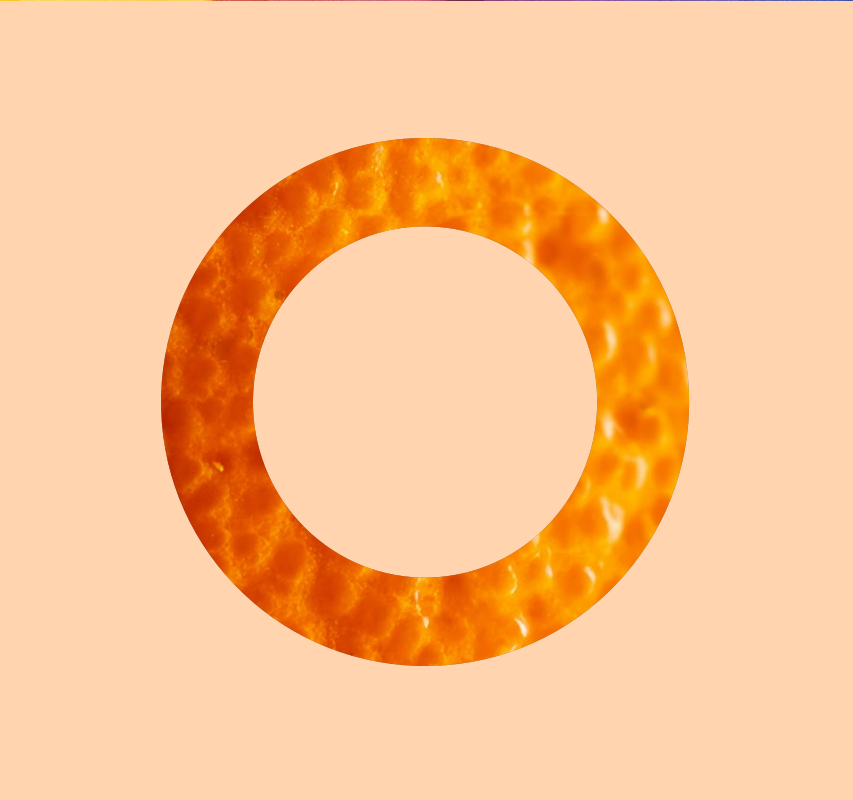
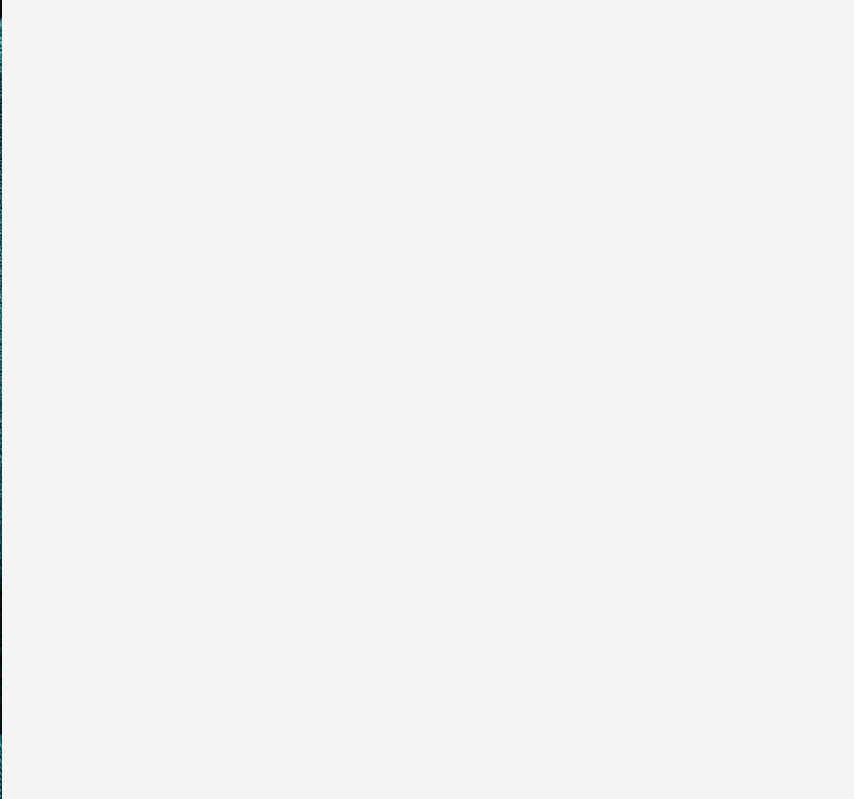
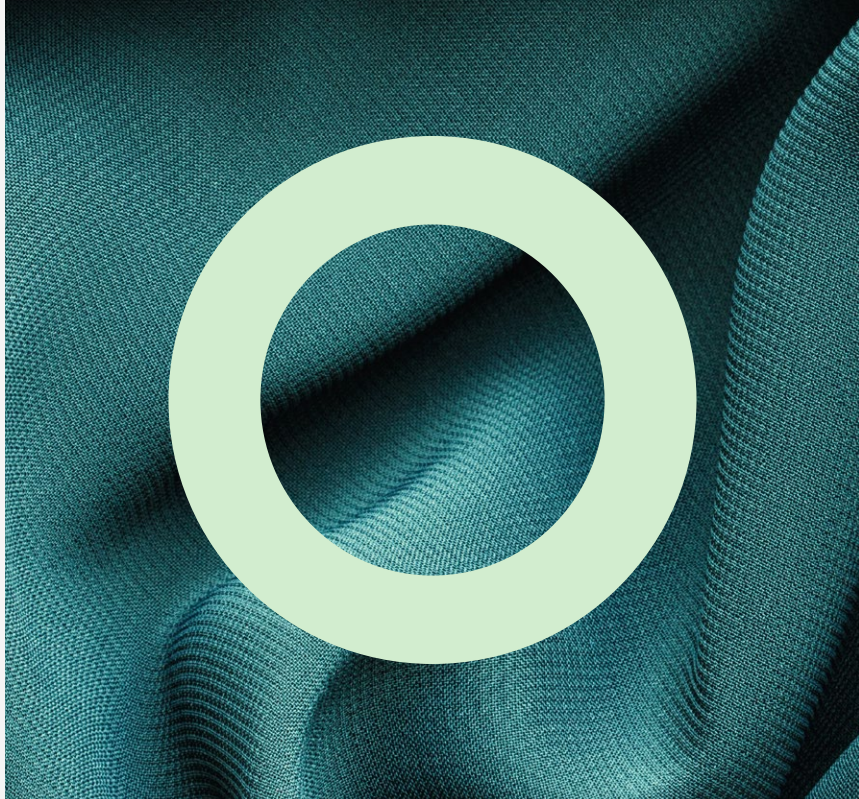


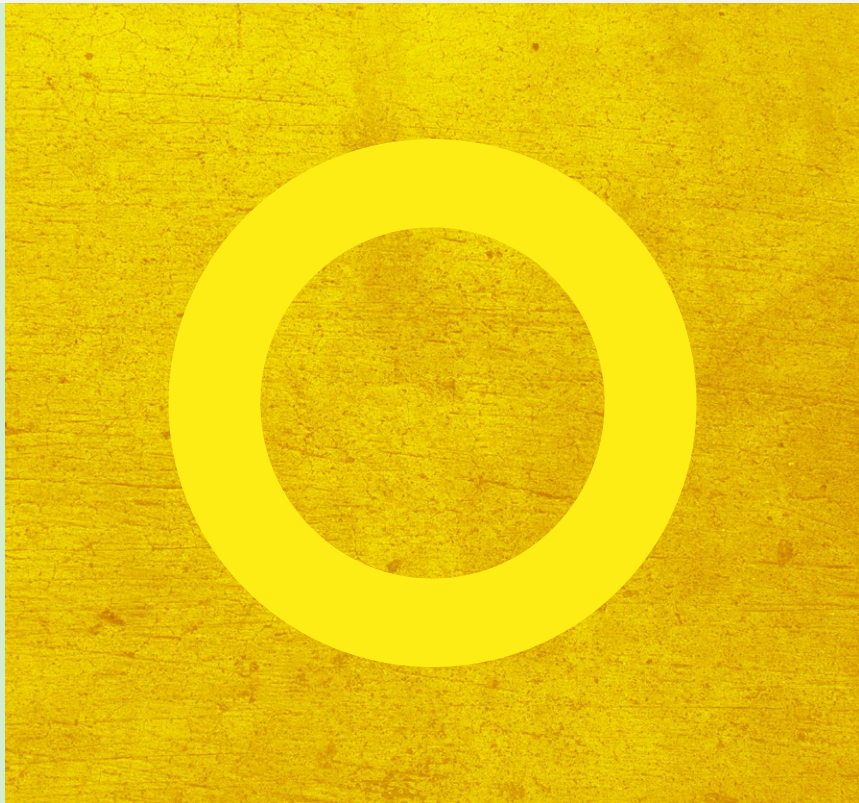
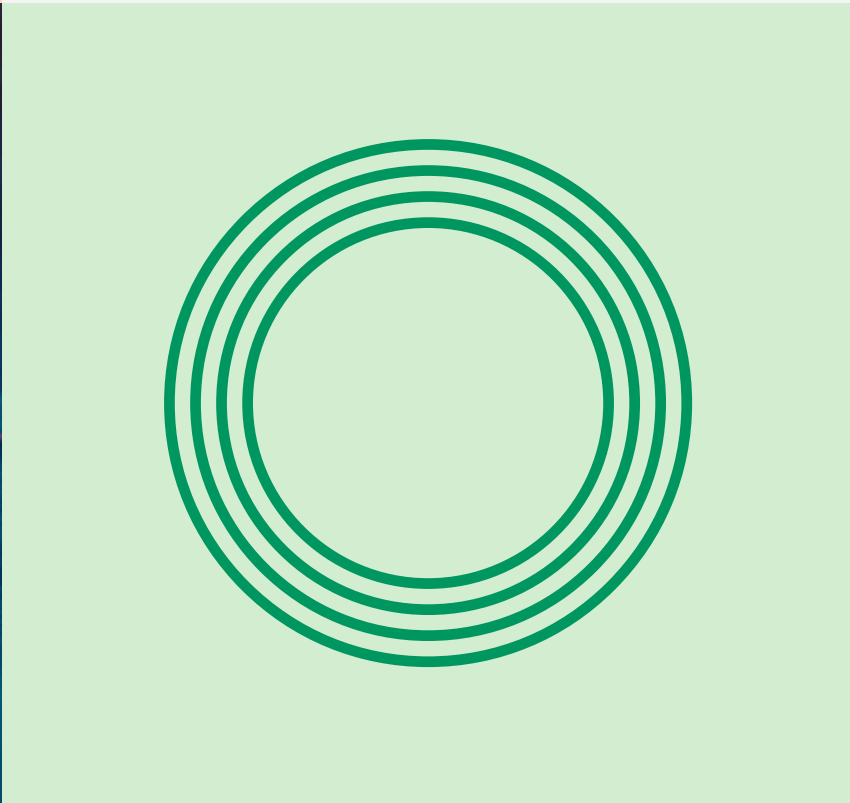


**Bold about
difference.**



Pay gap report

Ogier Shared Services (Ireland) Limited
November 2025



**Brave about
change.**



Foreword



John Hogan
Practice Partner
Ireland

At Ogier, we recognise the importance of transparency, fairness and accountability in building a workplace where colleagues feel valued and respected. That is why, for the last five years we have voluntarily published our global pay gap report. In line with Ireland's updated regulatory requirements, we are publishing our first pay report for Ireland this year.

We welcome the opportunity to openly share our data, which allows us to track our progress, identify any areas for improvement, and reaffirm our dedication to fair and consistent reward practices. The report highlights there is significant work to be done to increase senior female representation and reduce the pay gap.

Some of the standout initiatives driving our progress this year have been revising our DEI governance structure to support greater senior leadership accountability and ownership of our DEI strategy. Embedding our mentoring hub has resulted in a tangible shift in our inclusion culture. All our employees can take advantage of our mentoring programme, which is supported by more than 100 home-grown Ogier mentors.

In our inaugural gender pay gap report, we share our findings for 2025 and highlight our Gender Action Plan for continuing improvement.



We believe that driving accountability is fundamental in our move towards a more diverse, equitable and inclusive environment. We hold ourselves and each other responsible for upholding our DEI commitments and continually strive to improve our practices and behaviours.

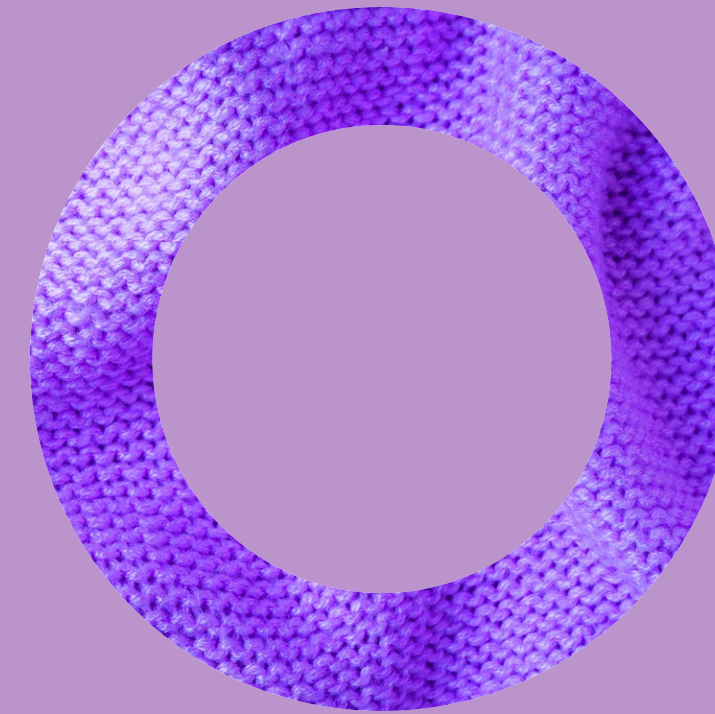
Why is this report being published?

Under the Gender Pay Gap Information Act 2021, public and private sector employers with more than 50 employees are required to report their gender pay gap between male and female employees from 2025 onwards. Ogier has chosen the snapshot date of 30 June 2025 for the purposes of our reporting requirements. This report includes the findings for Ogier Shared Services (Ireland) Limited.

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.



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.



2025 pay and bonus gap

Mean and median hourly remuneration pay gap

62% of our workforce are women, however, they only make up 40% of the upper quartile. The higher proportion of men in higher paying roles and higher proportion of women in lower paying roles leads to an overall mean hourly pay gap of 42%.

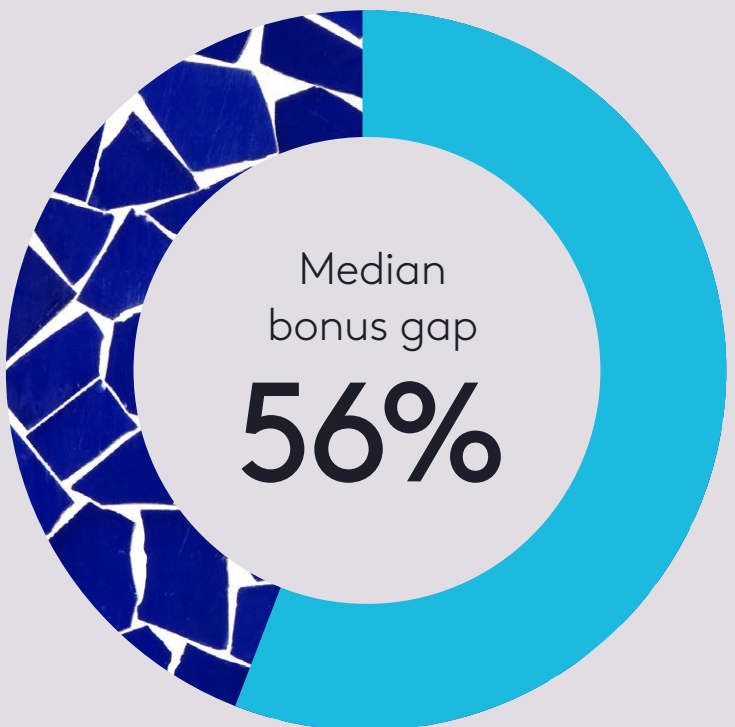
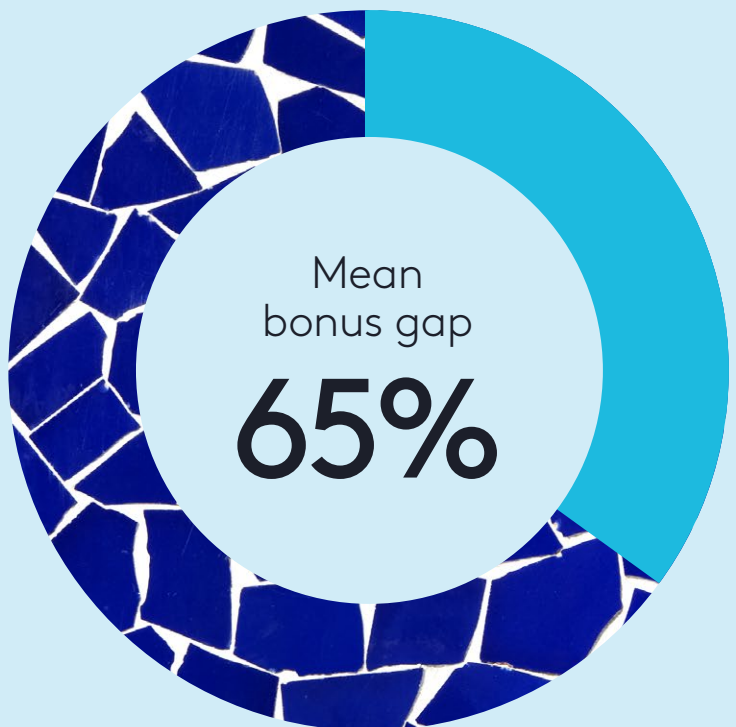
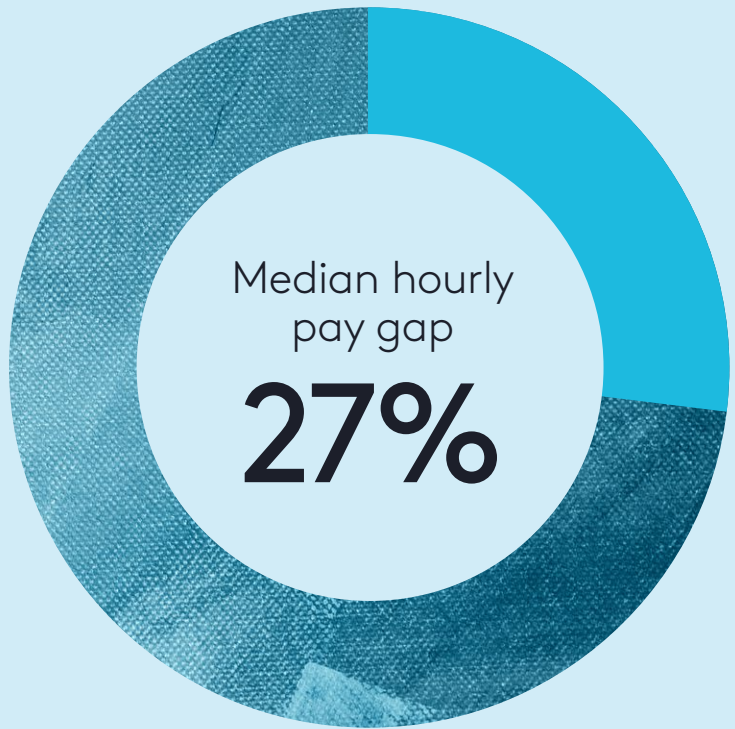
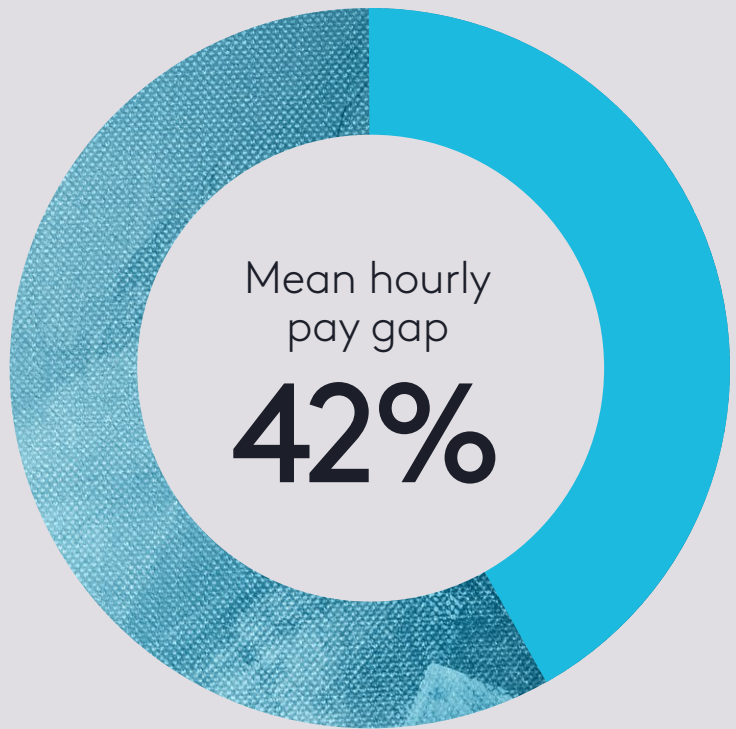
Trainee Solicitors make up our fixed term employees, who receive set remuneration based on progress through to their qualification, hence a minimal pay gap.

All part-time employees are female so there is no gender pay gap.

- 0% Fixed term mean hourly pay gap
- 1% Fixed term median hourly pay gap
- 0% Part time mean hourly pay gap
- 0% Part time median hourly pay gap

Mean and median bonus remuneration pay gap

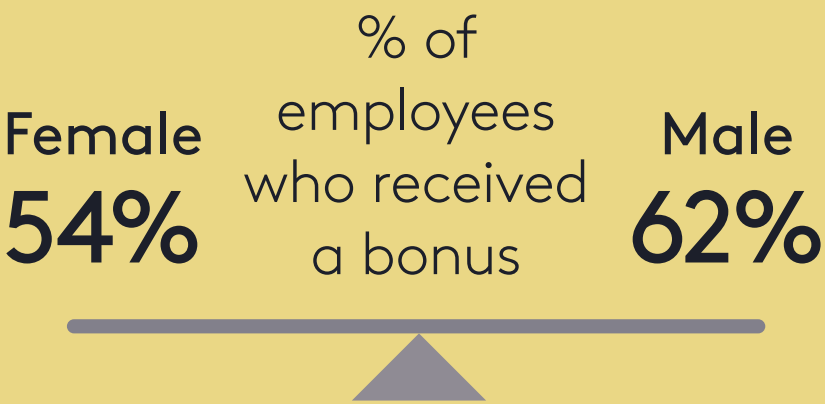
50% of men receiving a bonus in 2025 were partners and 83% of the men who received a bonus fell into the upper middle or upper quartiles in comparison to 69% of women who received a bonus.



2025 bonus and benefits-in-kind

Proportion of male and female employees paid bonuses

The imbalance in men and women receiving a bonus is due to a higher number of female new joiners who did not meet the eligibility criteria for a bonus award. Furthermore, we have more female Trainee Solicitors and our Trainee Solicitors make up 25% of the workforce but were not eligible for bonuses.



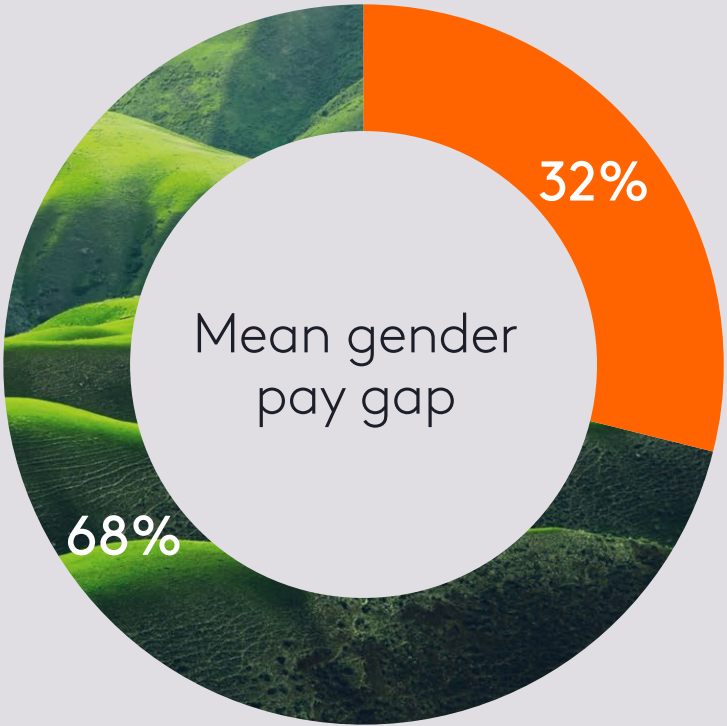
Proportion of male and female employees who received benefits-in-kind

Benefit in kind received by employees in Ireland is private medical insurance, which is an opt-in benefit as there are tax implications for individual employees. For this benefit the uptake will never be 100%.

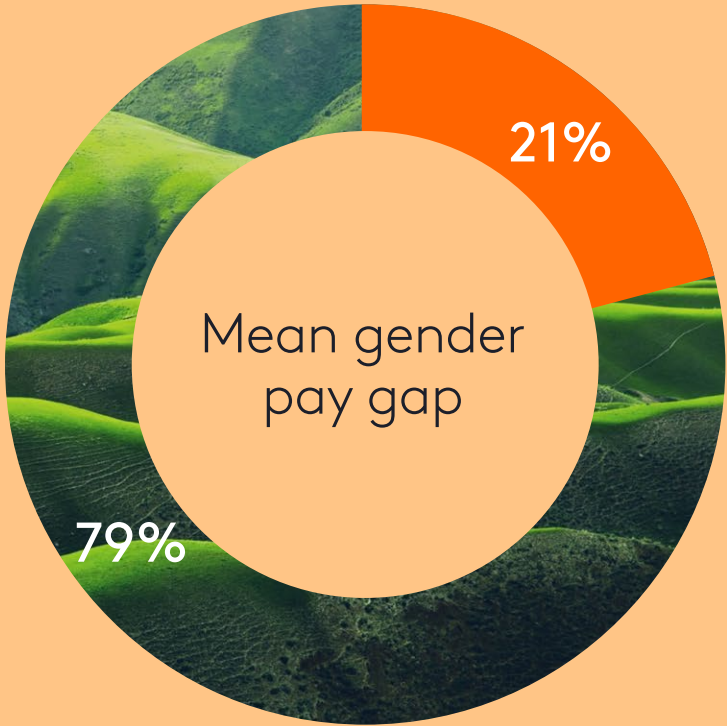


2025 hourly pay gap quartiles

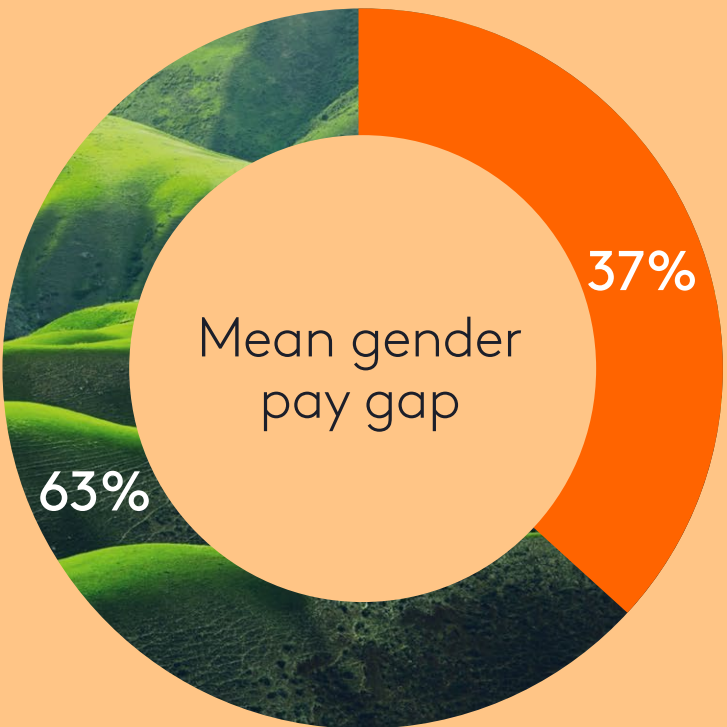
Female Male



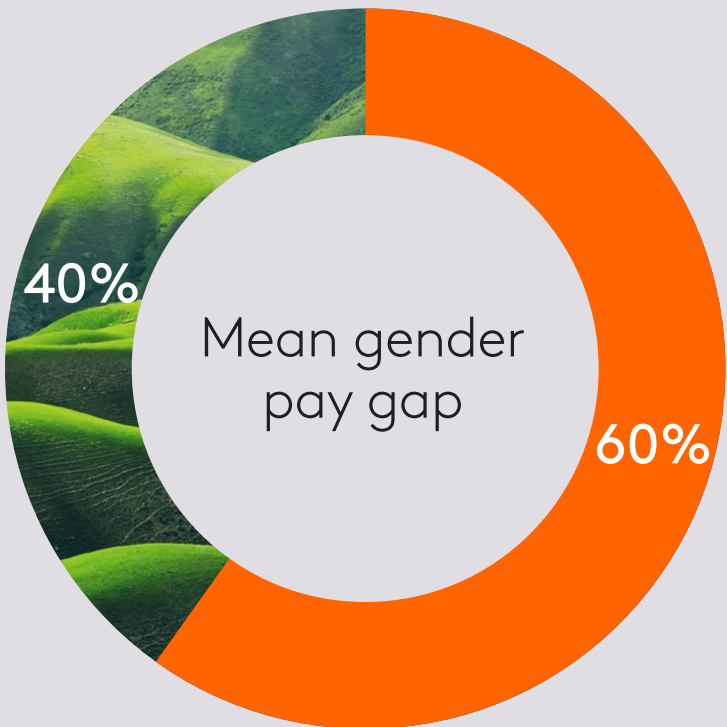
Lower



Lower Middle



Upper Middle



Upper

Gender action plan

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

In 2024 we published 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 Ogier's DEI strand as follows:



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.



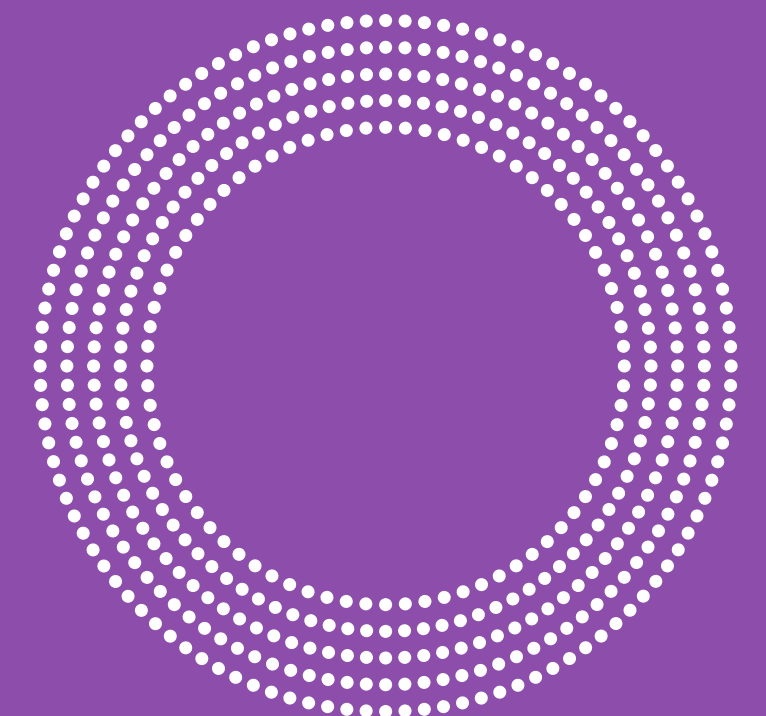
Gender action plan

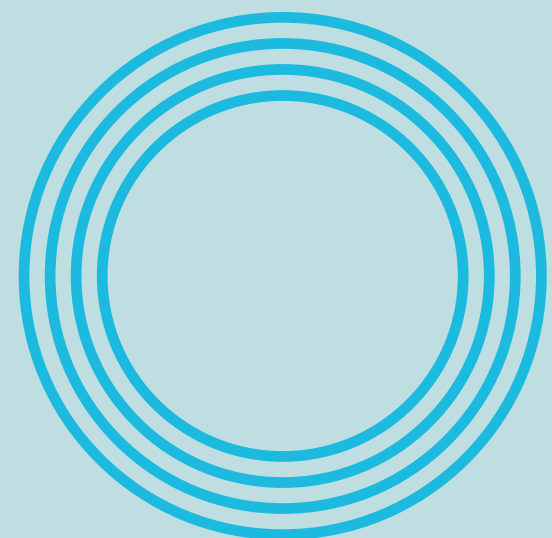
DEI Strand	Existing	0-12 Months
Recruit	<ul style="list-style-type: none"> • The resourcing team are trained on inclusive recruitment best practice • Shortlists for senior hires are reviewed for gender balance • We partner with recruitment providers who are committed to and skilled at attracting high-calibre female talent and pushing for gender-balanced shortlists • We advertise flexible working/part-time working for all roles (dependent on business needs) 	<ul style="list-style-type: none"> • Inclusive recruitment training available for all individuals involved in recruitment
Perform and reward	<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 • Reviewed work allocation methods to ensure equity • Employee Value Proposition reviewed to benchmark our offering and ensure we remain competitive in our market 	<ul style="list-style-type: none"> • Include inclusion competencies/behaviour in performance criteria
Develop	<ul style="list-style-type: none"> • Career pathways defined to give women clarity on skills, competencies and experience to progress their career 	<ul style="list-style-type: none"> • Deliver an annual women's leadership development programme to support senior talent, focusing on the legal division initially.
Include	<ul style="list-style-type: none"> • Senior leaders trained on inclusive leadership to ensure leadership are building inclusive teams and role modelling inclusive behaviours • Revised our DEI governance structure to increase senior leadership accountability and ownership of our DEI strategy. 	<ul style="list-style-type: none"> • Mature Gender networks focusing on senior women (Senior Women's Round table) and all women (Ogier Women's Circles) providing greater opportunity for networking and inspiring and practical talks/workshops to help women perform at their best

Our commitment to diversity, equity and inclusion

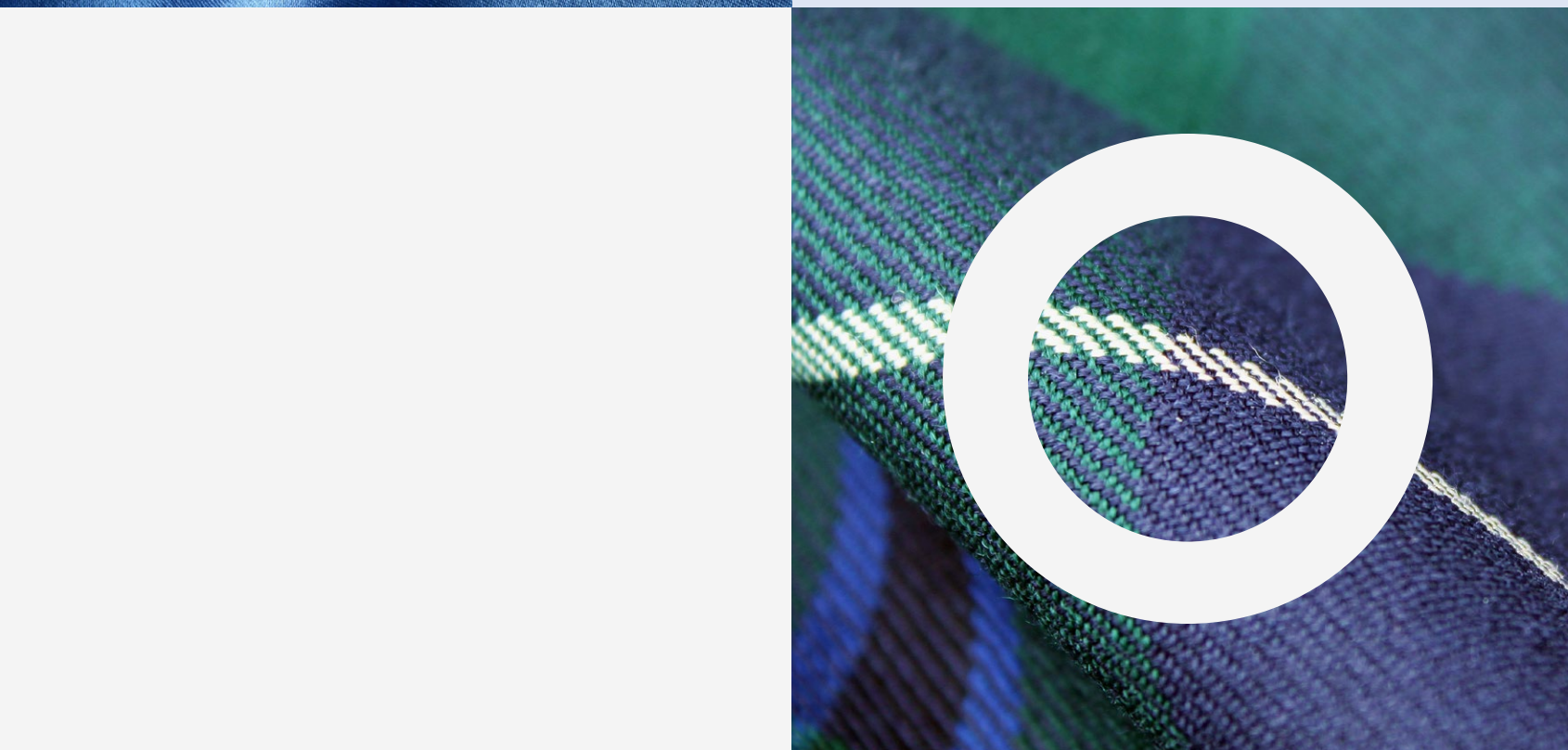
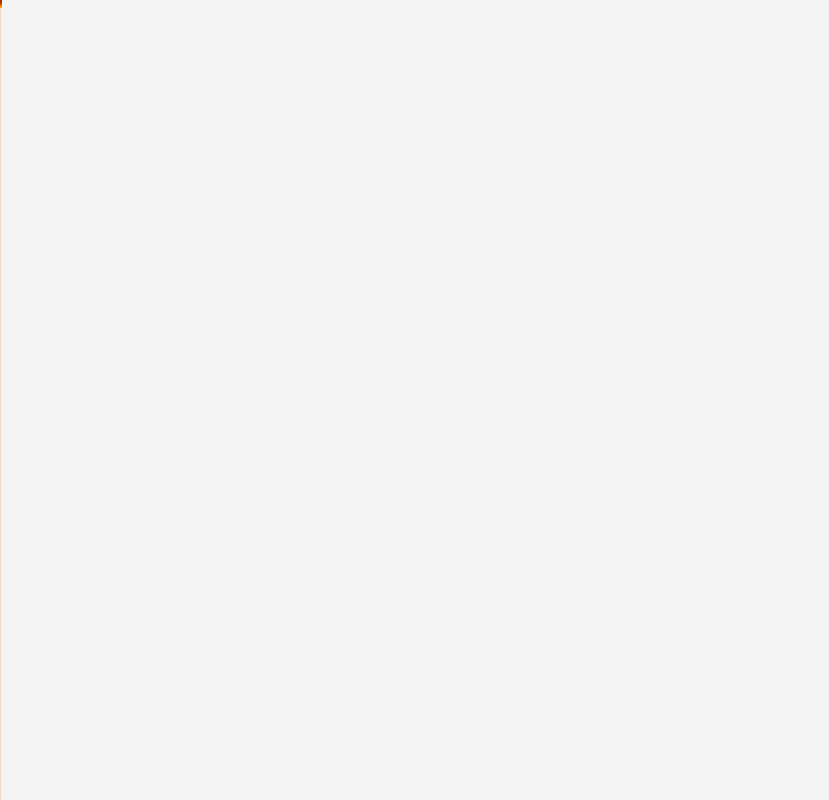
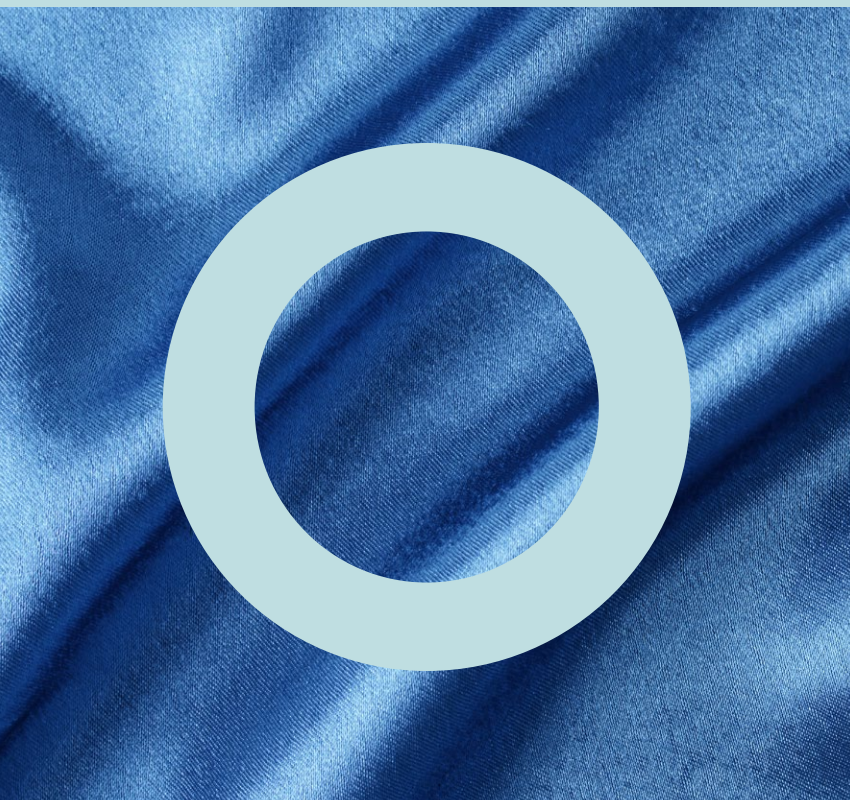
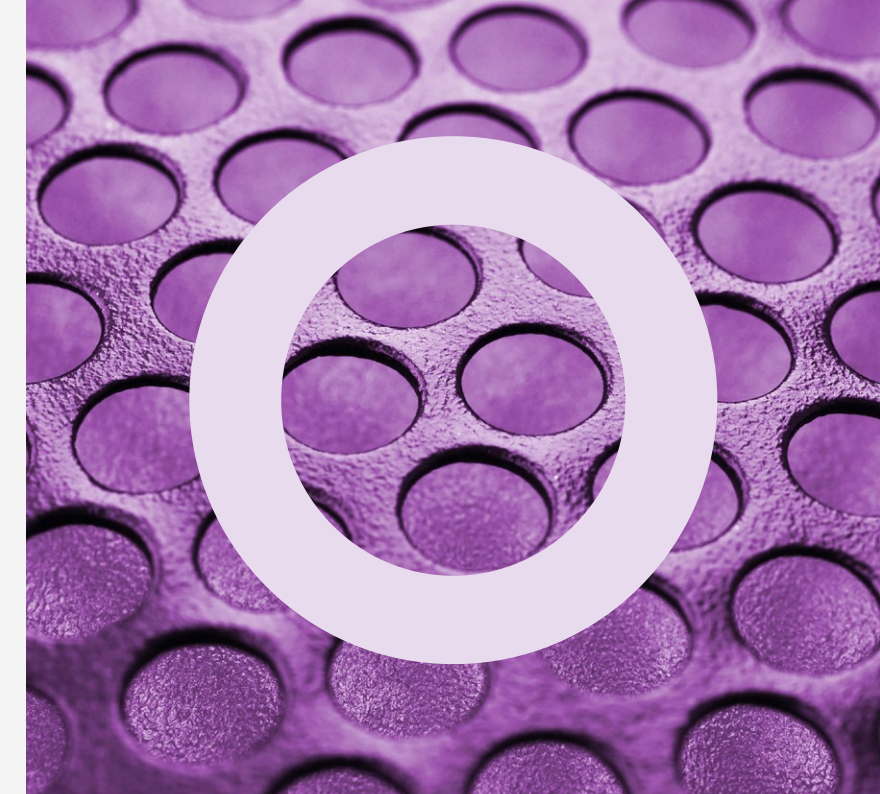
We believe in putting people first: for who they are and everything they bring. Supporting them with all they need for equal opportunity.

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.

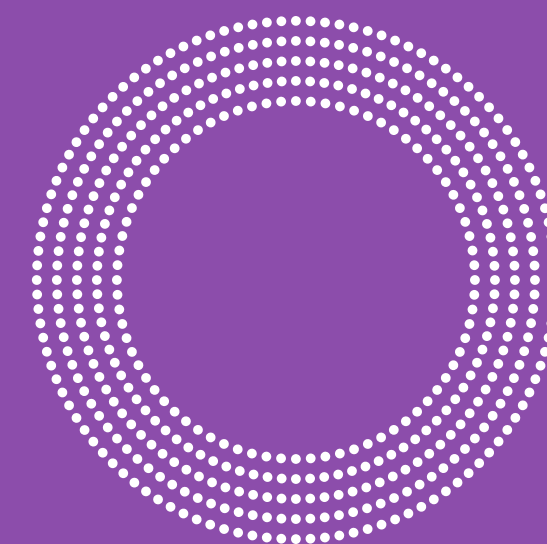




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Ogier