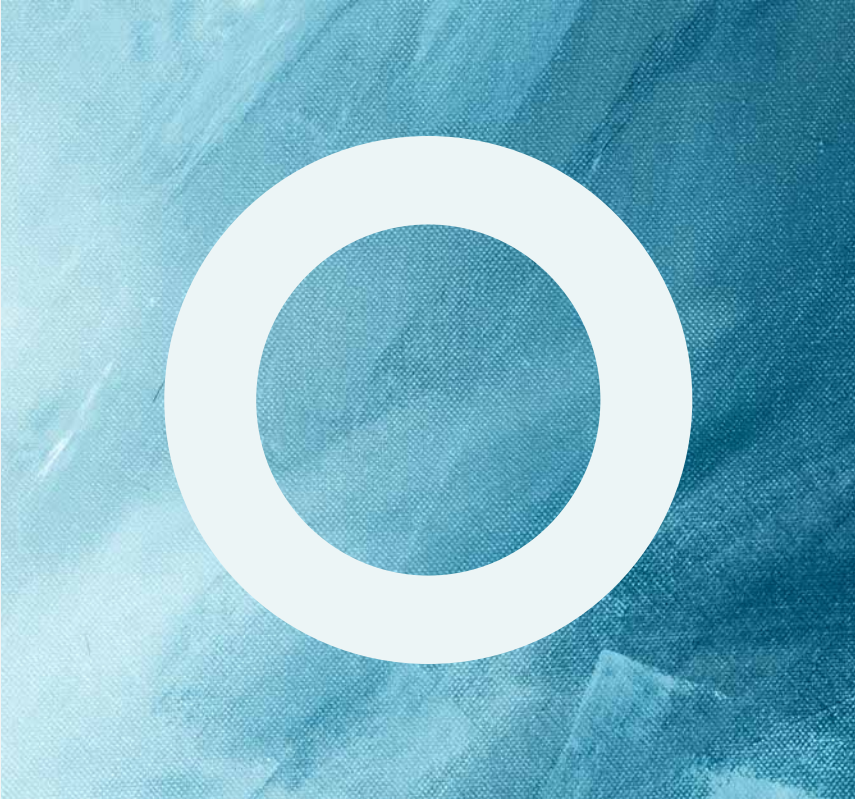
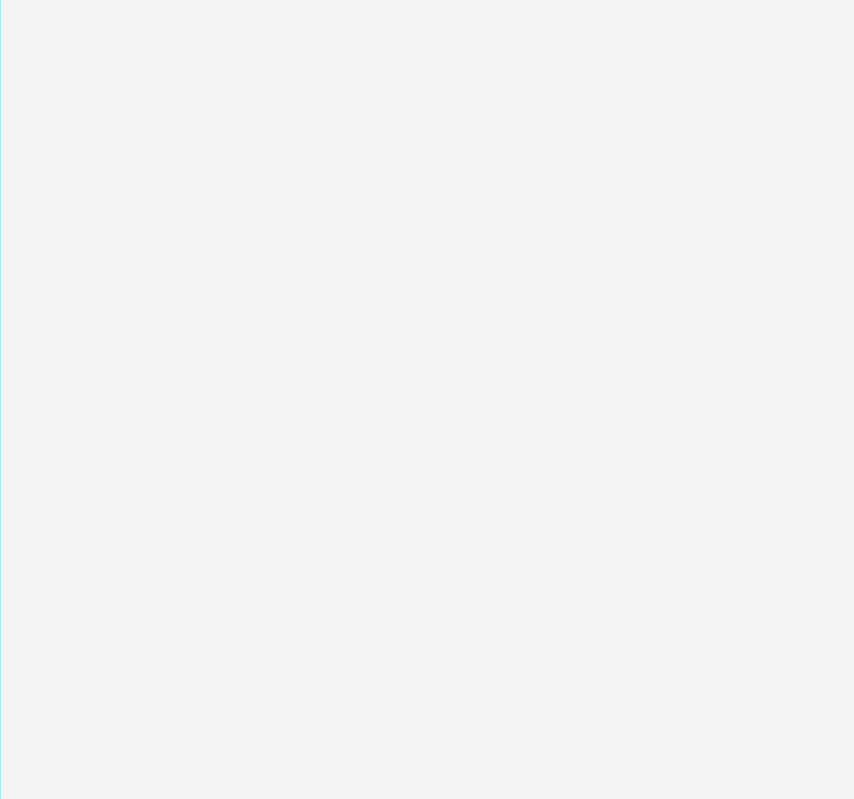
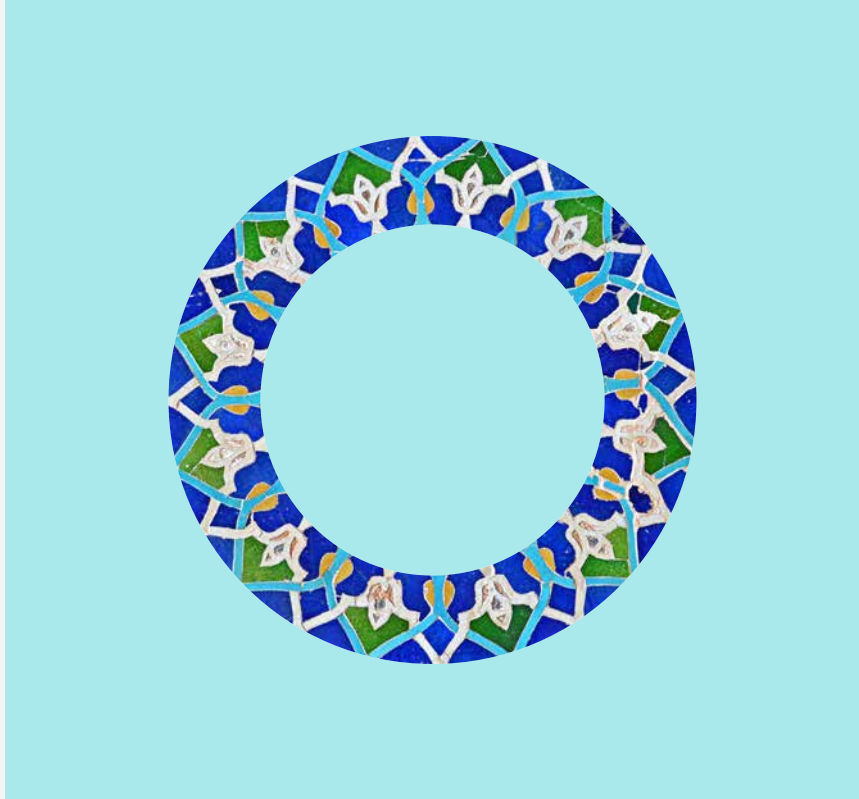




**Bold about  
difference.**



# **Pay gap report**

November 2025



**Brave about  
change.**

**Ogier**



## Foreword

We are proud to publish our fifth edition of a global Gender Pay Gap Report.



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

This year the mean and median gender hourly pay gap has reduced, and the mean gender bonus gap has also reduced. While this is measurable progress, there is still work to be done to achieve greater senior female representation and a more significantly reduced gender pay gap. The specific activity we are undertaking to achieve this is detailed in our gender action plan.

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.

We've launched Inclusive Leadership training for all our partners and directors to enable us to spot unfair treatment, take action, empower decision making and set the right tone for our teams whatever the situation. 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.



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.

# Introduction

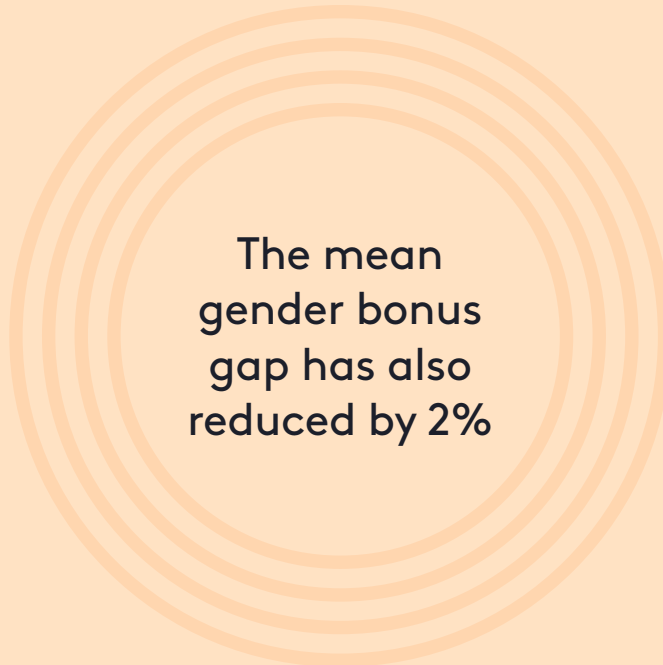
Five years ago, we started voluntarily publishing our data as part of our ongoing commitment to greater transparency with our people, our clients and our wider communities.

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. The progress we have made on our gender action plan and the areas we are focusing on for the next 12 months are summarised at the end of this report. We are steadfast in creating a culture and environment that attracts women, and 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 other underrepresented groups in due course.

We are pleased to report that we have seen a reduction in our employee mean and median gender hourly pay gap of 1%. Encouragingly, there has been a 2% reduction in the upper quartile hourly pay gap which was 11% in 2024 and is now 9%.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 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 into role groups. We use 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. We also publish the combined compensation gap for employees and equity partners.

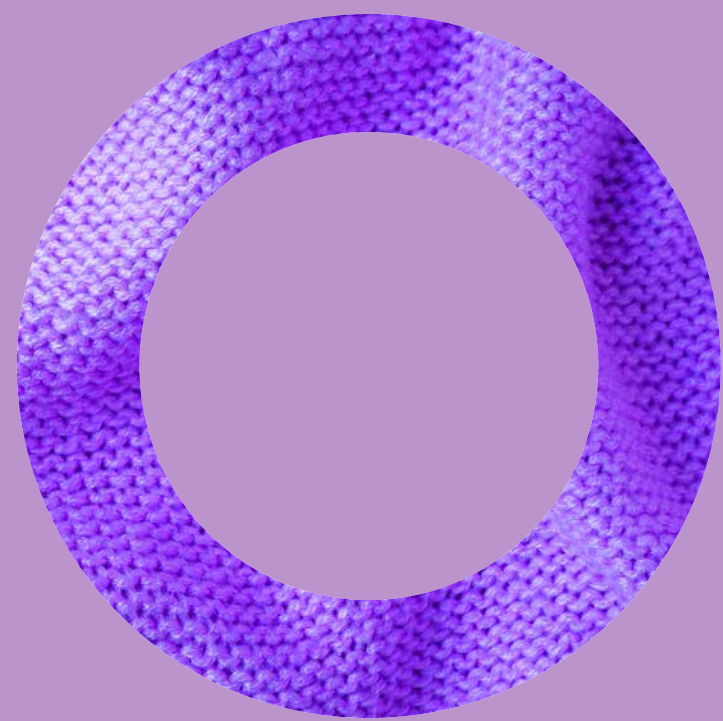


# Understanding the pay gap

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

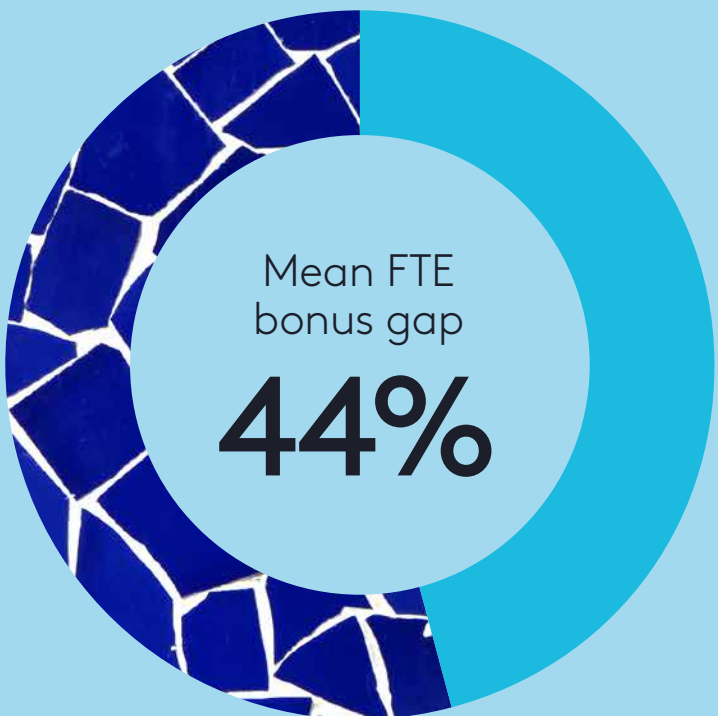
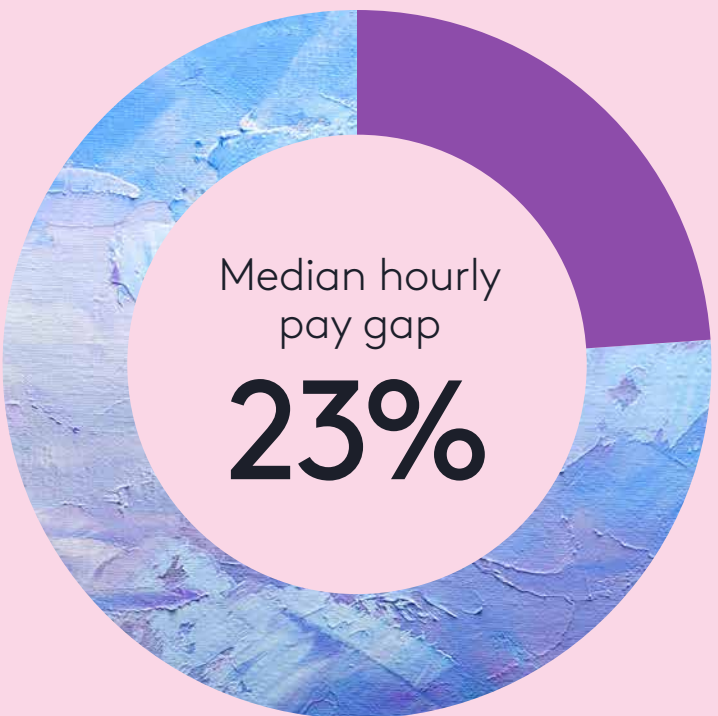
The difference between the 'middle' rate of pay for men and the 'middle' rate of pay for women, when FTE pay is in numerical order.





# 2025 pay and bonus gap

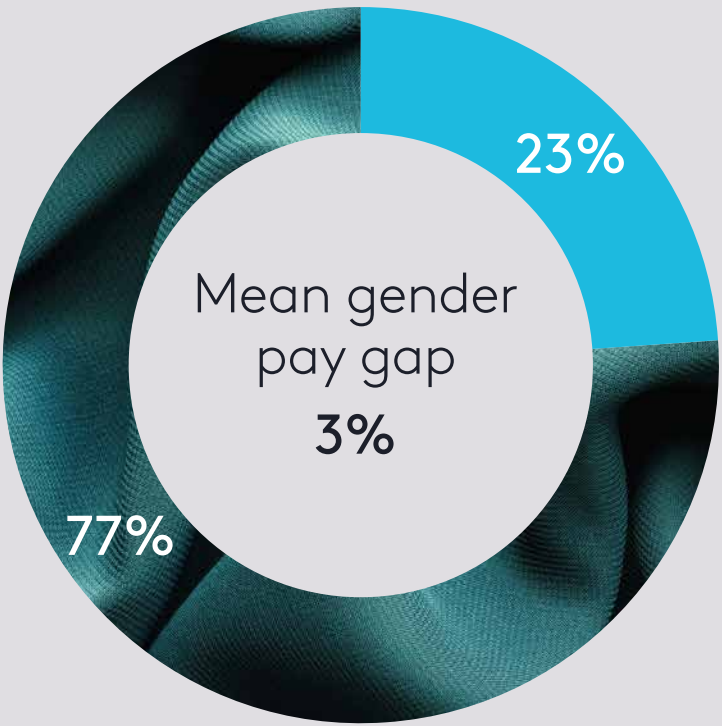
## Our hourly pay and bonus data



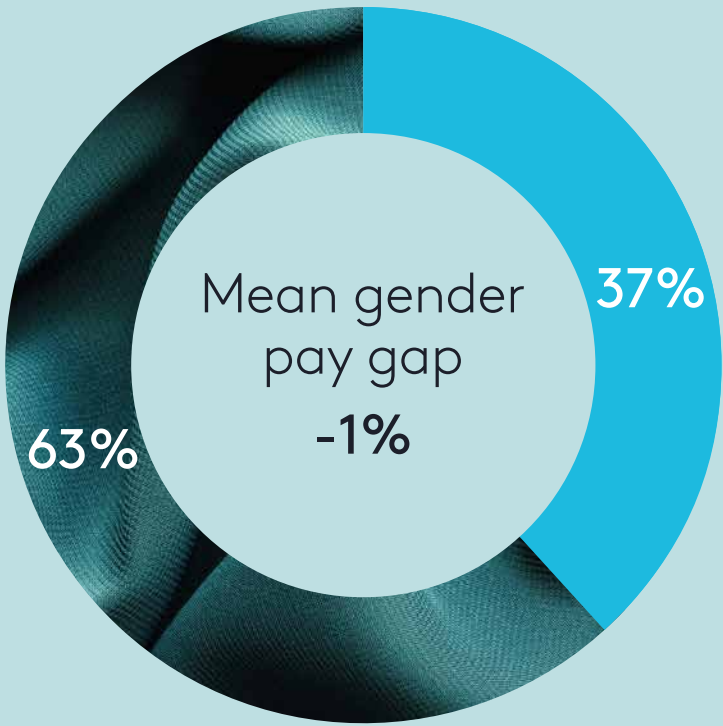


# 2025 hourly pay gap quartiles

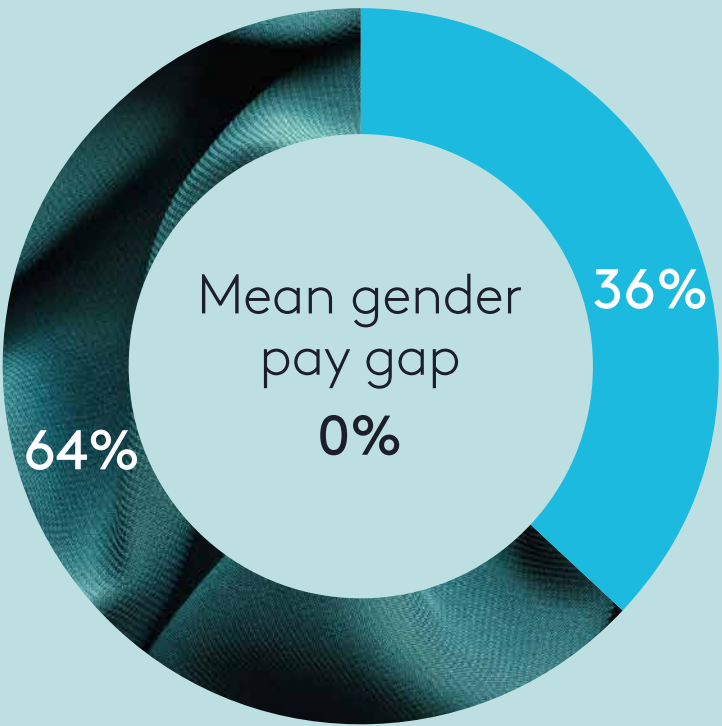
Female Male



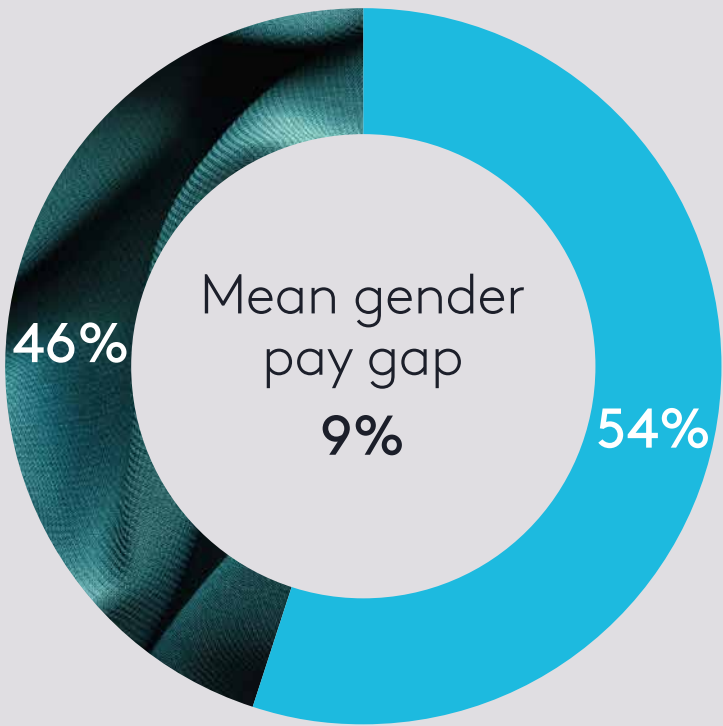
Lower



Lower Middle



Upper Middle



Upper



# Further analysis

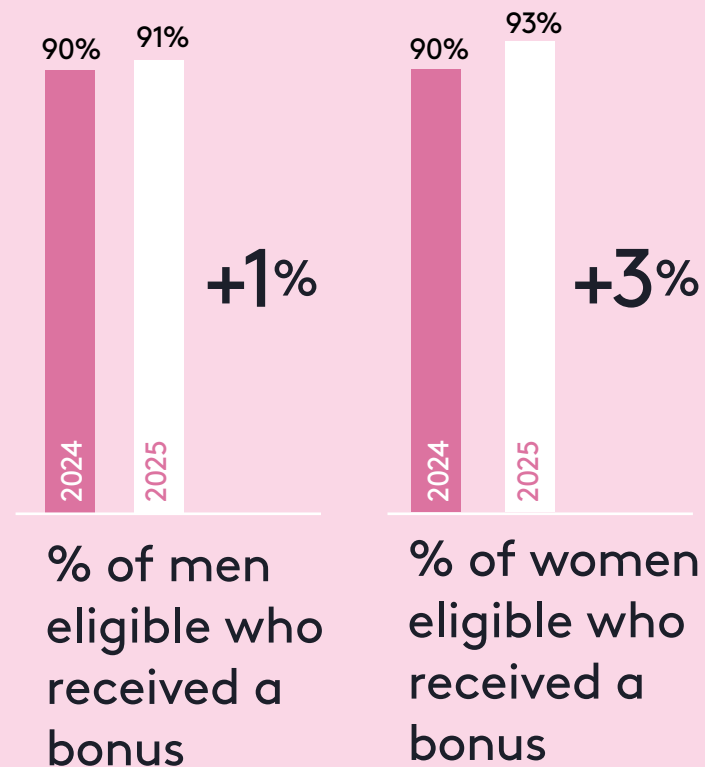
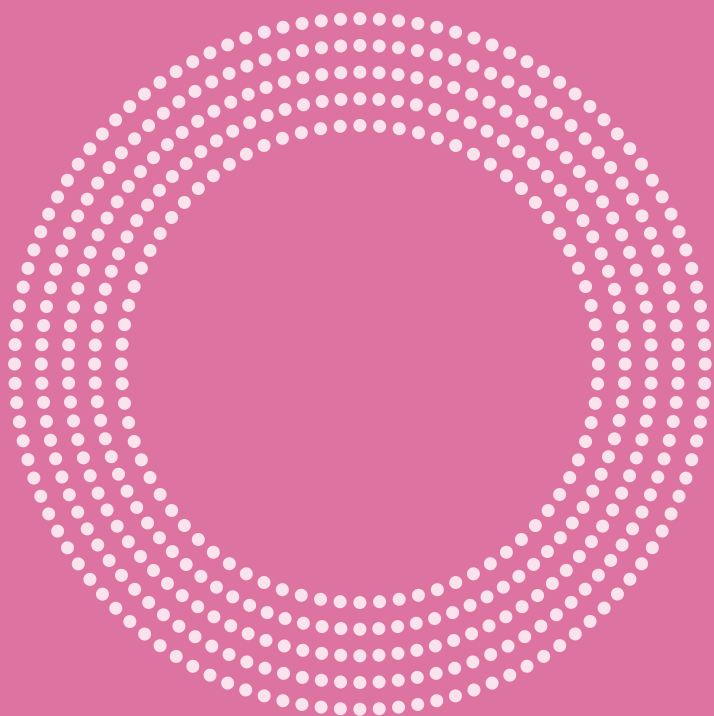
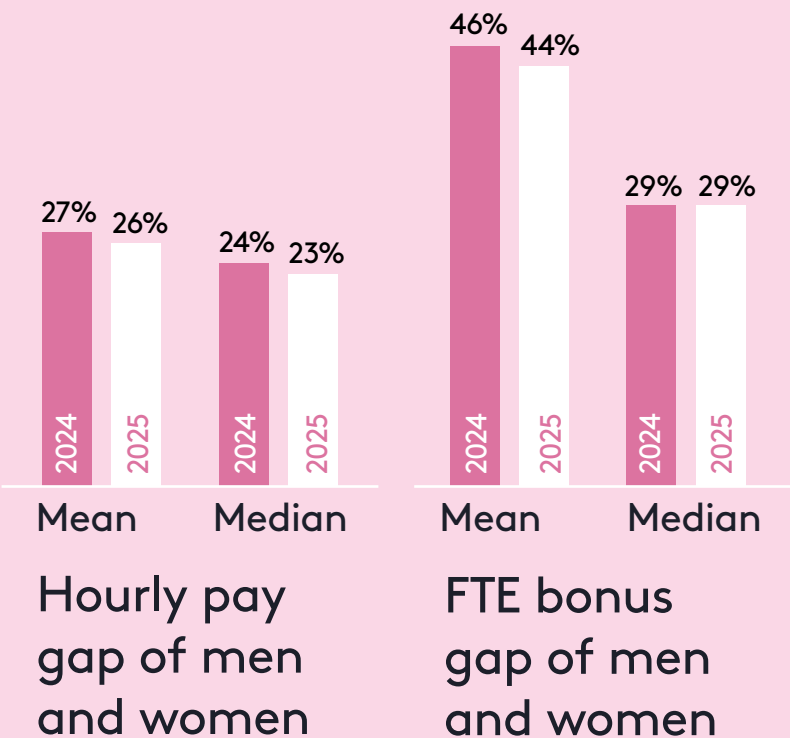
## Pay and bonus gaps - comparison

Our mean and median employee hourly pay gap have both reduced by 1% since 2024.

The percentage of employees eligible for a bonus who received a bonus increased across the board this year and there was a 2% difference between the eligible men who received a bonus and the eligible women who received a bonus. We are encouraged that there is a 2% reduction in our mean bonus gap compared with 2024.

- Our median pay gap has reduced by 1%
- Increase in both women and men receiving a bonus
- Reduction in our median bonus gap

As referenced in our 2024 report, from 2025 onwards we are undertaking the analysis in line with the UK statutory pay gap calculation. Our 2024 report referred to the median hourly pay gap as 29%, however, had we followed the UK method the median gender pay gap would have been 24%. For clarity, 24% has been included in this year's table for 2024.



# Further analysis

## Employee hourly pay gaps by role

**Salaried Partner** 2024 was the first year that we included salaried partner in this part of the report. We are pleased that there has been a 5% increase in the proportion of women in this role and that both the mean and median hourly pay gap has reduced.

**Legal (associate-counsel)** There is now a 1% difference in the mean hourly pay gap for associate to counsel. However, we consider a variance of up to 3% in favour of men or women to be balanced, given the range of seniority in these positions and differences in equivalent pay in our jurisdictions.

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

**Senior Ogier Global** represents all roles from senior manager to director within Ogier’s corporate and fiduciary services division, where the mean pay gap has increased by 1%.

**Ogier Global** which represents all roles below senior manager, has seen a 3% increase in the mean hourly pay gap.

**Senior Business Services** which includes all roles from senior manager to directors, has increased its proportion of women by 5% and the mean hourly pay gap has reduced by 3%. The existing gap 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		
	2024	2025	Change	2024	2025	Change	2024	2025	Change
Salaried partners	36%	41%	5%	13%	10%	-3%	5%	3%	-2%
Legal (associate - counsel)	55%	55%	0%	0%	1%	1%	4%	3%	-1%
Legal (non-qualified)	83%	73%	-10%	-6%	-9%	-3%	-5%	-1%	4%
Senior Ogier Global	54%	52%	-2%	12%	13%	1%	13%	13%	0%
Ogier Global	74%	75%	1%	1%	4%	3%	4%	7%	3%
Senior Business Services	53%	58%	5%	18%	15%	-3%	9%	10%	1%
Business Services	69%	69%	0%	4%	6%	2%	7%	8%	1%





# Further analysis

## Employee hourly pay gap quartiles

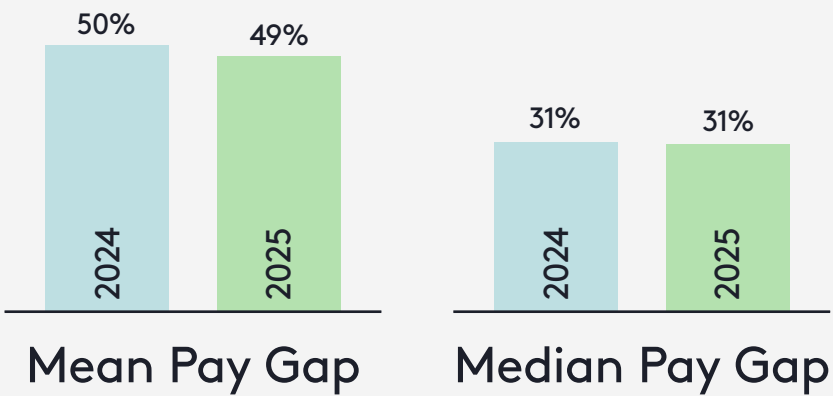
The proportion of women in the upper pay quartile has increased by 1% and the mean hourly pay gap for this quartile has reduced by 2%. We expect this to continue, over time, in accordance with our gender action plan.

Quartiles	Proportion of women			Proportion of men			Mean hourly pay gap		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Lower	75%	76%	77%	26%	24%	23%	0%	3%	3%
Lower Middle	67%	66%	63%	30%	34%	37%	0%	-2%	-1%
Upper Middle	65%	63%	64%	38%	37%	36%	2%	-2%	0%
Upper	47%	45%	46%	51%	55%	54%	11%	9%	-2%

## 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.

Our mean combined compensation gap has reduced by 1% and the median gap remains the same.



Includes employees, salaried partners and equity partners





# Gender action plan

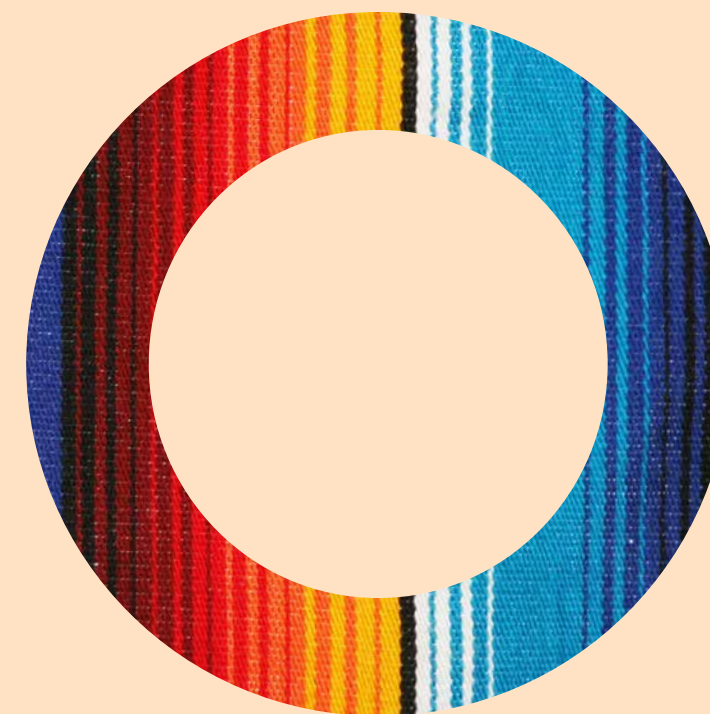
The main drivers for our gender pay gap and bonus gap are a higher proportion of women in our more junior, lower paid roles and a lower proportion of women compared with men at the senior levels which are higher paid.

At Ogier, our key representation milestone is to reach 40% female, 40% male and 20% either female, male or non-binary leaders by 2030.

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

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 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

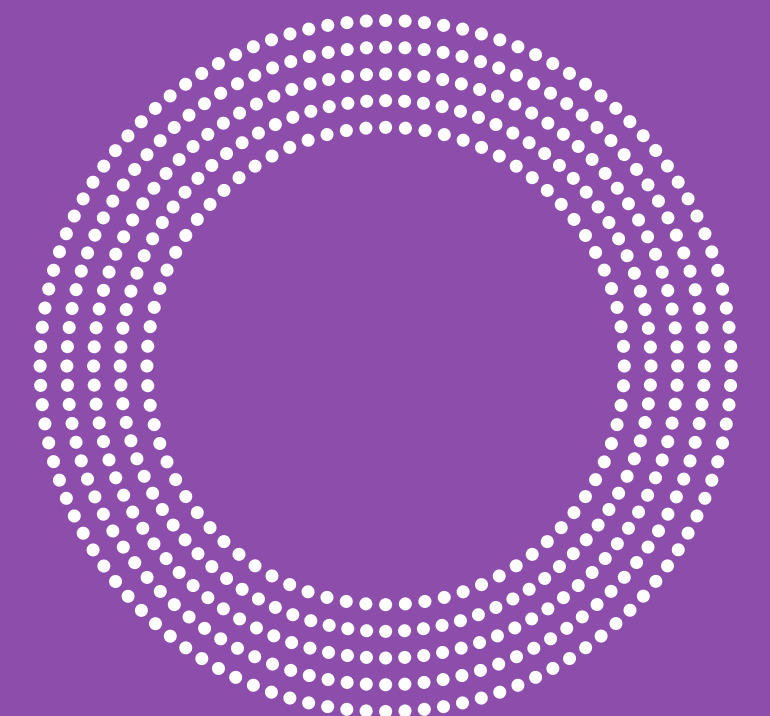
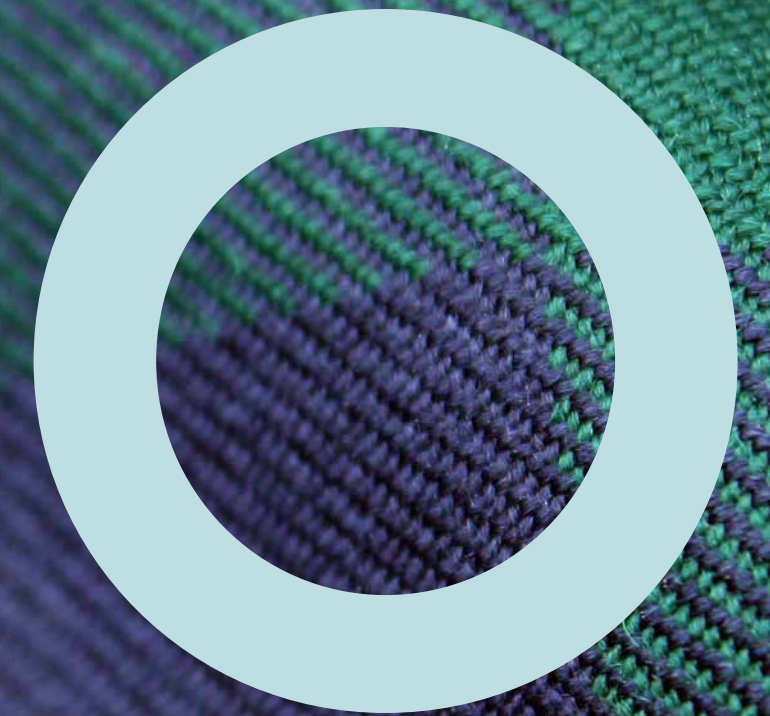
DEI Strand	Existing	0-12 Months
<b>Recruit</b>	<ul style="list-style-type: none"> <li>• The resourcing team are trained on inclusive recruitment best practice</li> <li>• Shortlists for senior hires are reviewed for gender balance</li> <li>• We partner with recruitment providers who are committed to and skilled at attracting high-calibre female talent and pushing for gender-balanced shortlists</li> <li>• We advertise flexible working/part-time working for all roles (dependent on business needs)</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusive recruitment training available for all individuals involved in recruitment</li> </ul>
<b>Perform and reward</b>	<ul style="list-style-type: none"> <li>• Training to minimise bias throughout our performance review, salary review and promotion processes for those involved in these processes</li> <li>• Reviewed work allocation methods to ensure equity</li> <li>• Employee Value Proposition reviewed to benchmark our offering and ensure we remain competitive in our market</li> </ul>	<ul style="list-style-type: none"> <li>• Include inclusion competencies/behaviour in performance criteria</li> </ul>
<b>Develop</b>	<ul style="list-style-type: none"> <li>• Career pathways defined to give women clarity on skills, competencies and experience to progress their career</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver an annual women's leadership development programme to support senior talent, focusing on the legal division initially.</li> </ul>
<b>Include</b>	<ul style="list-style-type: none"> <li>• Senior leaders trained on inclusive leadership to ensure leadership are building inclusive teams and role modelling inclusive behaviours</li> <li>• Revised our DEI governance structure to increase senior leadership accountability and ownership of our DEI strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Embed return to work mentoring to support women returning to work after maternity and parental leave.</li> <li>• 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</li> </ul>



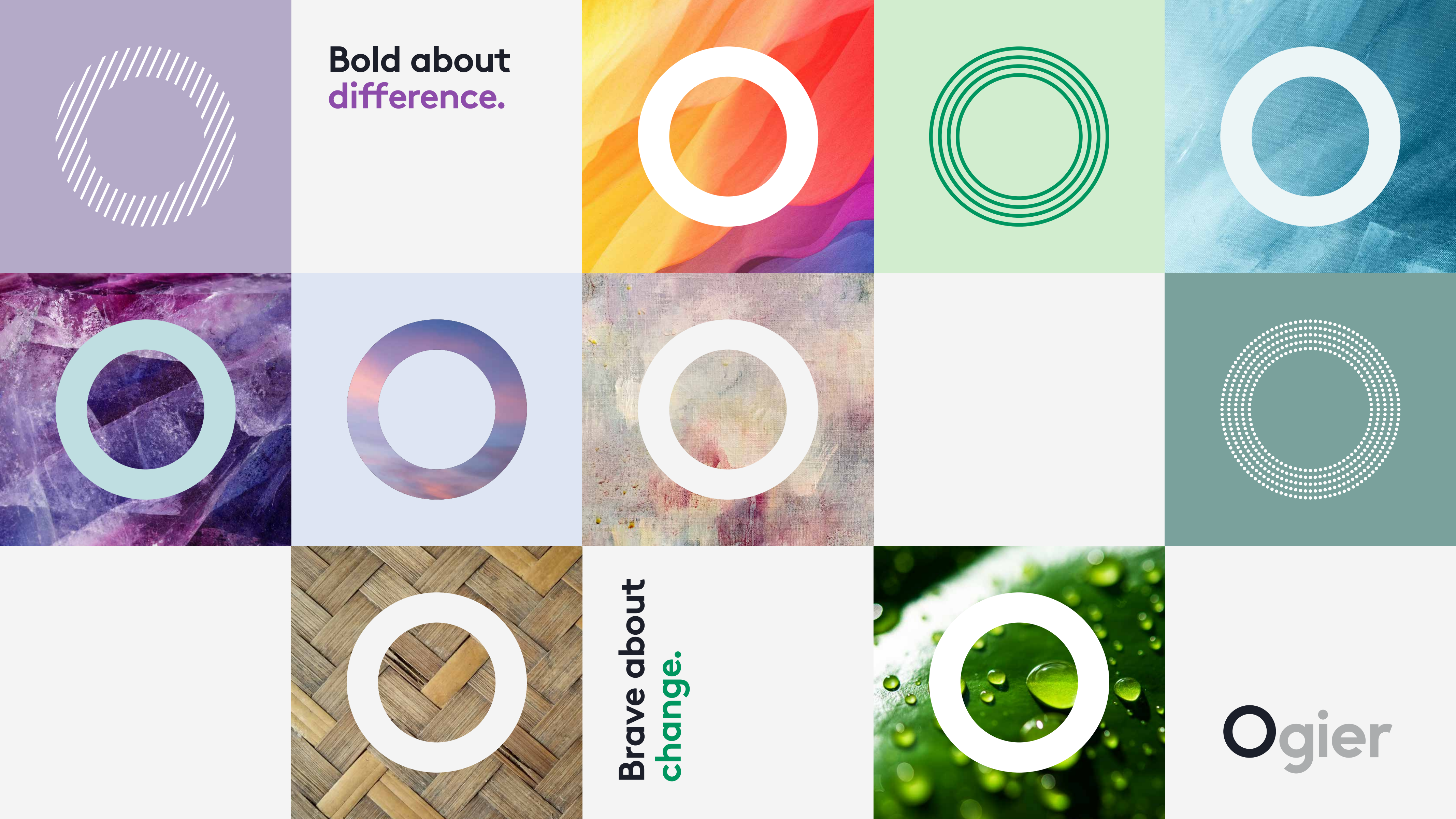
# Our commitment to diversity, equity and inclusion

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

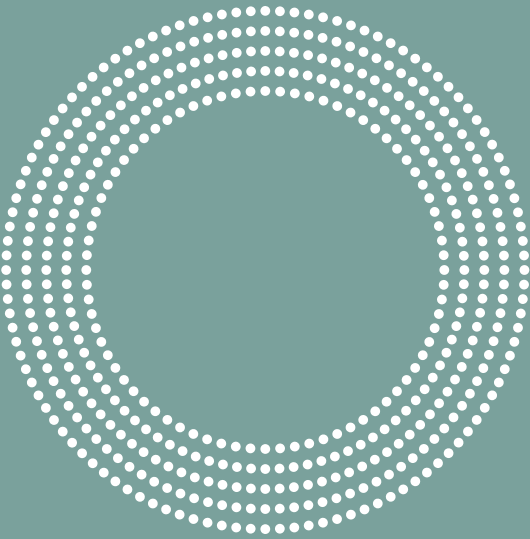
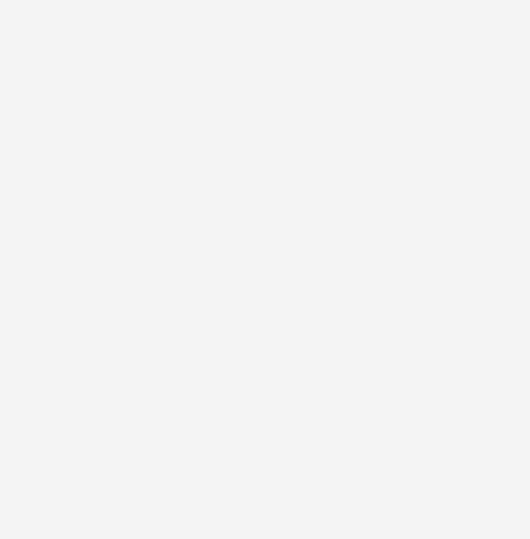
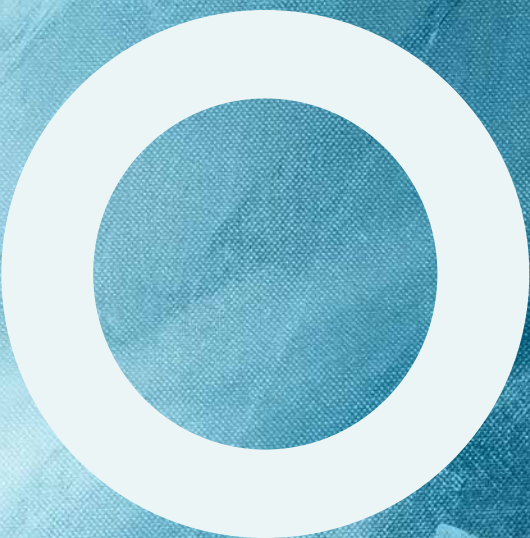
We believe that embracing difference should be core within business and communities to create a better working environment, relationships and outcomes. Publishing our Pay Gap Report is a fundamental part of our Diversity, Equity and Inclusion strategy, to continue to understand the issues and identify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







**Bold about  
difference.**



**Brave about  
change.**



**Ogier**