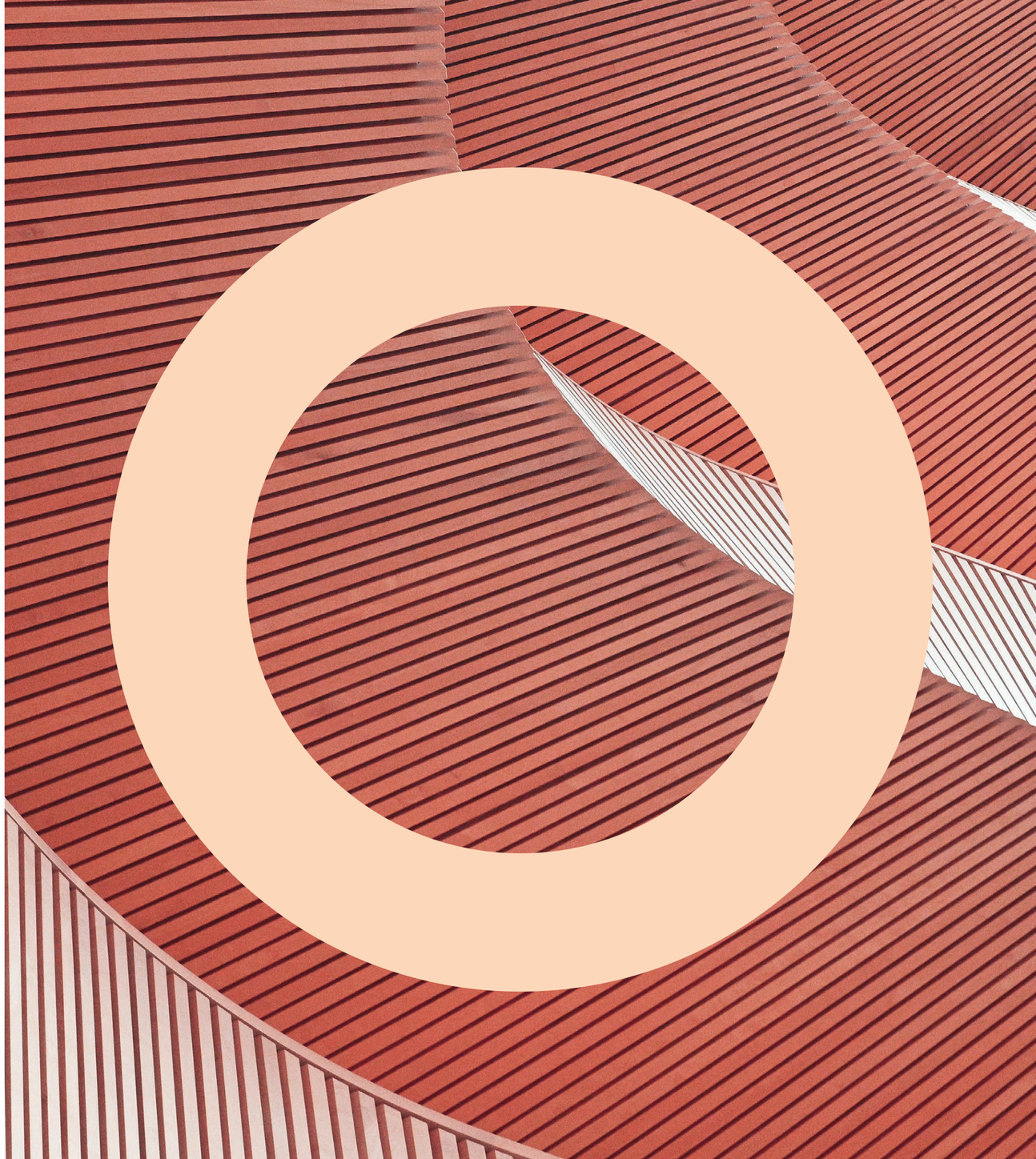
Pay gap report

Ogier Shared Services (Ireland) Limited

November 2026

Bold about difference.
Brave about change.

Ogier



Foreword

At Ogier, we recognise the importance of transparency, fairness and accountability in building a workplace where colleagues feel valued and respected. Publishing our gender pay gap data allows us to track progress, identify where further action is needed and reinforce our commitment to fair and consistent reward practices.



John Hogan

Practice Partner, Ireland

This year's results show encouraging progress in our mean hourly pay gap and bonus gaps, reflecting changes in our workforce and more objective and consistent bonus decisions. However, the report also highlights that there is more to do to improve female representation at senior levels and address the factors that continue to influence our pay gap. We remain committed to increasing female representation, particularly at senior levels, and to creating an inclusive environment where everyone has the opportunity to develop and succeed.

Over the past year, we have continued to embed inclusion and responsible business across Ogier through leadership development, introducing a women's leadership development programme that is bespoke to Ogier, and greater use of data to understand outcomes. Our Gender Action Plan sets out the focused steps we will take to build on this work and support sustainable progress.

We recognise that meaningful change takes time and that results can vary as our workforce evolves. Year-to-year results can be influenced by changes in workforce composition, particularly at senior levels, and improvements in representation do not always translate immediately into the headline figures. For that reason, we focus on long-term, sustainable progress rather than short-term fluctuations.

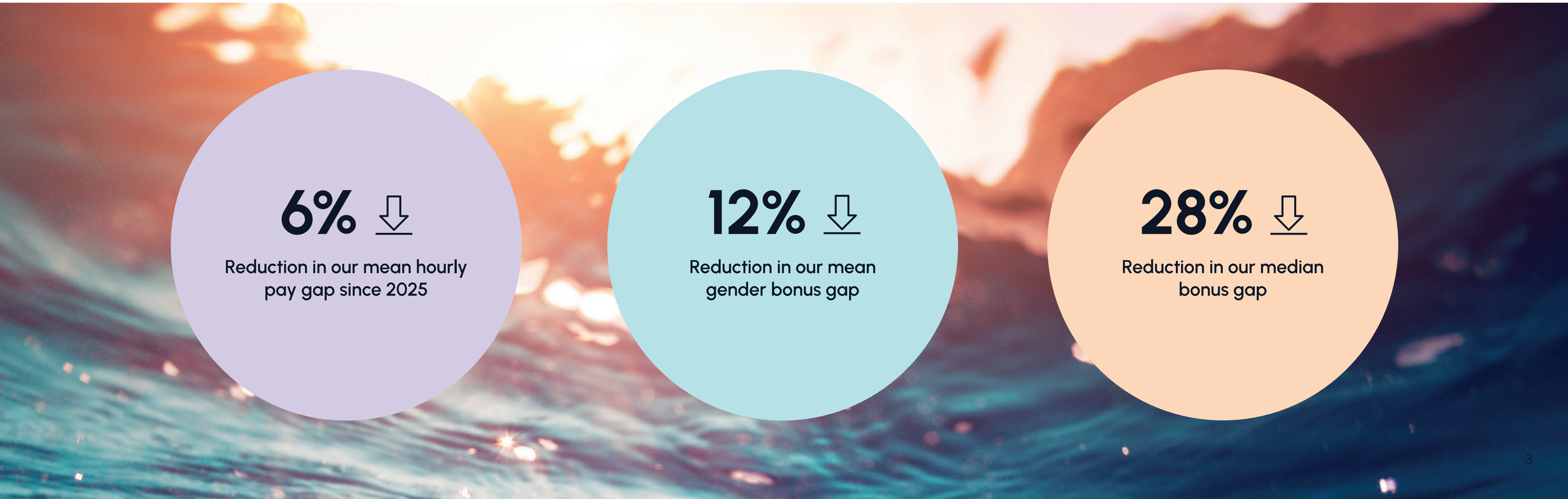
In our second Gender Pay Gap Report for Ogier Shared Services (Ireland) Limited, we share our 2026 findings and the Gender Action Plan that will guide our continued improvement.

We focus on long-term, sustainable progress rather than short-term fluctuations.

Why is this report being published?

Under the Gender Pay Gap Information Act 2021, public and private sector employers with more than 50 employees have been required to report their gender pay gap between male and female employees since 2025.

Ogier has chosen the snapshot date of 30 June 2026 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.

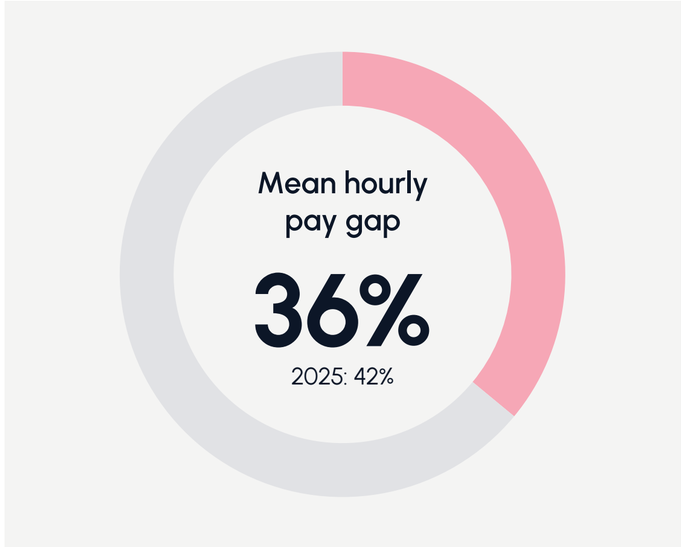
It is important to note that the figures presented do not relate to equal pay which ensures that men and women are paid equally if they are in the same roles conducting equal work. We monitor our reward practices and are confident that due to our rigorous review process, we do not have an equal pay issue. 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.

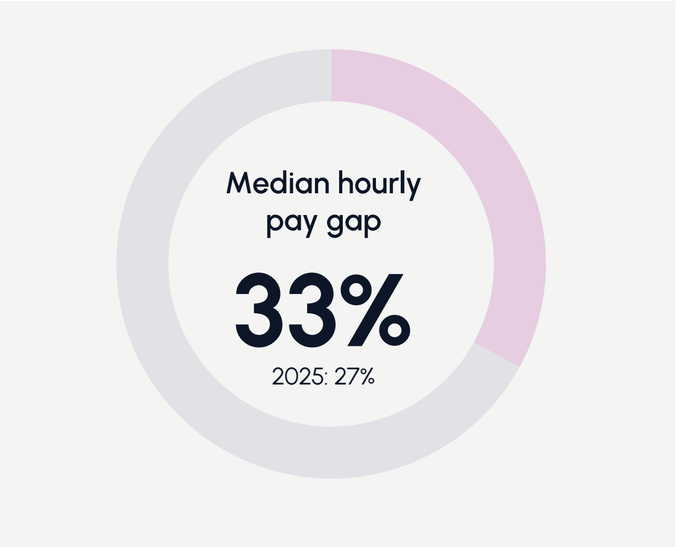
There is a difference in the salary banding of different jurisdictions for the same role, reflective of the local market and we have not made any adjustments for this when conducting our analysis.



2026 pay and bonus gap

Our hourly pay and bonus data





% of employees who received a bonus

Female

56% ⇧

2025: 54%

Up 2% on last year

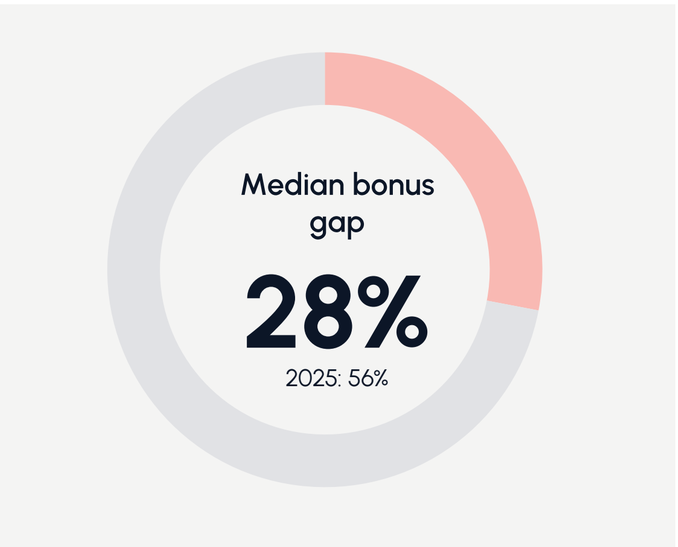
Male

63% ⇧

2025: 62%

Up 1% on last year





2026 hourly pay gap quartiles

Female Male

Lower

75% women · 25% men

Women in 2025

68%

Lower Middle

75% women · 25% men

Women in 2025

79%

Upper Middle

56% women · 44% men

Women in 2025

63%

Upper

40% women · 60% men

Women in 2025

40%

Our 2026 gender pay gap metrics

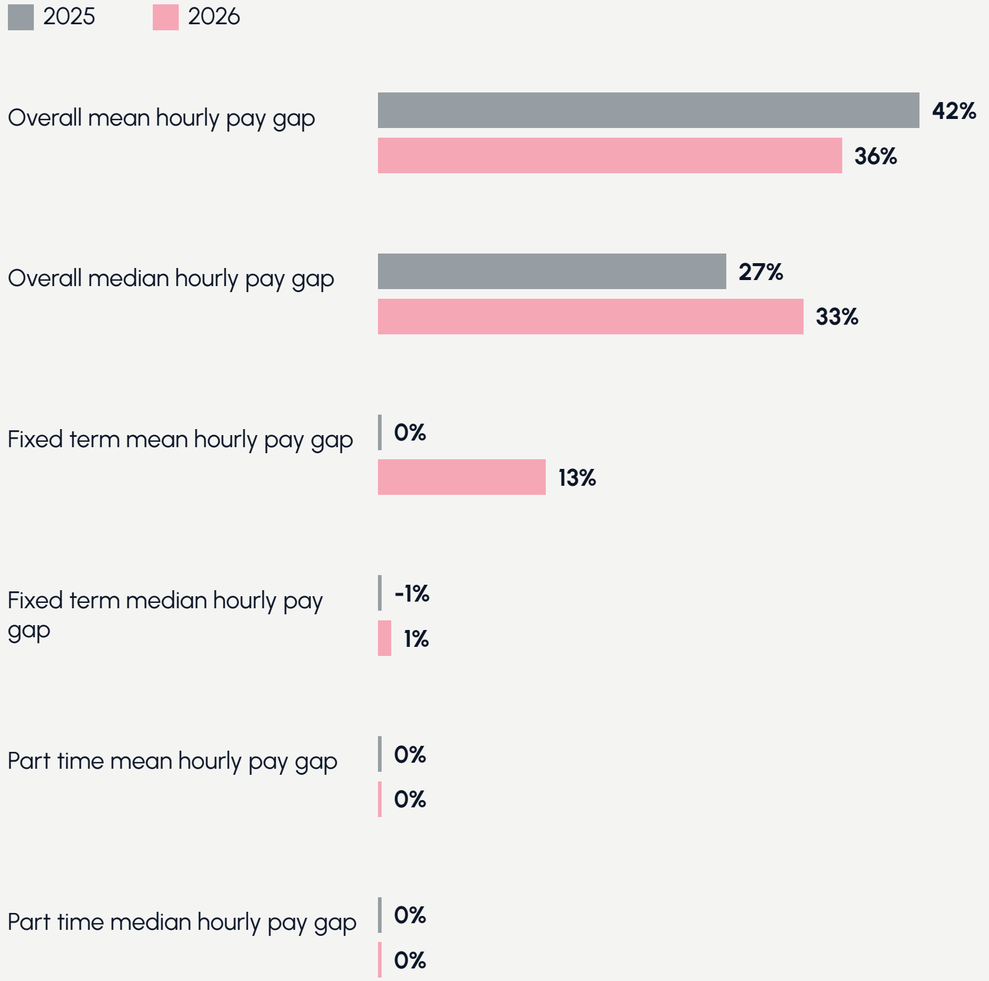
Mean and median hourly remuneration pay gap

As in 2025, 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 36%. Pleasingly we have seen a 6% reduction since 2025 of the mean pay gap which can be attributed to changes in workforce composition which improved the balance of genders in the higher paying roles.

Trainee Solicitors make up the majority of our fixed term employees, who receive set remuneration based on progress through to their qualification, hence a minimal pay gap. Whilst the pay gap has grown since 2025 this is not a concern because of the addition of fixed term employees outside of the Trainee Solicitor programme.

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

Hourly pay gap: 2025 compared with 2026



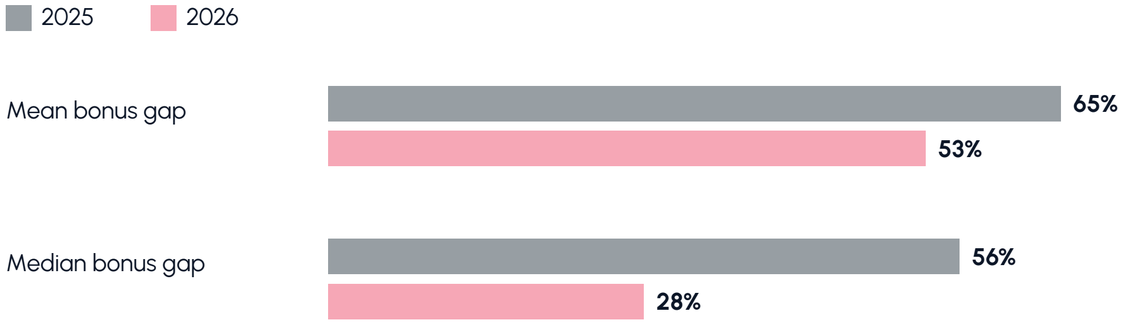
Our 2026 gender pay gap metrics

Mean and median bonus remuneration pay gap

47% of men receiving a bonus in 2026 were partners and 80% of the men who received a bonus fell into the upper middle or upper quartiles in comparison to 64% of women who received a bonus.

One of the most encouraging developments this year has been a 12% reduction in our mean gender bonus gap and a 28% reduction in our median bonus gap. The reduction flowed from a review of our legal fee earner bonus framework which introduced greater objectivity and consistency into how bonus decisions are made and discussed, which provides evidence that focused interventions can make a meaningful difference.

Bonus gap: 2025 compared with 2026

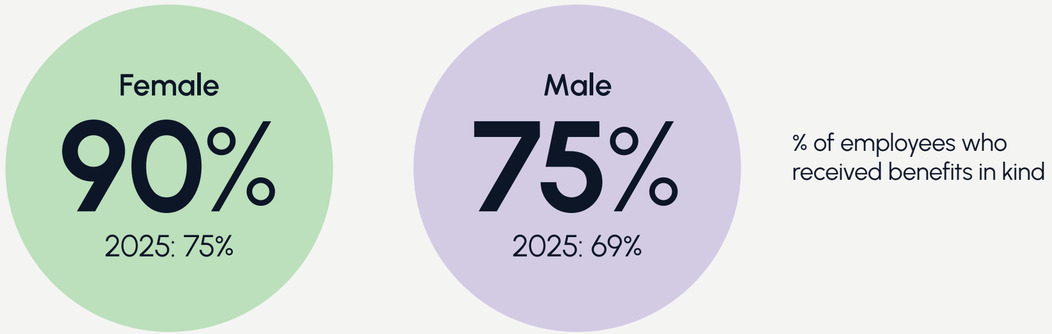


Proportion of male and female employees paid bonuses

The ongoing 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 employees on fixed term contracts, who make up 19% of the workforce and are 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%.

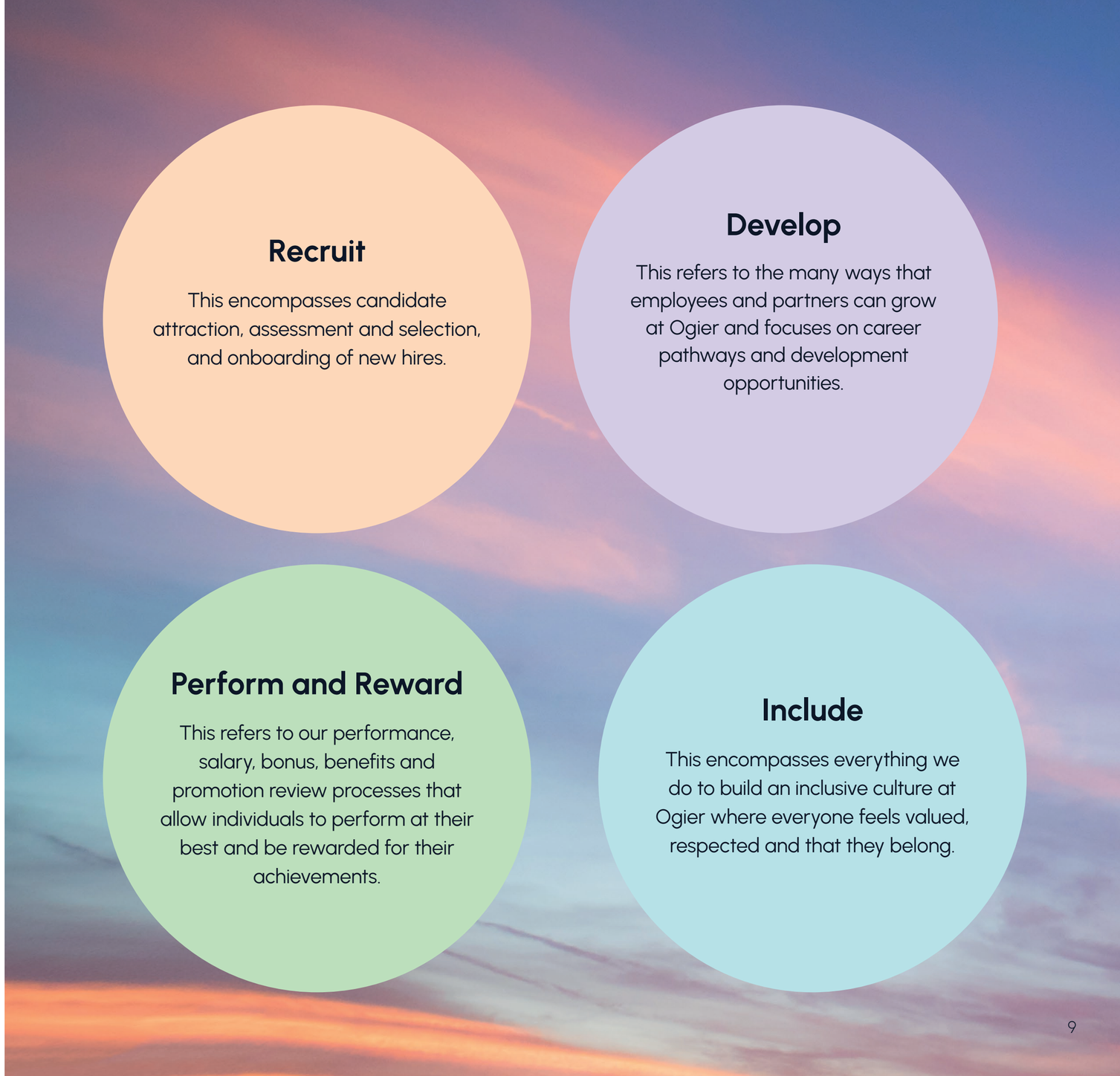


Gender action plan

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

Our gender action plan is part of our wider DEI strategy and ensures 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 strand as follows:



Gender action plan

DEI strand	Existing	0-12 months
Recruit	• Inclusive recruitment training available for all individuals involved in recruitment • 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)	• Analyse equality monitoring data to adjust attraction strategy where necessary
Perform and Reward	• 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	• Include inclusion competencies/behaviour in performance criteria
Develop	• Career pathways defined to give women clarity on skills, competencies and experience to progress their career • Deliver an annual women's leadership development programme to support senior talent, focusing on the legal division initially	• Evaluate the first year of our women's leadership development programme • Review full DEI learning curriculum • Implement annual DEI review of leaver feedback
Include	• Senior leaders trained on inclusive leadership to ensure leadership are building inclusive teams and role modelling inclusive behaviours • Revised our DEI governance structure to align DEI with responsible business. • Return to work mentoring is available to support women returning to work after maternity and parental leave	• Continue to 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, practical 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.



Bold about difference.
Brave about change.

Ogier

