

A modern office interior with a curved wooden ceiling and circular light fixtures. The space features a curved wooden bench, a planter box with greenery, and a large window overlooking a city skyline. The floor is made of light-colored wood. The overall design is contemporary and minimalist.

Gender Pay Gap Report 2023

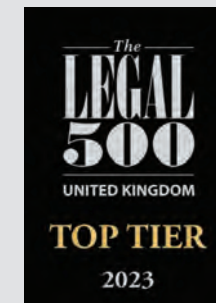
Brabners
we make the difference

About Brabners

Brabners is a leading independent law firm.

We are a purpose-led firm with a national reach, that is anchored in the North, and we seek to play our part in demonstrating that business can bring about positive change, by being innovative, diverse and sustainable.

Our mission is to make the difference for our clients, our people and the communities we serve.





Reducing the gender pay gap is one of our priorities and a key pillar in our objective to build a more diverse firm.

It is an area that we, like many organisations, are committed to tackling head on, in a proactive

way by taking substantial action that is focused on delivering meaningful, and sustainable, change.

We are clear that we need to continue to focus our attention on this area, as we are not yet where we want to be

However, we have to balance that reality with the knowledge that the actions we have taken so far, that are right for the long term, are likely to result in our Gender Pay Gap widening in the short term.

For example, by making meaningful progress in improving the gender balance of our partnership, with the amount of females in our partnership having almost doubled over the last four years, our employee Gender Pay Gap results reported here have widened as we wait for our other actions, such as our focus on female colleague promotion, to take effect.

Similarly, as newly appointed female partners progress through our partnership, we anticipate our partner Gender Pay Gap will close accordingly, including within each partner pay gap Quartile.

That said, we set a three-year strategy to reduce our Gender Pay Gap to 20 per cent by the end of our 2023-24 financial year and, as it stands, we are not currently on target to meet that.

We remain confident though that the changes we have made, and will continue to make, will bring about the meaningful improvements we all want to see.

Each organisation's journey is individual to them and there is no broad brush, or one size fits all approach.

We accept that there are specific and longstanding structural issues in relation to the legal sector as a whole ... and we will continue to strive to be innovative and not be held back by the constraints associated with being a traditional law firm.

That is why we have purposefully hired senior experts from a range of sectors to draw upon a broader range of experience and skills. Allowing us to better understand the environment in which our clients and our colleagues operate, and further evolve our culture in-line with their needs and expectations.

My colleague Laura, our new Chief Operating Officer, epitomises this approach. Her background in spearheading people strategies in global FMCG organisations is proving invaluable.

She provides an overview below on the progress and plans as part of our new people strategy, and her leadership is driving real change across our firm.

It is also important that we empower our teams to feel they can 'lead from any chair'. That is why the work of our Together Action Group (TAG) and its five affinity groups covering gender diversity, BAME, LGBT+, social mobility and physical and mental health and wellbeing is so valuable.

As a firm, we have been recognised as one of the Top 25 Best Large Companies to Work For in the UK, and in the last 12 months we have received recognition for being innovative at the Legal 500 Northern Powerhouse Awards; diverse as Manchester Law Society's Equality, Diversity and Inclusion Champions; and sustainable, with our accreditation as a B Corp. We are also ranked as the fourth best law firm to work for in the UK.

While these accolades are excellent markers of our progress and how we live our values, we will not let them detract from our focus on, and commitment to, striving to do better.

We will continue to play our part in reducing the Gender Pay Gap and look forward to sharing our progress.

**Nik White,
Managing Partner**

Message from our Chief Operating Officer



While recognising that our employee Gender Pay Gap has widened in the 2022 financial year to 5 April 2022, the results do not tell the full story.

I joined Brabners in April 2022 just after this snapshot view

was taken and, while acknowledging that many of the actions taken before my arrival will positively address the Gender Pay Gap in the long term, we have also subsequently invested significantly in reviewing and refreshing our people strategy.

As a result, we have developed a colleague-led, data informed people strategy, that positions us for the now and for our future and one that supports and celebrates our unique culture.

Our review was carried out in partnership with our colleagues and this two-way communication not only informs the strategy, but it also holds us accountable in sharing our progress: a 'you said – we did' approach.

We have created success profiles for a range of different roles across our fee earning community and our enabling and support functions. We have launched our career laddering and a

new promotion framework for our fee earning colleagues, with input from our TAG group.

It means that we now have improved clarity around progression and performance in our firm that allows our colleagues to play to their strengths and encourages recognition and progression outside of purely billable hours and financial performance.

We continue to work in an agile and flexible manner as our commitment is to measure performance more broadly and holistically. Reflecting our understanding that our people have differing demands and lives outside the workplace, meaning each will work and contribute differently.

Our new Talent team enables us to focus on where and how we find our future talent and colleagues... consistent with our strategic objective to build a more diverse firm. Ensuring we attract colleagues with unique and differing backgrounds and experiences, while also tailoring our approach to development once they land with us.

This year we are also relaunching our early careers programme.

Alongside the well-established LPC (Legal Practice Course) route, we are also embracing new pathways to qualification, including the new SQE (Solicitors Qualifying Examination) route and apprenticeships, both of which support

colleagues from more diverse and non-traditional backgrounds and makes the route to qualification more accessible, regardless of academic background.

There is still much more to do and much more that can be done. It is a challenge, and an opportunity, that we are committed to and we look forward to demonstrating our progress over the coming years.

Laura Cordingley,
Chief Operating Officer

- **90%** of our apprentices are female.
- **73%** of our employees hired during the 12-month period to 5 April 2022 were female.
- **62%** of our trainee solicitors as of 5 April 2022 were female.
- **59%** of our employees promoted during the 12 months to 5 April 2022 were female.
- **67%** of Partners hired during the 12 months to 5 April 2022 were female.

How the data is calculated

Our Gender Pay Gap data is based on employee salaries on the snapshot date of 5 April 2022.

Our partner's data is not included in this analysis – we have included a separate analysis for partners specifically so that we better understand our pay gap within this area of our firm, and overall.

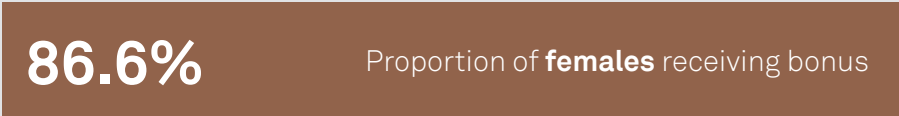
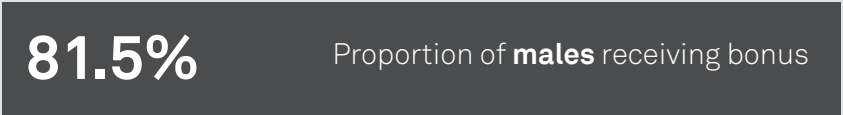
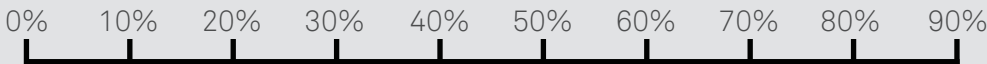
In this report, we look at the pay gap through three lenses: mean and median averages, and quartiles – here is a quick explanation of how each is calculated.

- The mean is calculated by adding the hourly rates of all male employees and dividing the total by the number of male employees. The same calculation is applied to female employees and the two figures are compared.
- The median is calculated by putting in order, from lowest to highest, the hourly pay of male colleagues and selecting the middle value. The same method is used for female employees and the two figures are compared.
- For quartiles, employees are ranked from lowest to highest earners and split into four equal parts. The percentage of men and women who occupy each quartile is then calculated.

Partner gender pay gap is calculated based on earnings collected for the last full financial year preceding the snapshot date. Bonuses are removed and reported separately.

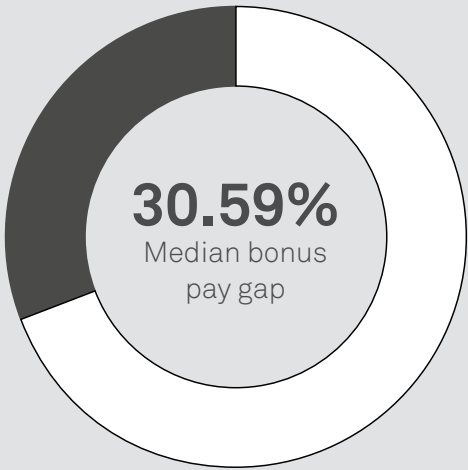
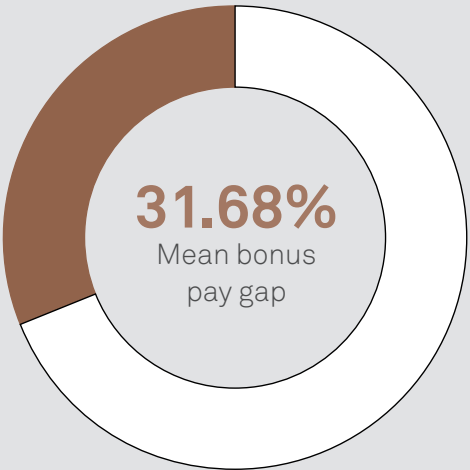
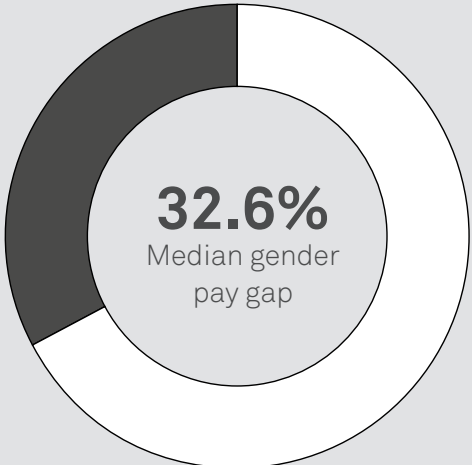
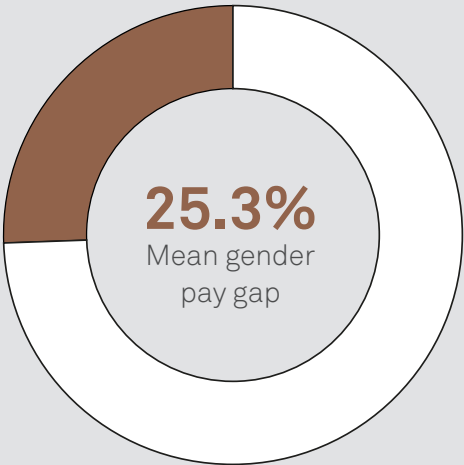
Our Gender Pay Gap is shown as a percentage of male earnings. So, for example, a figure of +5% would mean women earn 5% less than men while a figure of -5% would mean women earn 5% more than men.

Our gender pay gap results

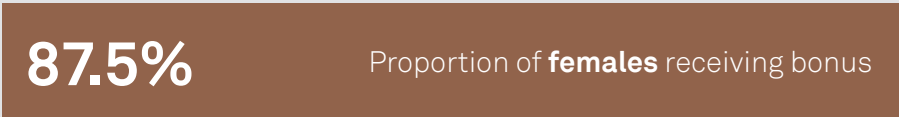
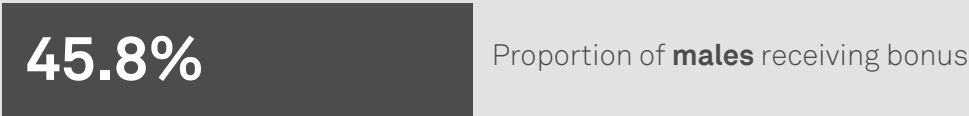
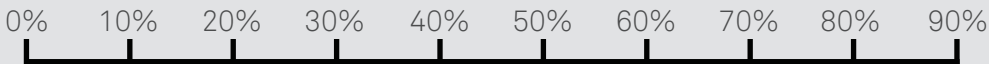


Year	Mean		Median	
2017	31.40%		33.80%	
2018	25.30%	-6.10%	13.00%	-20.80%
2019	27.62%	+2.32%	29.95%	+16.95%
2020	26.60%	-1.02%	32.30%	+2.35%
2021	23.70%	-2.90%	21.20%	-11.10%
2022	25.32%	+1.62%	32.64%	+11.44%

	Male	Female
Lower Quartile	20.24%	79.76%
Lower Middle Quartile	18.07%	81.93%
Upper Middle Quartile	38.10%	61.90%
Upper Quartile	45.78%	54.22%

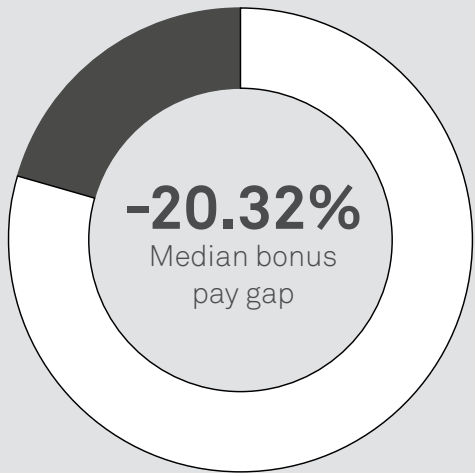
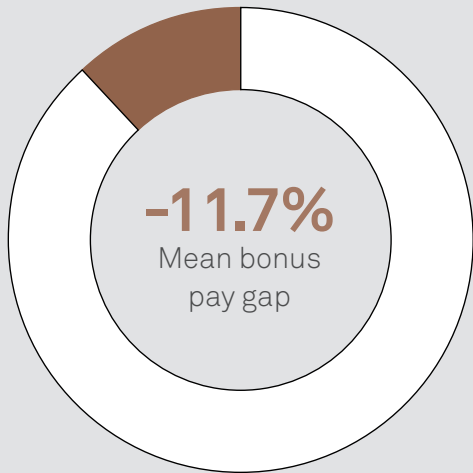
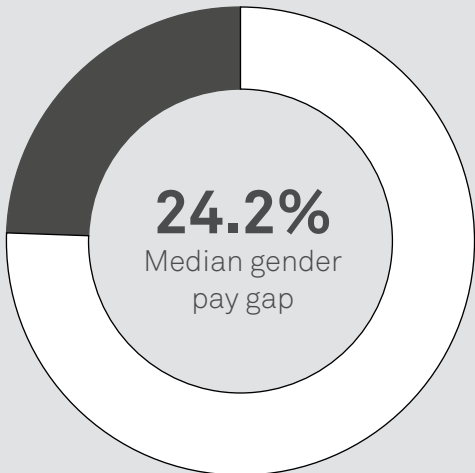
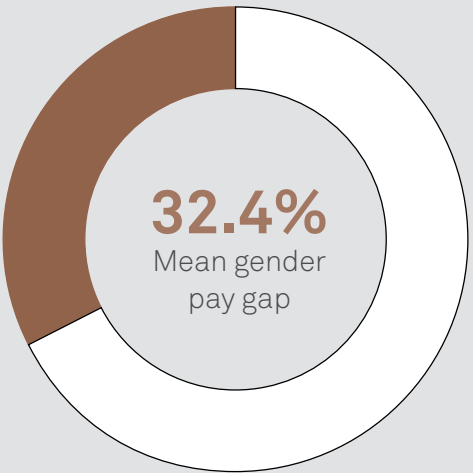


Our partner pay gap results



Year	Mean		Median	
2018	18.32%		22.50%	
2019	30.26%	+11.94%	33.85%	+11.35%
2020	32.27%	+2.01%	26.90%	-6.95%
2021	34.20%	+1.93%	30.00%	+3.10%
2022	32.48%	-1.72%	24.21%	-5.79%

	Male	Female
Lower Quartile	38.89%	61.11%
Lower Middle Quartile	70.59%	29.41%
Upper Middle Quartile	88.24%	11.76%
Upper Quartile	82.35%	17.65%



Diversity Reporting

We continue to focus on the maturity and depth of our diversity data below, through awareness workshops and the ability to update personal data on our people system.

We know there is work to be done in increasing our visibility in this area, which we will continue to do collaboratively with our TAG group.

Disabled colleagues

Disability Pay Gap	Employee	Partner
Mean	14.2%	20.3%
Median	9.8%	10.1%

Ethnic minority colleagues

Ethnicity Pay Gap	Employee	Partner
Mean	-6.5%	28.6%
Median	-5.6%	0.3%

LGBT+ colleagues

LGBT+ Pay Gap	Employee	Partner
Mean	27%	-2.7%
Median	24.3%	11.9%



Statement of Accuracy

We confirm that the data is accurate and meets the requirements of the Equality Act 2010
(Gender Pay Gap information) Regulations 2017.