)



How do we build on our progress?

Ensuring a workplace where everyone can thrive

We firmly believe that, beyond gender, our strength as a high performing organisation relies on us providing the right conditions to empower everyone to flourish, as individuals and collectively, regardless of their age, ethnicity, sexuality or background. It's not just a philosophy; it's a meaningful and actionable priority, which includes:

- 01** Promoting our vision, which confirms we want to be a business to be proud of, a business that reflects the communities in which we operate, and a business where everyone's contribution is equally respected.
 - 02** Broadening our voluntary diversity publishing to include ethnicity next year.
 - 03** Establishing a dedicated inclusion group to oversee the creation of firm-wide plans to ensure diversity and inclusion initiatives continue to be effectively translated into action.
 - 04** Monitoring and evaluating the implementation and effectiveness of the firm's diversity and inclusion activity and providing quarterly updates to the executive team.
 - 05** Building on the success of our unconscious bias training to include all leaders and managers.
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In conclusion

The overall picture is a greater move towards parity in gender pay gap reporting with improvements shown in most reportable metrics. This makes us even more determined that we continue to deliver on our promise to be a great employer for everyone.



Iain Blatherwick

Managing Partner, Browne Jacobson LLP
25 March 2019

Statutory declaration

I confirm that the data presented in this report is accurate and meets the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2019