

GENDER PAY GAP REPORT 2024

DIVERSITY AT A&L GOODBODY



David Widger
Managing Partner

A focus on diversity and inclusion is core to our culture and central to how we work at ALG. We continue to make progress under our responsible business strategy ‘Our future with purpose – ALG’s commitment to sustainability’ – and setting goals, measuring and reporting on our success is a cornerstone of our strategy.

In 2024 we achieved the Investors in Diversity Silver Mark, which is accredited by the Irish Centre for Diversity. Achieving the mark involved a deep dive audit of our diversity and inclusion policies, procedures and work practices as well as an independent employee survey. We are very proud to have achieved the Silver Mark but recognise that we need to do more and continue to challenge ourselves on how we can do better.

The gender pay gap highlights and encourages equal gender representation and we welcome the opportunity to report our data and be held accountable. We continue to take actions to improve our gender equality and we are committed to providing an environment where everyone flourishes equally to reach their full potential. Our progress is steady, but we are moving in the right direction. I am confident that our policies, practices and environment will help us reach our mid and long-term goals.

OUR GENDER DIVERSITY

Our DARE Programme – daily action; real equality – supports our focus on gender equality. The objective of DARE is to provide an environment where our people are given the same opportunities and experiences to progress in their chosen career path, regardless of gender.

The initiatives outlined here have begun to bear fruit. This year we have, once again, increased female representation in our partnership to 35%, up from 32% last year.



GENDER DIVERSITY COMMITTEE

Our Gender Diversity Committee comprises senior partners and business services professionals and develops and executes our DARE strategy. Their focus is on the systemic and big picture issues that are proven to make a difference. For example, talent mapping, sponsorship and senior lateral hires.



DIVERSITY AND INCLUSION PRINCIPLES

Through focus groups with our people, we developed a set of diversity and inclusion principles that help guide our behaviour and channel our focus as a firm. The principles are: be kind, be curious, be brave and be accountable.



DARE CHAMPIONS

We have a network of gender champions in every practice group and business team in the firm, across all levels. Their focus is on helping us to ensure that our environment fosters inclusion and encourages people to aspire to reach their personal professional goals. We do this through discussion, training, profiling role models and practical day to day actions that support our goals.



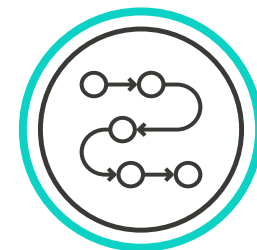
UNCONSCIOUS BIAS TRAINING

All partners and senior leaders are provided with ongoing, focused bias training to raise awareness of our natural biases and help to ensure that business, client and talent decisions are made without bias to gender or any of our other inclusion pillars. Timing of training is proven to be important and we look to provide bespoke training at key times, for example, prior to interviews, promotional processes and performance reviews.



RECRUITMENT AND PROGRESSION

Our recruitment processes ensure there is equality in gender representation of candidates, wherever possible. We also ensure that interview panels are balanced and representative of teams and practice areas. We have steps in our development programmes that ensure we have a gender balanced pipeline of talent at every level in the firm. Currently, our leadership pipeline is 50:50. Our goal is to have equality in promotions to partner on a rolling basis – and we have achieved this over the last five years.



NEW POLICIES AND PRACTICES

Over the last four years we have developed and implemented a range of new policies to provide greater opportunities and support for parents in our firm. These include enhanced maternity, paternity and parental leave, coaching before and after maternity leave as well as a phased return, shared maternity leave, a crèche benefit and flexible work practices, as well as group coaching for new dads.



FEMALE LEADERSHIP INITIATIVE (FLI)

In 2023 we launched our pilot sponsorship programme FLI, focused on our senior women lawyers to provide greater opportunity for them to reach their full potential. At its heart, the aim of FLI is to engage, retain, develop and promote more of our talented women to senior roles. This has been an important initiative at the firm and one we continued through 2024 and will do so again in 2025. Central to FLI is active, 1:1 sponsorship of female salaried partners by senior partners in the firm.

OUR GENDER PAY GAP

Under the gender pay gap legislation, public and private sector employers with more than 250 employees are required to report their gender pay gap between male and female employees.

The gender pay gap is not about equal pay for equal work. It is about gender representation in an organisation. The gender pay gap takes average hourly pay across all employee roles and levels and compares the average for women against the average for men. If there is a difference one way or the other, that difference is called a gender pay gap.

The purpose of the gender pay gap legislation is to highlight where there is more of one gender than another in our firm overall or at different levels in our firm.

Partners

All employees are included in the data required under the gender pay gap legislation. ALG's partnership comprises both 'salaried partners' and 'equity partners' and for transparency and completeness, we have reported gender pay gap figures which exclude all partners and also figures that exclude and include equity partners.

GENDER PAY GAP REMUNERATION

all employees excluding all partners

Year	2024	2023
Mean	12.4%	11.3%
Median	24.7%	11.2%

all employees excluding equity partners

Year	2024	2023
Mean	20.2%	21.3%
Median	34.0%	24.8%

all employees including all partners

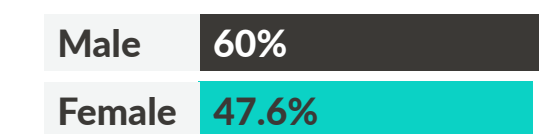
Year	2024	2023
Mean	58%	59%

BONUS

Gender pay gap bonus
all employees

Year	2024	2023
Mean	42%	41.4%
Median	34.1%	30.8%

Proportion receiving a bonus in 2024
all employees



OTHER PAY GAP REPORTING

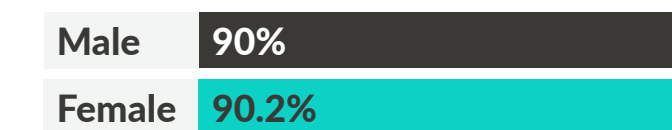
Part time remuneration
all employees

Year	2024	2023
Mean	-83%	-20.9%
Median	-23.3%	-22.1%

Temporary contracts remuneration
all employees

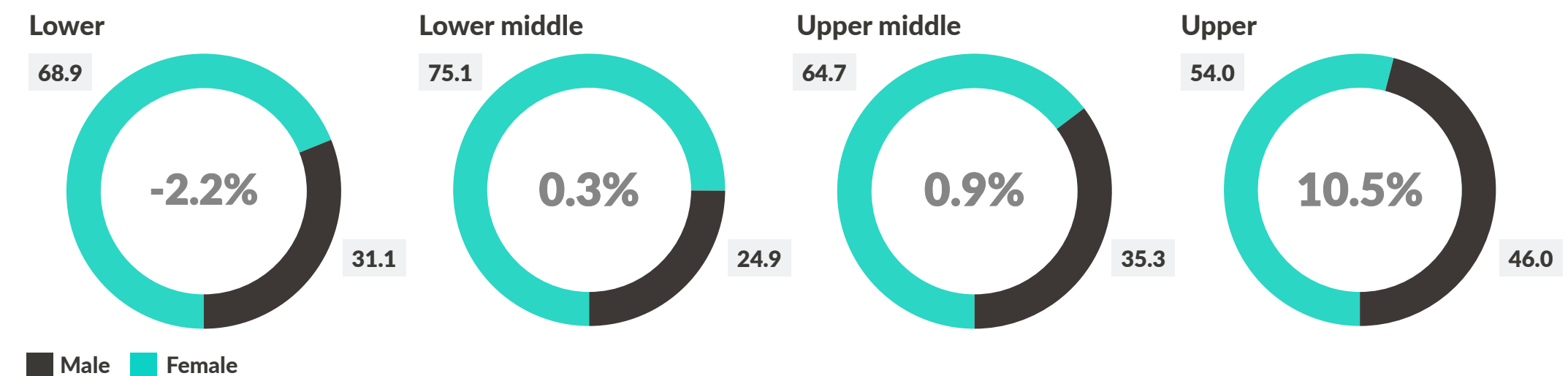
Year	2024	2023
Mean	5.5%	-0.4%
Median	0.1%	-0.2%

Proportion receiving benefits in kind in 2024
all employees



MEAN HOURLY PAY GAP QUANTILES

all employees excluding equity partners in 2024



COMMENTARY ON:

Gender pay gap

In ALG in Ireland, 66% of our employees are female and we have good representation across most levels in the firm. 59% of our lawyers are female and our compensation structure is such that lawyers are paid the same base salary depending on how long they have been qualified.

At most levels in the firm we do not have a gender pay gap. However, there are instances where the gender representation is not equal, therefore creating a pay gap.

At partner level the proportion of females is less, with 35% of our partners being female. This is improving – last year 32% of partners were female and the year before it was 30%. The representation of female partners, and their relative seniority, contributes significantly to our overall gender pay gap of 20.2%, excluding equity partners. The pay gap is wider when you include equity partners at 58%, although this figure has reduced by 1% point since last year.

When you exclude all partners, our gender pay gap falls to 12.4%, which has shown a slight increase on 2023. This is largely due to the higher number of females in support roles. For example, 99% of our personal assistants are women, and a majority of our junior team members in business services are also female. This is also seen in the reverse gender pay gap in our lower quartile.

It is the gender imbalance at partner and senior professional level, where remuneration is highest, where the greatest pay gap occurs. This can be seen in the remuneration pay gap quartiles data. The pay gap is further impacted by seniority and length of service, where we have more senior and long-serving male partners than senior and long-serving female partners. However, it is important to note that within this quartile, our GPG for 2024 has reduced from 16.5% to 10.5%. In fact, our GPG in all quartiles has improved this year.

Bonus pay gap

The mean bonus pay gap is 42%, which is up very slightly on 2023. Once again, the bonus pay gap is significantly impacted by the upper quartile which includes senior associates, partners and other senior professionals. The proportion of women who receive a bonus remains at around 12% points less than the proportion of men.

We have a structured bonus plan for fee earners, where all fee earners at the same level have the opportunity to take part in the same bonus scheme for their level. A portion of the bonus is based on executive skills and contribution to the firm. Men and women score equally well in this area. The other portion is calculated based on hours worked on client matters and the resultant fees. In the upper quartile, men tend to score higher in this area. It is positive to see, however, that the gap at our associate and senior associate level significantly decreased this year, though we have more work to do here.

In addition, where someone works a reduced schedule or takes a period of paid or unpaid leave their bonus opportunity is prorated to reflect their reduced schedule or leave and therefore lower payment is received. This has a material impact on the bonus pay gap and the gender pay gap legislation's methodology does not take account of this.

ACTION PLAN

Our focus is on improving the gender diversity of our people at senior levels – this is where the current imbalance resides – and continuing to build a balanced and diverse pipeline of talent throughout the firm.

These initiatives will continue to provide more opportunities for women to progress their careers in ALG. We will maintain focus on our action plan in the following core areas:

- **Talent development** – ensuring that we provide equal opportunity for people to learn and develop to progress their chosen career paths. Our current leadership pipeline is equally split 50/50.
- **Talent recruitment** – ensuring that our recruitment process, from graduates to experienced hires, is fair, balanced and open to all.
- **Talent progression** – ensuring a balanced pipeline of talent progresses through the firm.
- **Sponsorship** – providing sponsorship and mentoring for our female lawyers looking to achieve senior positions in the firm.
- **Work allocation** – ensuring that our work allocation process provides equal opportunities for people to develop and work on a wide range of engagements.
- **Inclusive policies and work practices** – continuing to introduce policies and practices that support an inclusive and diverse culture. These include enhanced family leave policies for everyone in the firm, including equity partners.

The Gender Diversity Committee and the DARE Champions continuously seek feedback and ideas from our people on initiatives that will improve our gender diversity at senior levels.

TERMS

Salary partner

A partner who is paid a salary and is considered an 'employee' of the firm.

Equity partner

A partner who is considered an 'owner' of the firm and not an employee.

Gender pay gap

The difference between the hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the hourly remuneration of employees of the male.

Mean

The average of data set of numbers, i.e. the average hourly remuneration or the average bonus.

Median

The mid-point between the highest number in a data set and the lowest, i.e. half way between the highest salary or bonus and the lowest.

Further information on A&L Goodbody LLP visit algoodbody.com