

BRUNSWICK

# UK PAY GAP REPORT

2025

Our clients rely on us for deep experience, fresh perspectives and original thinking. At Brunswick, we bring together an exceptional range of experience and talent, with a rich mix of backgrounds. From the beginning, we have prioritised attracting, developing and retaining a diverse range of professionals in the industry, united by a culture of inclusivity, excellence and intellectual curiosity.

In publishing our gender pay gap data we are reflecting our commitment to transparency, accountability and disciplined governance.

### 2025 UK Gender Pay Gap Report

Reporting date: 5 April 2025

Prepared in accordance with the Equality Act 2010  
(Gender Pay Gap Information) Regulations 2017

### Overview

This report presents the gender pay gap data for Brunswick Group Services Limited as of 5 April 2025, one of our UK-based companies.

UK gender pay gap reporting is based on legal sex, as required by the regulations. Accordingly, the data in this report reflects employees categorised as male or female for statutory reporting purposes.

Equal pay and the gender pay gap are distinct concepts. Equal pay relates to men and women receiving the same pay for the same work, or work of equal value. The gender pay gap measures the difference in average earnings between men and women across the organisation, regardless of role.

### Understanding this report

#### Mean and median

We report our gender pay gap using both mean and median measures. The mean is the average pay across all employees. The median is the midpoint when employees are ranked from lowest to highest pay and reflects the typical employee experience.

#### Hourly pay gap

This is based on employees' hourly rate of pay at the snapshot date, including both full-time and part-time employees who were in receipt of full pay.

#### Bonus gap

This reflects the difference in bonus payments received by men and women in the 12 months leading up to the reporting date.

#### Proportion receiving a bonus

This shows the percentage of men and women who received any bonus payment during the reporting period.

#### Pay quartiles

Employees are divided into four equal groups based on pay, from lowest to highest. This shows the distribution of men and women across different pay levels.

#### Negative pay gap

A negative mean or median indicates a pay gap in favour of women.

# GENDER PAY GAP

## EMPLOYEE HOURLY PAY GAPS (% LESS THAN MEN)

Mean **23.7%**      Median **28.4%**

## EMPLOYEE BONUS PAY GAPS (% LESS THAN MEN)

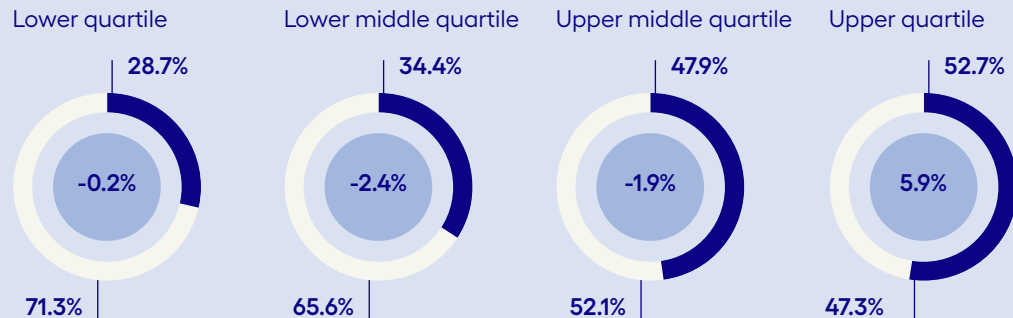
Mean **31.6%**      Median **33.3%**

## PROPORTION OF EMPLOYEES RECEIVING A BONUS

Women **91.4%**      Men **95.6%**

## THE PROPORTION OF MEN AND WOMEN ACROSS FOUR PAY QUANTILES, FROM LOWEST TO HIGHEST PAY

■ Men   ■ Women   ■ Mean gender pay gap



## What drives our gender pay gap?

Our gender pay gap is primarily influenced by the distribution of men and women across different levels of the organisation and within the four pay quartiles.

There are 374 employees included in the 2025 gender pay data. Women represent a higher proportion of the overall workforce and are more concentrated in the lower and lower middle pay quartiles. Gender representation is broadly even across the upper middle and upper quartiles, with a slightly higher proportion of men in the upper quartile. As senior roles attract higher fixed pay and greater bonus opportunity, this distribution influences overall average pay outcomes.

The mean gender pay gap of 23.7% reflects the difference in average hourly earnings across the organisation. The median gender pay gap of 28.4% reflects the difference at the midpoint of pay distribution and indicates that women remain proportionately more represented below the organisational midpoint.

The mean gender bonus gap of 31.6% and the median bonus gap of 33.3% reflect the concentration of higher-value variable pay at senior levels. As bonus opportunity increases with seniority, relatively small differences in representation at the most senior levels can have a disproportionate impact on overall outcomes.

These figures do not indicate unequal pay for men and women performing the same role or work of equal value. They reflect the current composition of the workforce, including progression patterns and the distribution of senior roles.

We have reviewed our gender pay gap data over time to understand the structural factors influencing these outcomes, including progression, representation at senior levels and retention. Our actions are focused on addressing these areas in a structured and sustained way. In 2025, there were 43 promotions across our UK Partner, Client Handler and Core Services populations, of which 56% were women.

# OUR PAY GAP ACTIONS

We are addressing our gender pay gap through a focus on progression, access to opportunity, fair decision-making and sustained career participation. We review our data annually and monitor representation and reward outcomes through established processes, using this to inform clear priorities and support continuous improvement over time.

## 1 Driving senior progression and representation

We are focused on increasing female representation at Director and Partner level, where the impact on pay outcomes is greatest. We support progression through a range of structured approaches, including coaching, mentoring and sponsorship, and have previously delivered targeted programmes such as the Brilliant Leaders pilot and our Women's Career Development programme.

Promotion and bonus outcomes are reviewed annually by the Remuneration and Promotions Committee using consistent, evidence-based criteria.

This is supported by training to strengthen appraisal calibration and promote fair, consistent decision-making, including raising awareness of potential bias, building effective evaluation practices and developing feedback skills. We also provide practical guidance for managers and mentors on their roles and responsibilities in supporting progression and delivering high-quality feedback.

All decisions are made on merit in line with the Equality Act 2010.

## 2 Broadening recruitment and access to opportunity

We are widening access to opportunity by attracting talent from a broader and more diverse pool. Our recruitment processes are designed to support objective assessment at all levels, with apprenticeship and internship programmes expanding entry pathways into

the firm. We sponsor overseas candidates where appropriate and partner with organisations including Change the Race Ratio, the Taylor Bennett Foundation and the 30% Club to support outreach, development and longer-term representation goals.

## 3 Ensuring fair and transparent reward governance

We ensure fair and consistent reward outcomes through robust governance and regular review. Equal pay for equal work, or work of equal value, remains a core principle. We conduct regular reviews of pay and

bonus outcomes, with oversight from the Remuneration and Promotions Committee. This supports fairness, consistency and compliance, and enables transparent and accountable decision-making.

## 4 Advancing inclusive policies and benefits

We support retention and career continuity by strengthening inclusive policies and practical support at key life stages. We continue to embed flexible working and provide an enhanced family leave offering aligned across maternity and shared parental leave to support a more balanced approach

to caregiving. We also provide additional support through enhanced family, carers and compassionate leave, alongside wellbeing provision including our Employee Assistance Programme, private medical insurance, Mental Health First Aiders and financial wellbeing initiatives.

## 5 Enhancing menopause support

We are strengthening our menopause support to sustain progression and retain senior talent. Our menopause policy provides practical guidance for colleagues and managers,

encouraging open and respectful conversations, alongside access to medical support through our private medical scheme and wider wellbeing resources.

## 6

### Embedding an inclusive and accountable culture

We are strengthening an inclusive and accountable culture through clear governance, leadership accountability and active colleague engagement. This includes colleague-led networks such as the Women's Network, LGBTQ+ and Allies Network, Race and Ethnicity Network, Neurodiversity Committee, NexGen Committee, Socioeconomic Diversity Committee, Wellbeing Committee and Caregivers Network. We also provide training to support fair and consistent decision making, including strengthening evaluation practices and feedback skills. Together, these forums and actions provide insight that informs policy and supports a workplace where colleagues can contribute, progress and perform at their best.



**FABIOLA WILLIAMS**  
Chief People Officer

Creating a workplace where people feel respected, supported and able to progress is fundamental to who we are as a firm. Our gender pay gap data provides a clear view of how we are structured today and where we need to maintain our focus.

We are committed to fair and transparent processes for recruitment, progression and reward, and to ensuring colleagues have clear and equitable access to development opportunities. This work requires sustained attention. By reviewing our data each year, strengthening our governance and listening to colleagues across the firm, we continue to shape an environment where people can build their careers, feel supported at different stages of their working lives and contribute fully to our shared success.



Creating a workplace where people feel respected, supported and able to progress is fundamental to who we are as a firm.

This is as much about culture as it is about data. It is reflected in how we support one another, how we make decisions and how we create opportunities across the firm.

I confirm that the data reported is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**SARAH WEST**  
Managing Partner, UK & Europe



We know that the quality of our work depends on the strength of our people and the trust we build with one another, as well as in the breadth of perspective and experiences we represent to clients.

I am pleased that we have made progress in some areas this year, and I am clear that there is more to do. This is something we talk about openly as a leadership team, particularly in how we support progression, strengthen representation at senior levels, and ensure fairness in how opportunities are shared.

We know that the quality of our work depends on the strength of our people and the trust we build with one another, as well as in the breadth of perspective and experiences we represent to clients. So, we look at this data very carefully each year, to understand how we are evolving as a firm and where we need to focus our attention. Being open about the progress we are making is part of how we operate and how we hold ourselves to account.

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**Find out more**

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