



# Gender Pay Gap Report 2024-25

**In building a diverse and inclusive workplace, Barry Nilsson (BN) seeks to address the unique barriers to inclusion faced by women and to achieve gender equality. Our aim is to be a firm where women want to work, and where they feel included, valued and empowered to achieve their full potential.**

The Workplace Gender Equality Agency (WGEA) publishes gender equality data each year. For the latest reporting period (1 April 2024-31 March 2025), women comprised 73% of our workforce, compared to the legal industry average of 68%. We have also exceeded industry benchmarks with women representing 59% in key management positions (legal industry comparison 46%) and 67% of women in management roles (legal industry comparison 57%).

One of the goals in our 2026 D&I Strategy is to ensure that employees are rewarded fairly for their contributions. WGEA publishes our gender pay gap, which measures the difference in average or median earnings between all men and women employees across the firm. For the latest reporting period, the figures were:

Average (mean) total remuneration	14.3%
Median total remuneration	21.8%
Average (mean) base salary	14.6%
Median base salary	21.8%

The WGEA figures do not account for factors such as position, location, seniority, tenure or experience, all of which influence the pay gap. A large contributor to our pay gap is our workforce composition, given we have a large proportion of women in administrative roles and a high ratio of administrative staff to lawyers. **Pleasingly, our WGEA data showed that 68% of our employees earning salaries in the top quartile are women, compared to 59% across competitor firms.**

As an employer, we have both a legal and moral obligation to provide equal pay for equal work. Our gender pay gap is not the result of equal pay issues, and we regularly monitor this. Every year, we engage Mercer to analyse our salaries and undertake a 'like for like' pay gap analysis by role type. **In 2025, this analysis assessed our gender pay gap as 2.0% in favour of women.**

## Actions we're taking to drive workplace gender equality:

- **Maintaining gender-balanced leadership.** Having achieved and maintained our goal of 40:40:20 gender representation at leadership level, our new 2028 firm strategy introduces a 45:45:10 target at principal level. Currently, 40% of BN principals are women, and BN ranked 18th out of law firm participants by percentage of female partners in the AFR End of Year Partnership Survey (2025).
- **Taking a data-driven approach to gender equality by tracking recruitment, promotions, salaries and bonuses.** For example, in the 2024-25 financial year, 71% of staff performance bonuses were paid to women, reflecting the gender composition of our workforce. We also analyse data in our D&I and engagement surveys by gender to better understand the experiences of female employees.

- **Providing a suite of inclusive policies, practices and benefits.** This includes flexible work arrangements such as part-time work, job sharing, varied hours, remote work, 9.5-day fortnights and purchased leave. WGEA reported that we have a higher percentage of women in management roles working part-time (39%) compared to other law firms (28%).
- **Offering a shared care parental policy that encourages male employees to take parental leave.** In the reporting period, 18% of our employees who took parental leave were men, compared to the legal industry average of 12%. We have recently strengthened this policy by introducing a flat 26 weeks of paid leave and the ability to maintain superannuation contributions for up to 12 months.
- **Continuing to train our leaders on inclusive leadership and unconscious bias.**

Through these, and other initiatives, we hope to continue to be recognised as an employer of choice for women within the legal industry.

---

*"Achieving gender equality is an ongoing journey – one that demands reflection, learning and continuous improvement. We remain dedicated to fostering a workplace that values diversity, respects social and cultural differences, and ensures fair and equitable experiences so that every person can thrive."*

– Fiona Sennett, Principal and Board of Management member

