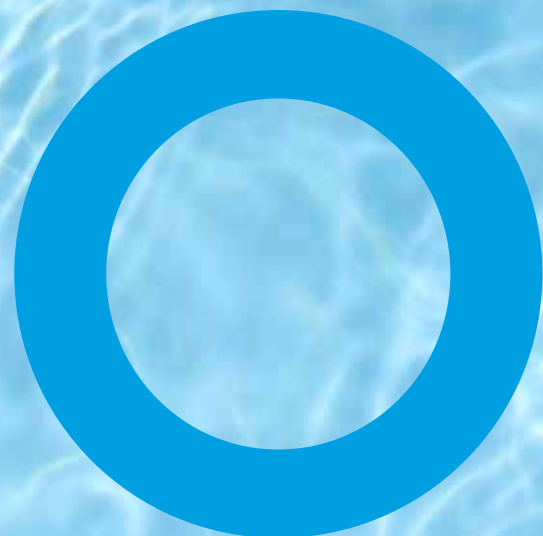
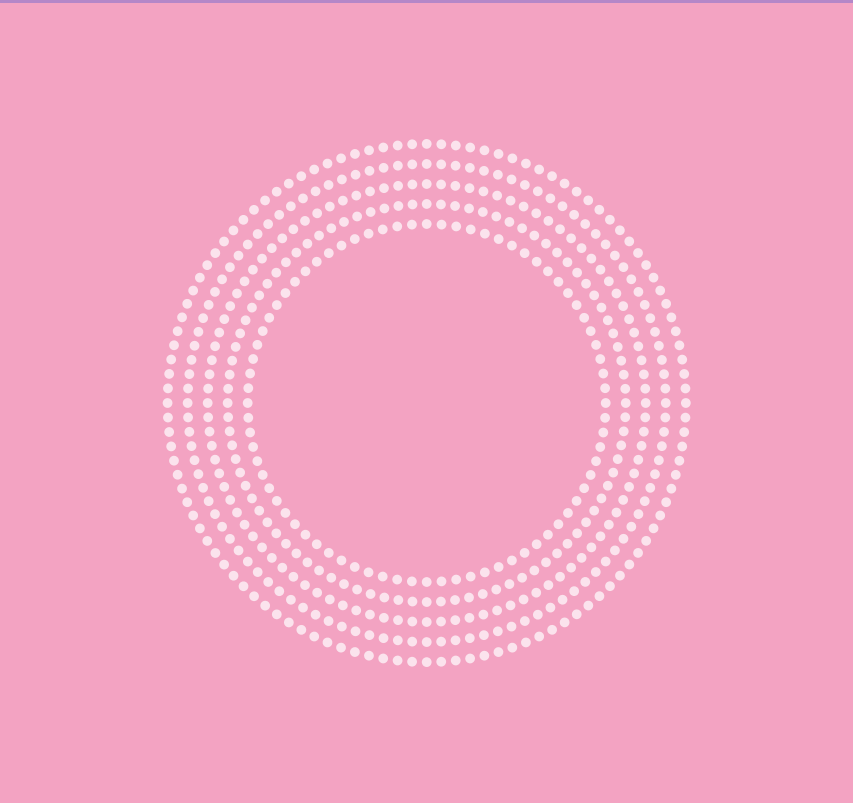




**Bold about
difference.**



Pay gap report
November 2024



**Brave about
change.**

Ogier

Foreword

Since 2021 we have been publicly committed to having a better gender balance in our organisation and better female representation at a senior level.



Edward Mackereth
Global Managing Partner and
sponsor of Ogier's Diversity,
Equity and Inclusion initiative

We are proud to be one of the first international law firms to publish an annual Gender Pay Gap report covering all our jurisdictions across the world. In this fourth edition, the headline news is that we have seen a reduction in our employee median gender pay gap and in our employee gender bonus gap since 2023. However, the data clearly shows that we have some way to go to achieve greater senior female representation at senior levels and a significantly reduced gender pay gap.

Our 2024 gender action plan details specific activity that we will undertake to ensure that we have a more balanced workforce, including better levels of female pay, retention and promotion at senior level.

As Global Managing Partner I continue to lead on DEI at the firm, actively supported by our Executive Board and Service Line Heads. This year we have introduced the role of executive sponsor, ensuring that each of our employee networks is sponsored by an equity partner. Our sponsors provide leadership, guidance and greater visibility to our networks which will increase their ability to achieve their network objectives.

Our employee networks are voluntary groups of employees coming together based on shared identity, life experiences or in support of a cause. They provide an opportunity for people to connect on issues that are important to them, help educate others and promote more inclusive behaviour within the workplace - all of which is key to cultivating a person's sense of belonging.

Our Gender Equality Network and Ogier Women's Circle continue to see growth in members and events. In other areas, the Race and Ethnicity Network arranged further training and, inspired by this Paralympic year, we ran an Inclusive Sports Day for employees and their families. We also introduced The Mentoring Hub and, understanding that people from underrepresented groups sometimes find it harder to access mentors, gave members of our DEI networks first access.



Ogier is making progress on its continuing journey towards a diverse, equitable and inclusive culture. We are determined that we will take greater strides forward in 2025.

Introduction

This is our fourth annual Pay Gap Report since we started voluntarily publishing our data as part of our ongoing commitment to greater transparency with our people, our clients, and our wider communities.

Publishing our Pay Gap Report is a fundamental part of our commitment to ensuring that we build a diverse, equitable and inclusive workplace at Ogier. This year, we have produced a gender action plan which details specific activity that we will undertake with the aim of creating a culture and environment that women want to join and one in which they want to develop and grow throughout their career.

We continue to work towards increasing our self-disclosure rates of a number of identity characteristics with the aim of reporting pay gaps for underrepresented groups in due course.

We are pleased to report that we have seen a small reduction in our employee median gender pay gap by 3% and a noticeable reduction in our employee gender bonus gap since 2023. Our mean gender pay gap remains unchanged from 2023. We continue to review our people processes such as our performance, salary and bonus reviews processes to ensure that they are as objective as possible and provide training to those involved in the process, so as to minimise bias.

While there is no legal obligation for Ogier to report, we have broadly followed the legislative requirements in the UK as the UK provides a robust gender pay gap framework for analysis. We have also broken down the pay gap by role, using the full-time equivalent (FTE) bonus so we are not comparing the bonus of a part-time employee who joined mid-year with a full-time employee whose bonus is for the full year, and publishing data on our combined equity partner and employee pay gap.

Reduction in
our employee
median gender
pay gap by 3%

A noticeable
reduction in
our employee
gender bonus
gap since 2023

Our mean
gender pay gap
remains
unchanged
from 2023

Understanding the pay gap

The gender pay gap is the difference in average pay and bonuses received by male and female employees within a workforce.

It is important to note that the figures presented do not relate to equal pay which ensures that men and women are paid equally if they are in the same roles conducting equal work. We monitor our reward practices and are confident that due to our rigorous review process, we do not have an equal pay issue. Where pronounced pay gaps exist, they reflect the make-up of our workforce, with fewer women in the most senior positions and a much higher proportion of women in administrative roles.

There is a difference in the salary banding of different jurisdictions for the same role, reflective of the local market and we have not made any adjustments for this when conducting our analysis.



Negative pay gap (-%)

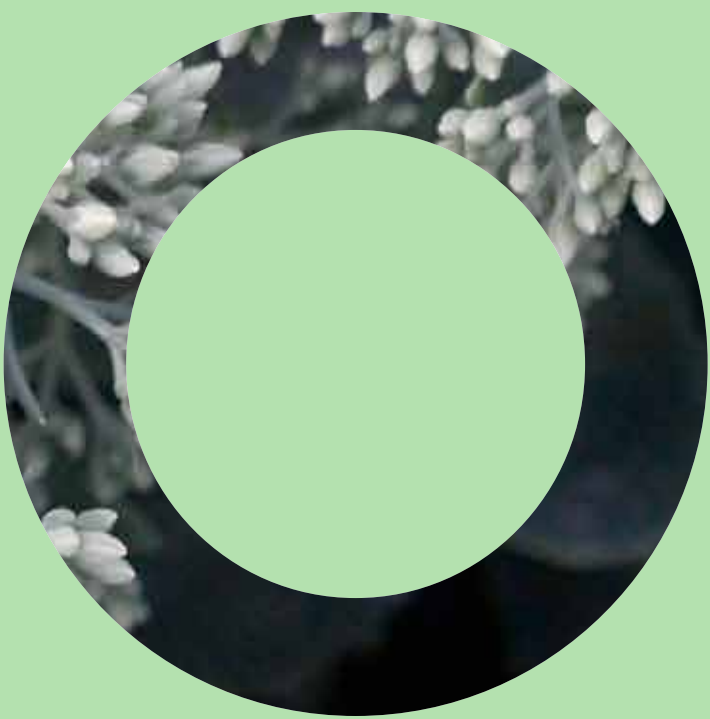
A negative percentage figure indicates a pay gap in favour of women.

Mean

The difference between the mean (average) pay for men and the mean pay for women.

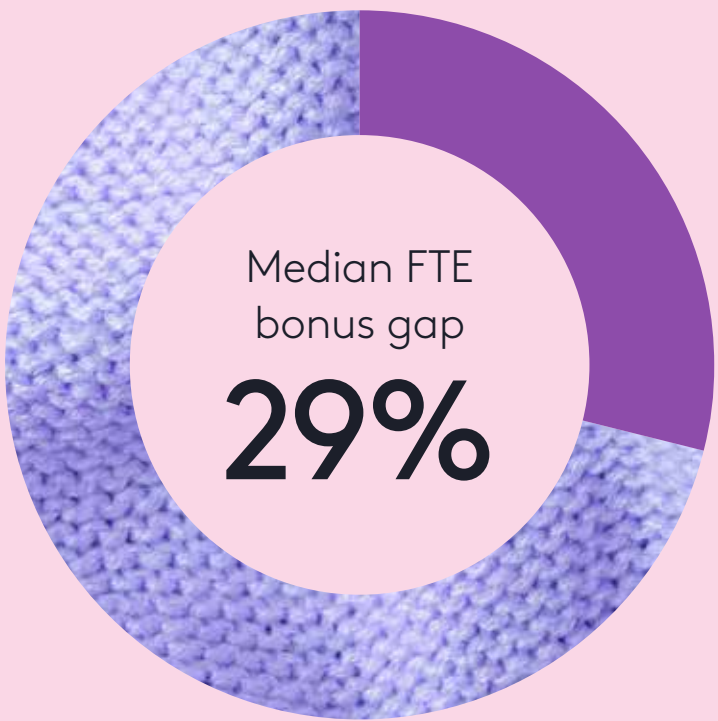
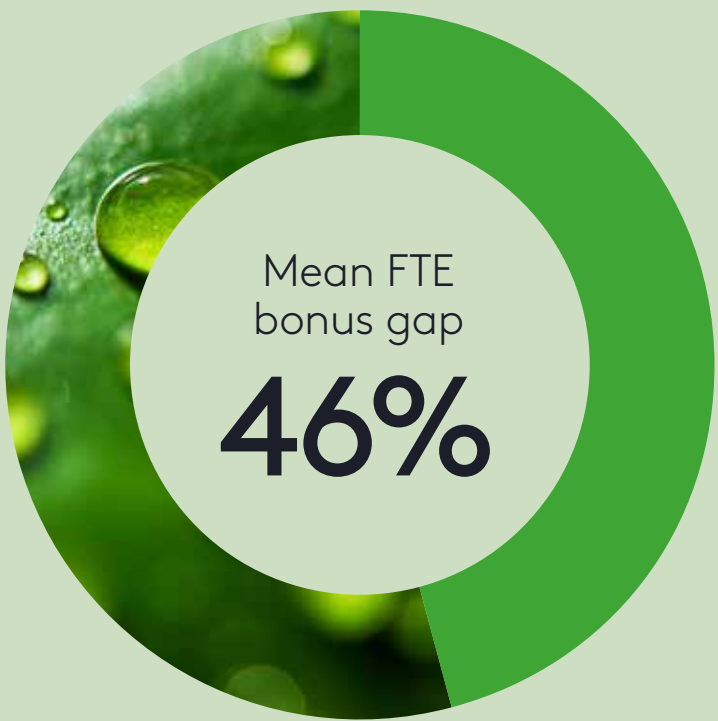
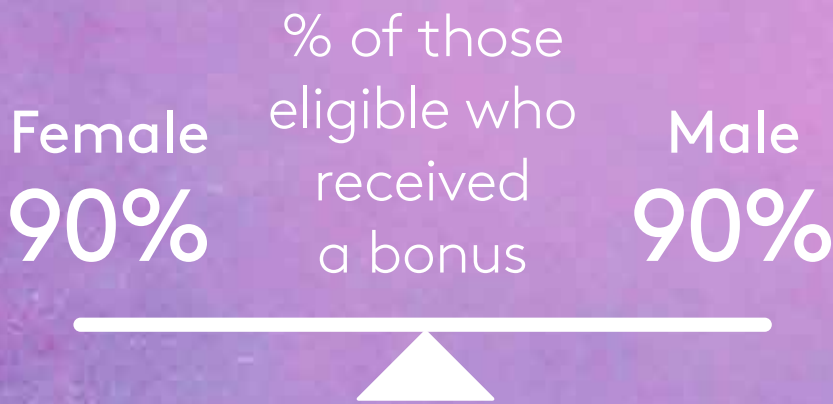
Median

The difference between the 'middle' rate of pay for men and the 'middle' rate of pay for women, when FTE pay is in numerical order.



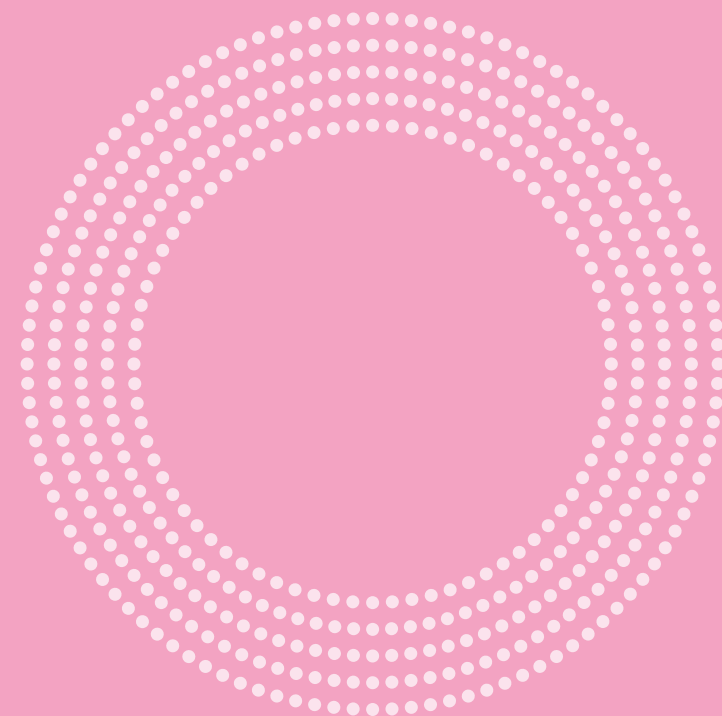
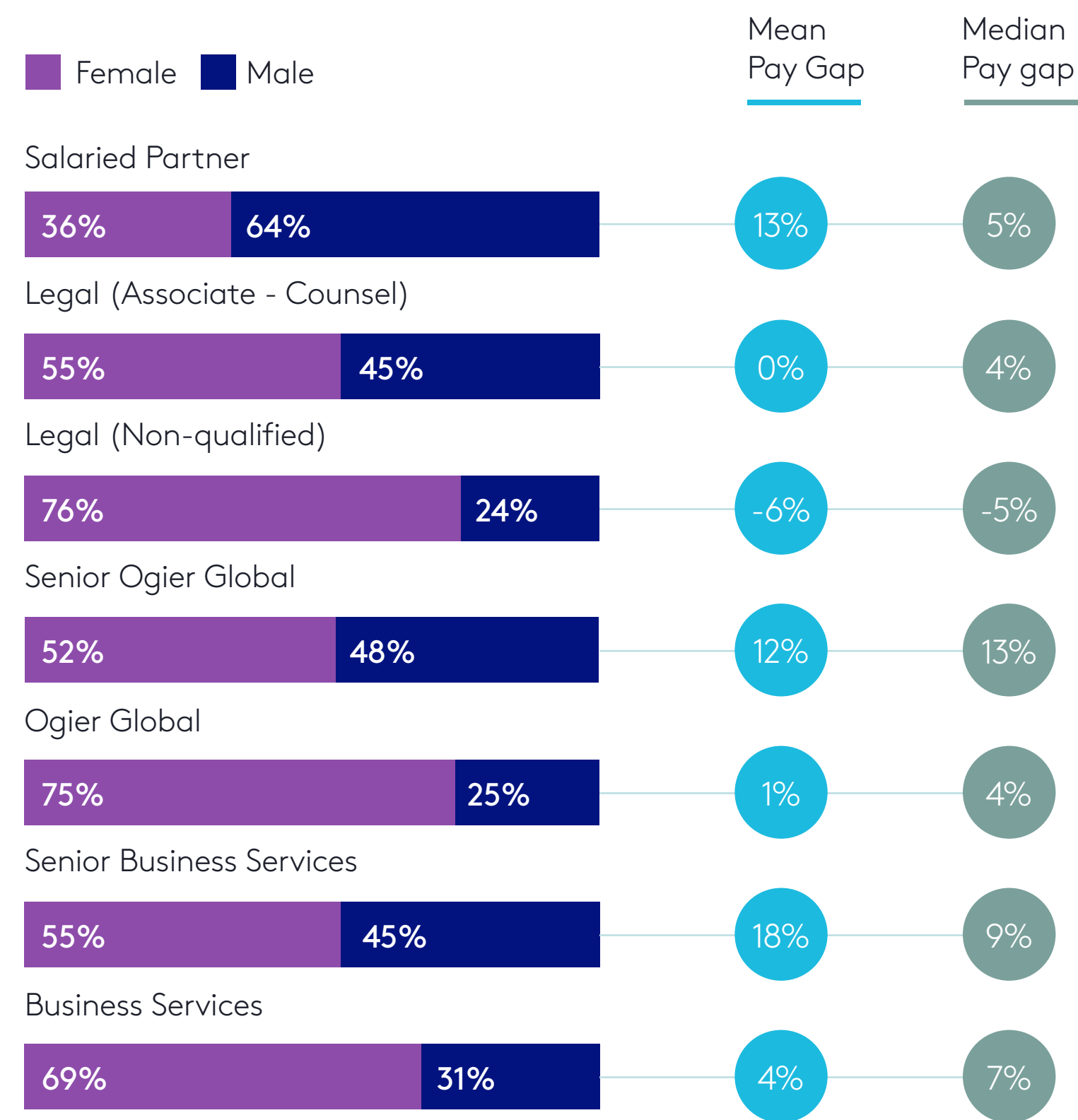
2024 pay and bonus gap

Our hourly pay and bonus data



2024 pay and bonus gap

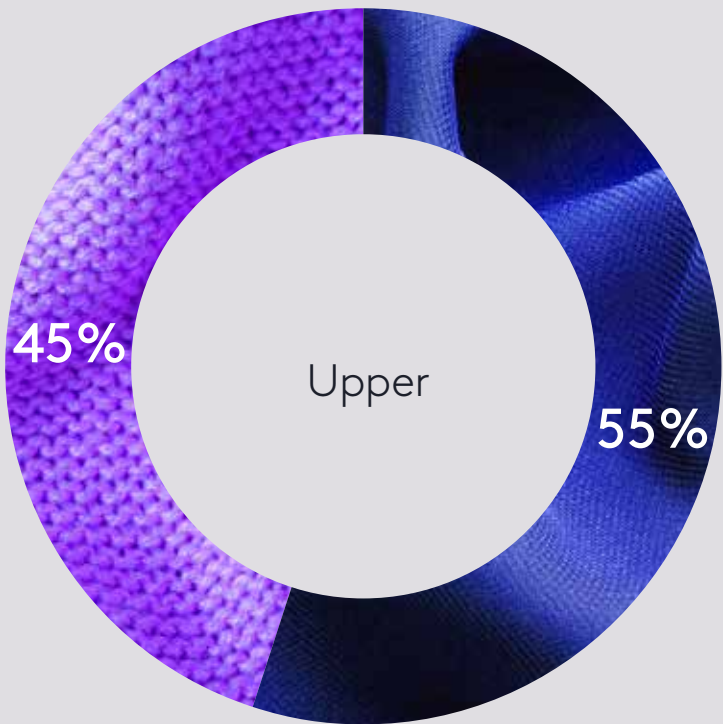
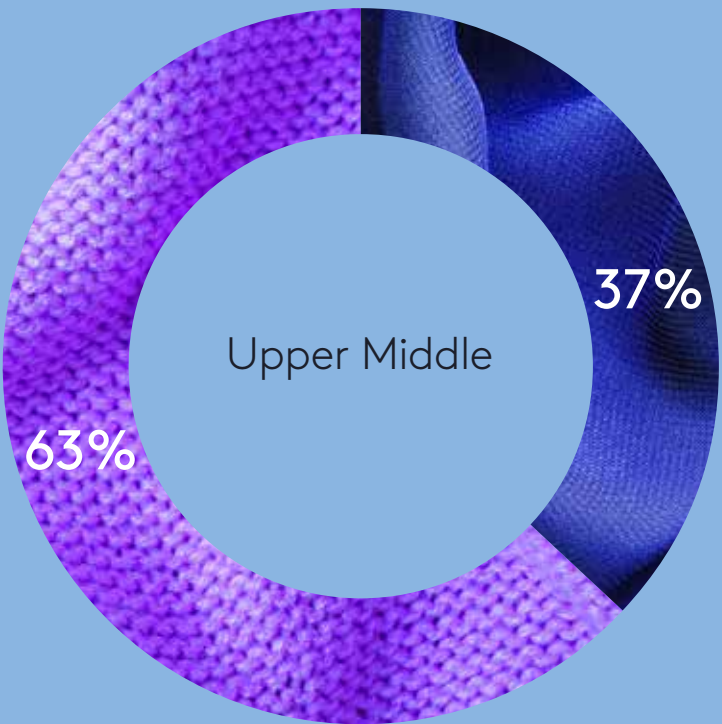
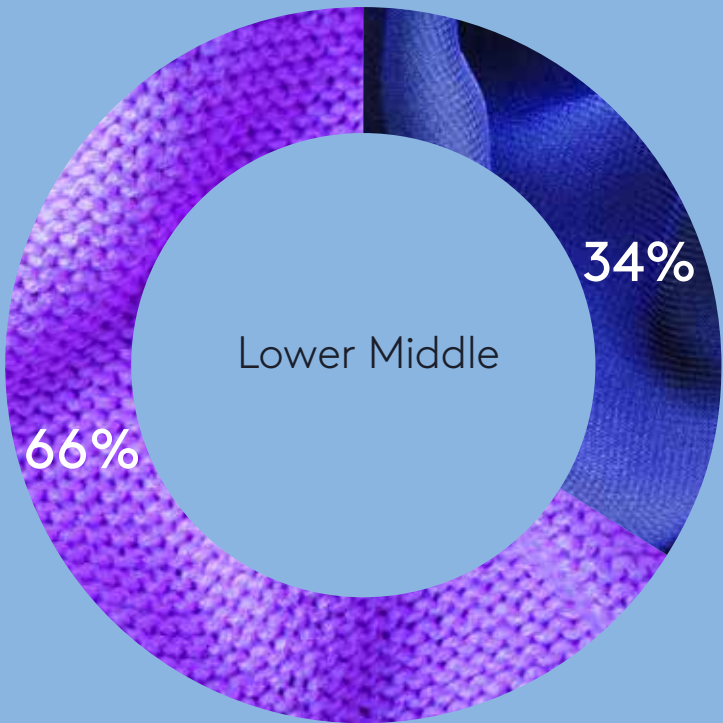
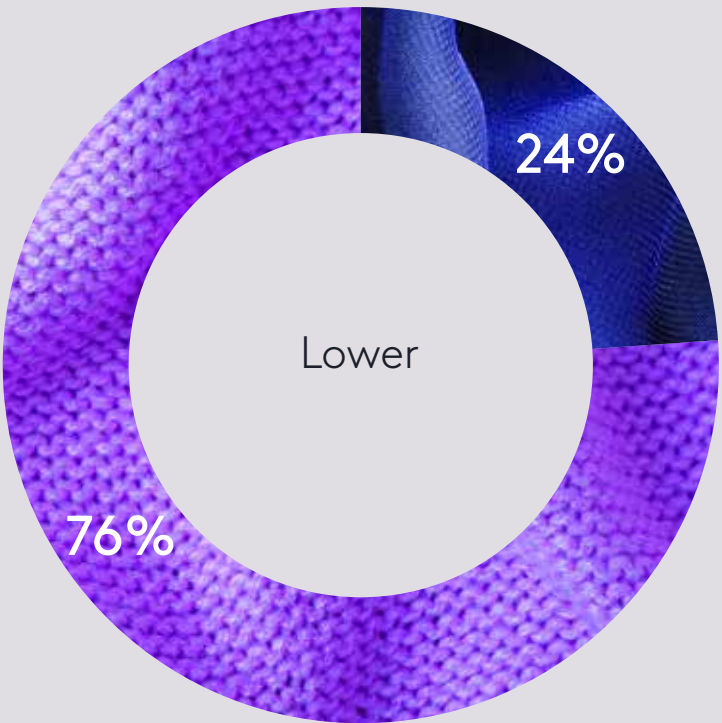
Representation and hourly pay gaps by role



2024 pay and bonus gap

Hourly pay gap quartiles

Female Male



Further analysis

Pay and bonus gaps - comparison

Our mean employee hourly pay gap has remained unchanged since 2023 but we are pleased to see that our median pay gap has reduced by 3%¹.

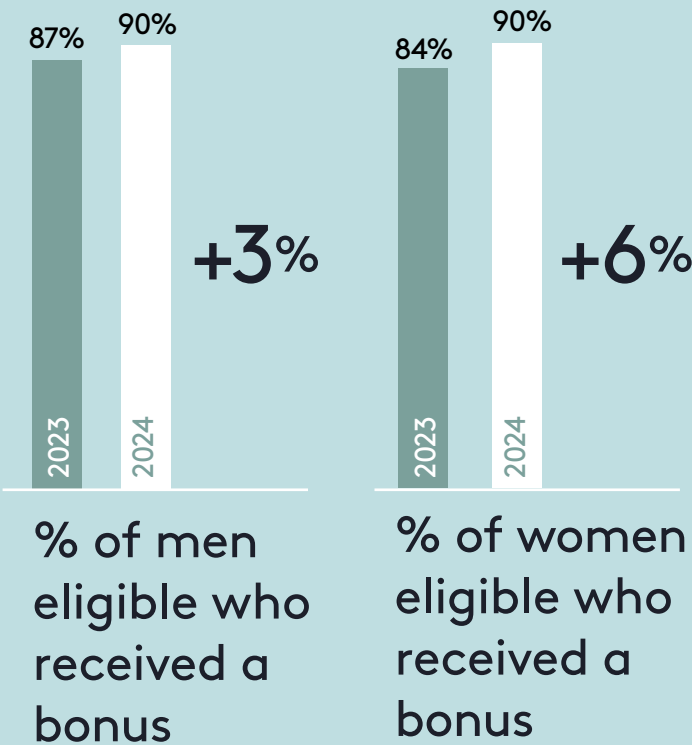
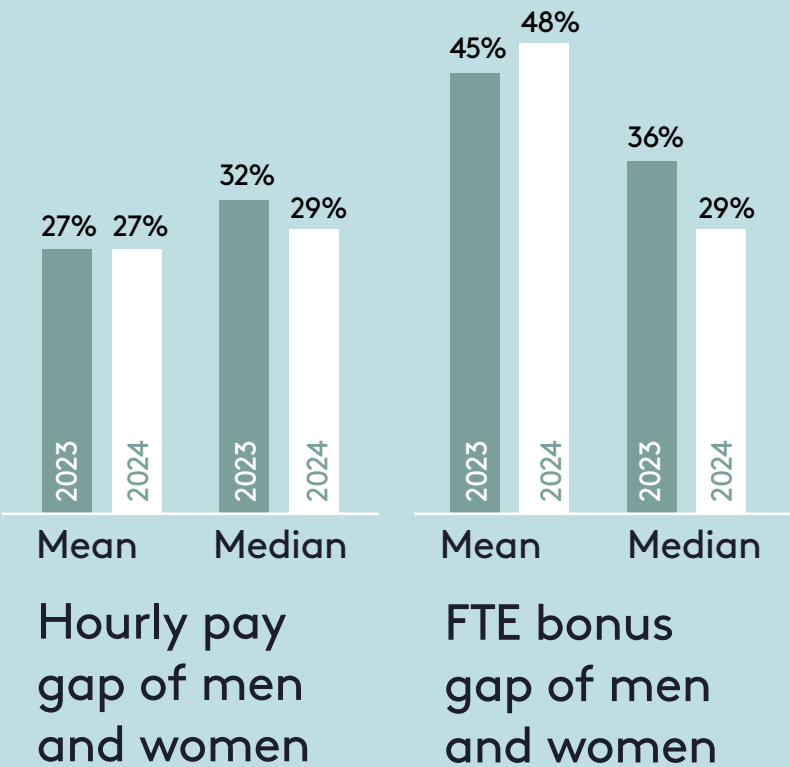
We are also pleased to see that, in 2024, there was an increase in both women and men who were eligible for a bonus actually receiving a bonus compared with 2023.

We are encouraged that there is a reduction in our median bonus gap which is partly due to the greater number of women who received a bonus in 2024 compared with 2023.

We note that our mean bonus gap has increased by 3% from last year and will continue to ensure that all bonus allocations are scrutinised in a series of reviews by different individuals, including DEI leads, to ensure objectivity and consistent application of our bonus award principles.

¹ Our pay gap calculation method in 2024 is consistent with previous years where we have included equity partners in our hourly pay gap calculation. However, this is not consistent with the UK statutory pay gap calculation. If we use the UK method, we would see a median gender pay gap of 24% rather than 29%. We will more closely align our pay gap reporting calculation with UK in future years.

- Our median pay gap has reduced by 3%
- Increase in both women and men receiving a bonus
- Reduction in our median bonus gap



Further analysis

Employee hourly pay gaps by role

Legal (associate-counsel) In 2024, we have been successful in eliminating the mean pay gap at this level. We are committed to ensuring that we implement improvements to our people processes to ensure that this trend continues and extends to those who are salaried partners.

Legal (non-qualified), which includes paralegals, trainees and articulated clerks, retains an overall pay gap in favour of women due to the jurisdictional pay difference and higher number of women in these roles.

Senior Ogier Global represents all roles from senior manager to director within Ogier’s corporate administration business, where the mean pay gap has increased by 3% and the median gap by 3%.

Ogier Global, which represents all roles below senior manager, has seen a reduction in the mean hourly pay gap to almost no pay gap, but there is an increase in the median gap.

Senior Business Services, which include all roles from senior manager to directors, has increased its proportion of women by 2% although we note that the mean and median pay gaps have increased. This can be explained to some extent by the fact that promotions into senior roles will most likely be at the lower end of the salary range for these roles and so actually increase the pay gap at these levels. This shows the importance of looking at representation as well as the pay gap data to understand the complete picture.

Business Services, which includes all roles below senior manager, has seen an increase in both mean and median pay gaps.

	Proportion of women			Mean hourly pay gap			Median hourly pay gap		
	2023	2024	Change	2023	2024	Change	2023	2024	Change
Salaried Partner	-	36%	-	-	13%	-	-	5%	-
Legal (associate – counsel)	55%	55%	0%	3%	0%	-3%	6%	4%	-2%
Legal (non-qualified)	83%	76%	-7%	-10%	-6%	4%	-17%	-5%	12%
Senior Ogier Global	54%	52%	-2%	9%	12%	3%	10%	13%	3%
Ogier Global	74%	75%	1%	5%	1%	-4%	0%	4%	4%
Senior Business Services	53%	55%	2%	14%	18%	4%	5%	9%	4%
Business Services	69%	69%	0%	-2%	4%	6%	2%	7%	5%



Further analysis

Employee hourly pay gap quartiles

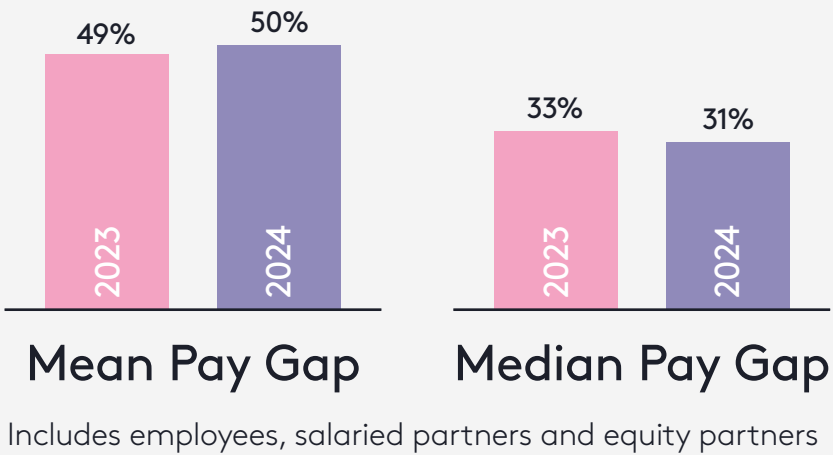
We now have a pay gap in favour of women in the lower middle and upper middle quartile due to increased female representation in some of our more senior roles including salaried partner and senior Business Services. Over time, in accordance with our gender action plan, we expect to increase representation of women in our senior leadership roles which will lead to a reduced pay gap in the upper pay quartile too.

Quartiles	Proportion of women			Proportion of men			Mean hourly pay gap		
	2023	2024	Change	2023	2024	Change	2023	2024	Change
Lower Middle	75%	76%	1%	26%	24%	-2%	0%	3%	3%
Lower Middle	67%	66%	-1%	30%	34%	4%	0%	-2%	-2%
Upper Middle	65%	63%	-2%	38%	37%	-1%	2%	-2%	-4%
Upper	47%	45%	-2%	51%	55%	4%	11%	11%	0%

Combined Compensation Gap

Our combined compensation gap includes employees and all partners, both salaried and equity partners. Our equity partners receive a share of the firm’s profits and the most accurate way for us to compare the pay gaps when including partners is to look at the total annual earnings of partners and the combined annual FTE (full-time equivalent) salary and FTE bonus of our employees.

We are pleased to see that our median combined equity partner and employee pay gap has reduced by 2% although our mean gap has increased by 1%. However, we have made progress with an increase in female representation at the equity partner level compared with 2023.



Gender Action Plan

The main drivers for our gender pay gap and bonus gap are due to a high proportion of women at our more junior, lower paid roles and the lower proportion of women compared to men at the senior levels which are higher paid.

At Ogier, we have two key representation objectives. We continue to track ahead of our 2025 milestone of 30% female leadership by 2025 as 32% of our leaders are female.

We define leadership as partners, Ogier Global directors, and Business Services directors as this group has the most influence over the employment, development and progression of our people.

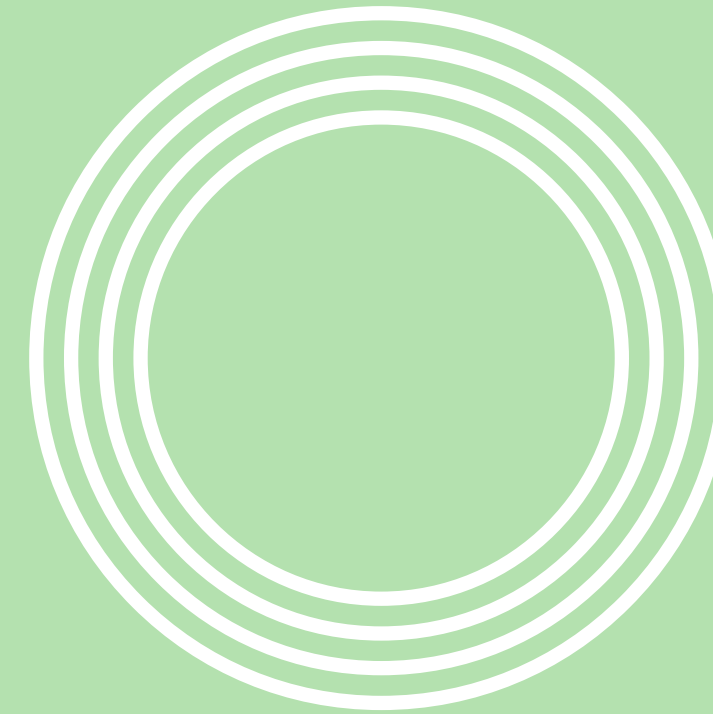


40% female
40% male
20% either
female, male or
non-binary leaders



Gender Action Plan

As a result of our gender pay gap analysis for 2024, we have compiled a gender action plan to ensure that we continue to increase female representation particularly at the senior levels by recruiting strong female talent, developing our existing female talent and creating an inspiring value proposition for our women so they choose to develop their career with us. Our gender action plan is organised by DEI strands.



Recruit

This encompasses candidate attraction, assessment and selection and onboarding of new hires.

Perform and Reward

This refers to our performance, salary, bonus, benefits and promotion review processes that allow individuals to perform at their best and be rewarded for their achievements.

Develop

This refers to the many ways that employees and partners can grow at Ogier and focuses on career pathways and development opportunities.

Include

This encompasses everything we do to build an inclusive culture at Ogier where everyone feels valued, respected and that they belong.



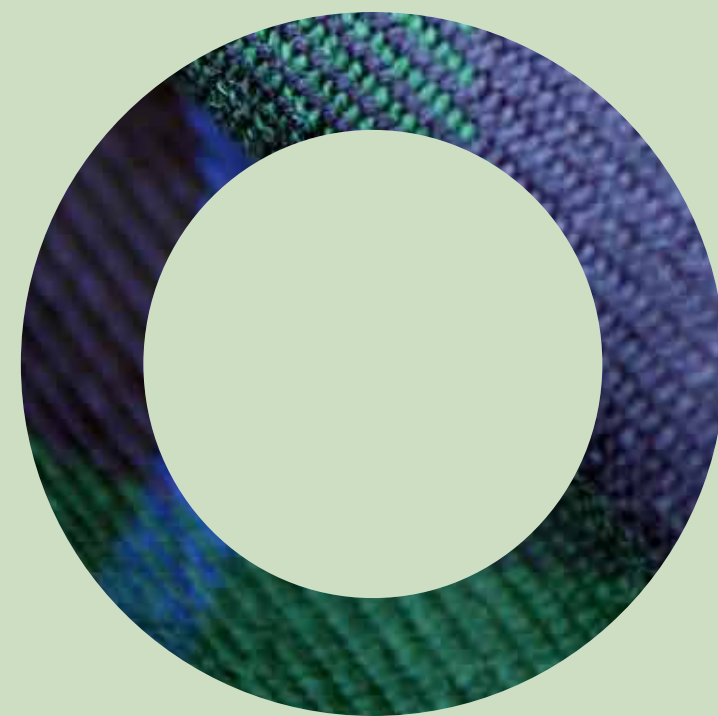
Gender Action Plan

DEI Strand	Existing	0-12 Months
Recruit	<ul style="list-style-type: none"> • Checks and balances implemented to ensure objective recruitment procedures are followed for senior hiring 	<ul style="list-style-type: none"> • Inclusive recruitment training provided to all individuals involved in recruitment • Aim to ensure more balanced shortlists for senior hires • Partnering with recruitment providers who are committed to and skilled at attracting high-calibre female talent and pushing for gender-balanced shortlists for senior roles • Advertise flexible working/part-time working for all roles (dependent on business needs)
Perform and Reward	<ul style="list-style-type: none"> • Competitive family friendly benefits • DEI checks of salary review and promotions to minimise bias and ensure an equitable process 	<ul style="list-style-type: none"> • Training to minimise bias throughout our performance review, salary review and promotion processes for those involved in these processes • Greater consideration of work allocation methods to ensure equity • Employee Value Proposition programme to benchmark our offering and ensure we remain competitive in our market
Develop	<ul style="list-style-type: none"> • The Mentoring Hub giving all women access to a diverse range of mentors across the firm to help achieve career objectives 	<ul style="list-style-type: none"> • Career pathways defined to give women clarity on skills, competencies and experience to progress their career
Include	<ul style="list-style-type: none"> • Gender networks focusing on senior women (Senior Women's Round table) and all women (Ogier Women's Circles) provides opportunity for networking and inspiring and practical talks/workshops to help women perform at their best • Ways of working policy allows flexible working dependent on business needs 	<ul style="list-style-type: none"> • Inclusive leadership upskilling to ensure senior leaders are building inclusive teams and role modelling inclusive behaviours

Some of our DEI achievements

In Jersey, some of our employee network members came together to run an Inclusive Sports Day for employees and their families. Inspired by the Paralympic year, the event featured a selection of adapted sports and activities for all ages and abilities to have a go. The event underscored the importance of inclusion, both within the community and the workplace.

Implemented The Mentoring Hub, a mentoring platform providing an opportunity for all Ogier employees to achieve their professional or personal goals through access to senior mentors. This was made available to all employee network members initially in recognition that individuals from underrepresented groups sometimes find it harder to access mentors.



Our Ogier Women's Circle continues to see growth in members, with more than 190 women from across our offices part of the network. This year saw members take part in discussions on ambition, career advice, non-linear career paths and female financial wellbeing.

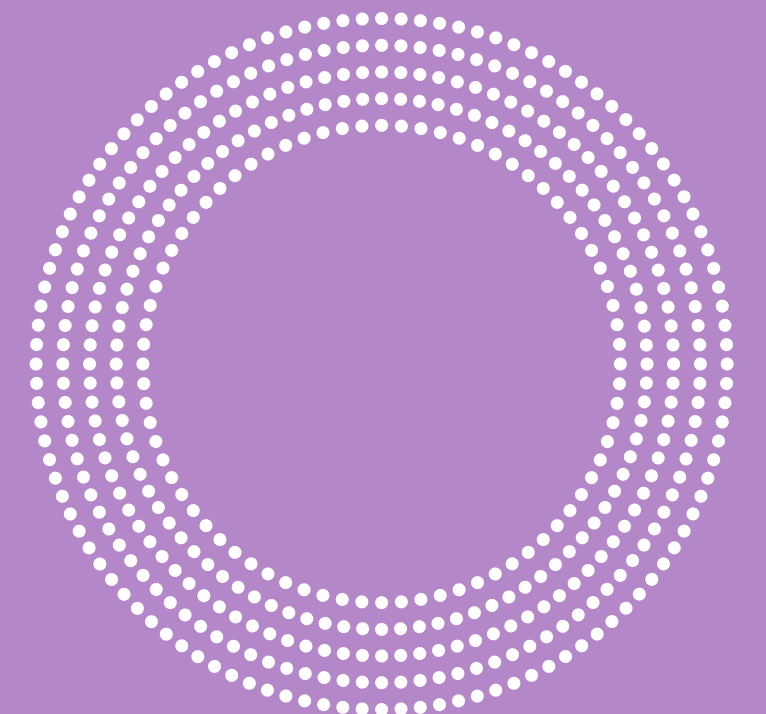
The Race and Ethnicity Network arranged further training by The Diversity Trust which focused on helping attendees to become more confident in challenging racial microaggressions and racism, helping them to understand how privilege can be used for benefit and learning how to be an ally.

Introduced the role of executive sponsor ensuring that each of our employee networks is sponsored by an equity partner. Our sponsors provide leadership, guidance and greater visibility to our networks which will increase their ability to achieve their network objectives.

Our commitment to diversity, equity and inclusion

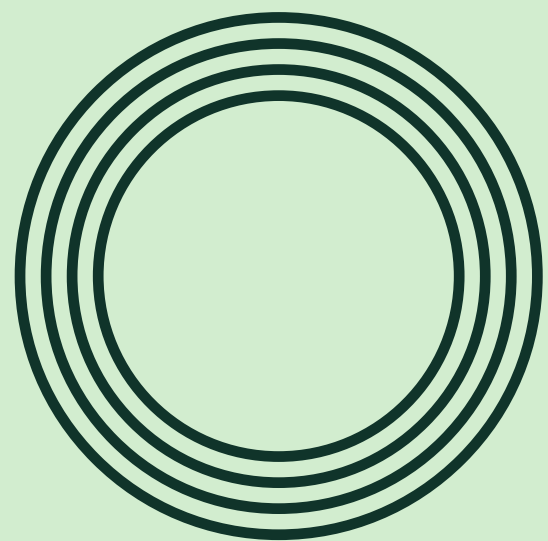
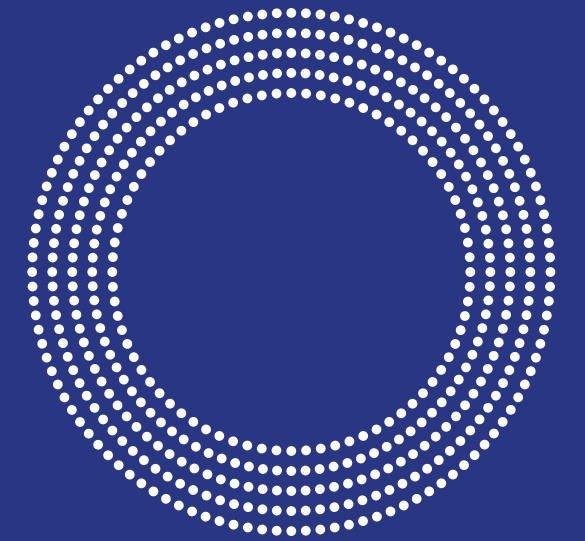
We believe in putting people first: for who they are and everything they bring. Supporting them with all they need for equal opportunity.

We believe that embracing difference should be core within business and communities to create a better working environment, relationships and outcomes. Publishing our Pay Gap Report is a fundamental part of our Diversity, Equity and Inclusion strategy, to continue to understand the issues and identify the focus areas we need to address.





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Ogier