



ODGERS BERNDTSON

Gender Pay Gap Report 2024

IRG Advisors LLP

UK Gender Pay Gap Report 2024

Introduction

This report shows IRG Advisors LLP UK gender pay gap data for the year ending April 2024 as required by the Equality Act 2010 (Gender Pay Gap Information Regulations 2017). It covers mandatory statutory reporting for the UK legal entity (includes the brands Odgers Berndtson, Berwick Partners and Odgers Interim).

We have also included information that goes beyond what is required by law, such as Partner data, to voluntarily give a wider perspective of the firm's pay gaps. At IRG Advisors LLP, celebrating difference means embracing diversity, equity and inclusion (DEI). As we present our report on the gender pay gap for the financial year 2023-24, it is important to recognise the progress and be open and transparent about the areas for improvement.

We have seen a decrease in both the mean and median gender pay gaps for 2024, and mean bonus pay gap, indicating a positive trend. However, the median bonus pay gap has shown a slight increase, attributed to the female-dominant composition, particularly in the lower quartiles. As we move forward, it is crucial to continue to focus our efforts in addressing these gaps, ensuring equity and fairness across all levels of our organisation. We are committed to making sure that IRG Advisors is and remains a place where everyone can thrive, regardless of their gender or identity.



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Gender pay gap figures

The pay rate values for employees, as per the government requirements, are calculated based on a combination of bonuses paid for the financial year 2023-2024 and employees pay for the pay period (payroll month) including the snapshot date 5 April 2024.

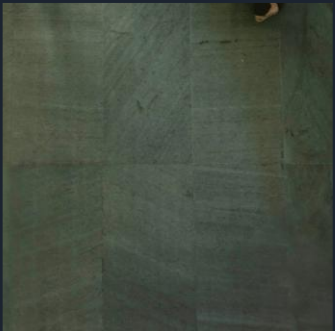
Variance to last year are in brackets



Employee gender pay gap

Mean 17.8% (-2.5%)

Median 21.7% (-2.2%)



Partner gender pay gap

Mean -2.2% (-0.8%)

Median -3.7% (-4%)

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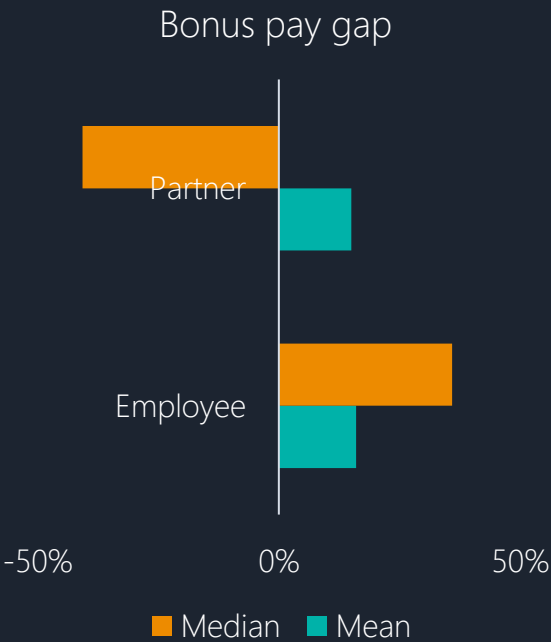
Gender bonus pay gap figures

The pay rate values for employees, as per the government requirements, are calculated based on a combination of bonuses paid for the financial year 2023-2024 and employees pay for the pay period (payroll month) including the snapshot date 5 April 2024.

Employee bonus pay gap	Partner bonus pay gap
Mean 16% (-29.2%)	Mean 15% (+12.6%)
Median 35.9% (+4.9%)	Median -40.7% (-7.5%)

The proportion of men and women receiving a bonus:	
Women 74.8% (+6.7%)	Women 80.0% (-12.6%)
Males 61.4% (+3.1%)	Males 78.4% (-13.3%)

Variance to last year are in brackets



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Quartiles

The table on this page displays the proportion of genders in four equal sized groups at IRG Advisors LLP

	Female Employees	Male Employees	Female Partners	Male Partners
Lower	77.0% (+0.3)	23.0% (-0.3)	36.8% (+3.5)	63.2% (-3.5)
Lower middle	82.4% (0.0)	17.6% (0.0)	36.3% (+2.5)	63.7% (-2.5)
Upper middle	67.6% (-4.0)	32.4% (+4.0)	31.6% (-2.2)	68.4% (+2.2)
Upper	54.1% (-4.0)	45.9% (+4.0)	36.8% (+3.0)	63.2% (-3.0)

Variance to last year are in brackets



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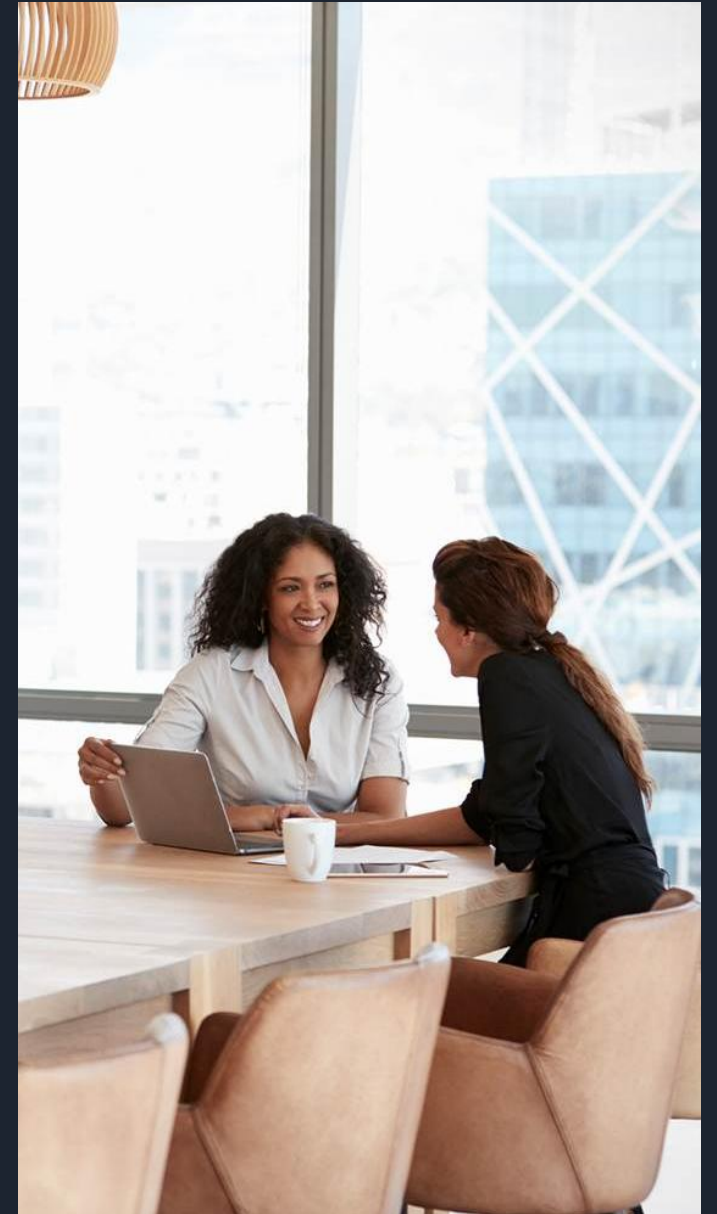
Understanding our pay gaps

In 2024, we are pleased to see a continued improvement in the gender pay gap percentage, both in mean and median terms, for all employees and in the partnership at our firm.

Our employee gender pay gap percentages do remain high, but the gap has decreased this year.

We are committed to seeking to reduce this gap further and continuing to promote gender equality at all levels of our organisation.

We recognise that there is still more work to do, especially in seeking to increase the representation of women at partner level. A challenge we continue to be determined to address and remedy. We are progressing well with our appointments of women in leadership roles and improving our pipeline of female candidates for senior positions, whilst continuing to ensure that there is opportunity for all and that all candidates who are ready and merit progression do progress, regardless as to gender.



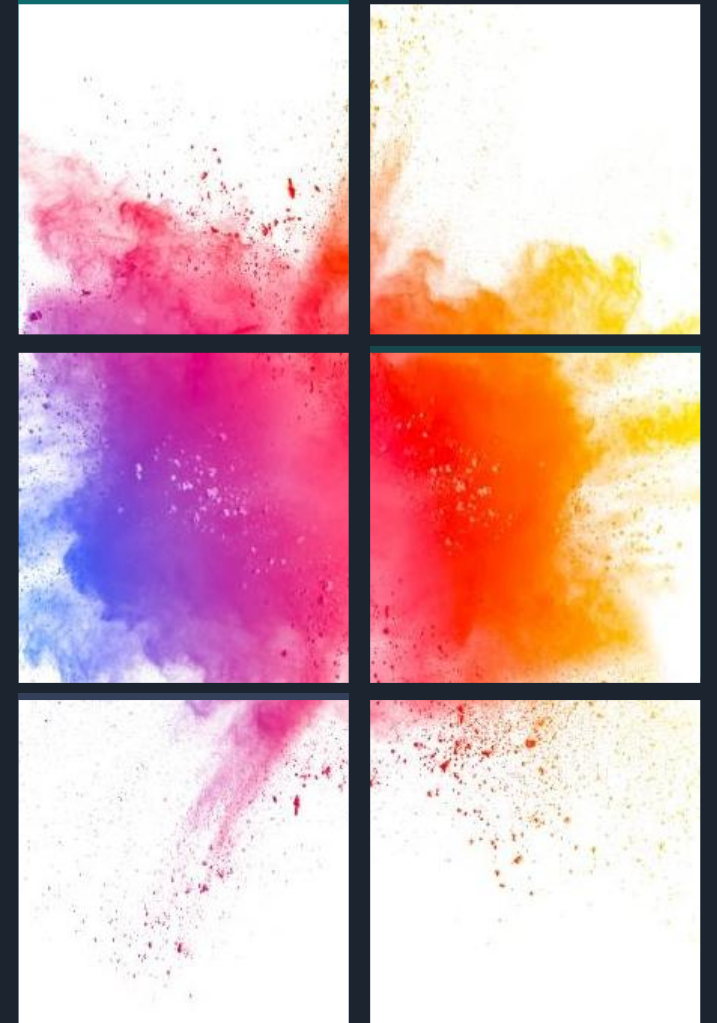
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Understanding our bonus gaps

Bonus pay gap

At IRG Advisors LLP we are committed to fairness in our compensation practices. In our 2024 results, our employee mean bonus pay gap has significantly decreased, however our median bonus pay gap has increased slightly. With partners, while the mean bonus pay gap increased compared to the previous year, it was still significantly lower than the preceding 3 years. While the partner median bonus pay gap decreased, it continues to be a minus gap as the median female bonus was notably higher than males.

The employee bonus pay gap is due to more men being in senior roles with higher bonuses. Also, more women work part-time than men (please note that the bonus gap is calculated using actual bonus amounts with no adjustment for part-time working) and more women work in roles that sit in the lower quartiles. These roles are competitively paid compared to the market and we ensure equal pay for men and women in the same roles, however because they are predominantly filled by women this affects the average pay and bonus figures for women at the firm overall and produces the gender pay gap. We are tackling our pay gap by providing development opportunities for those in lower paid roles.



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Understanding our pay and bonus gaps

Work Profiles by Gender/Role

51.6% of our total employee workforce are in business support roles (71% including research roles). 29% are in Fee Earner roles.

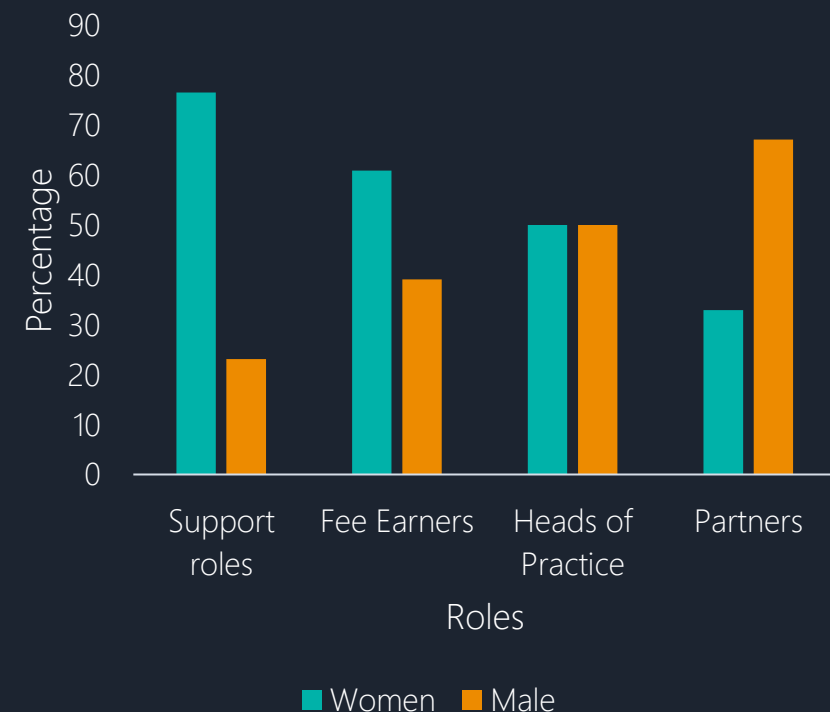
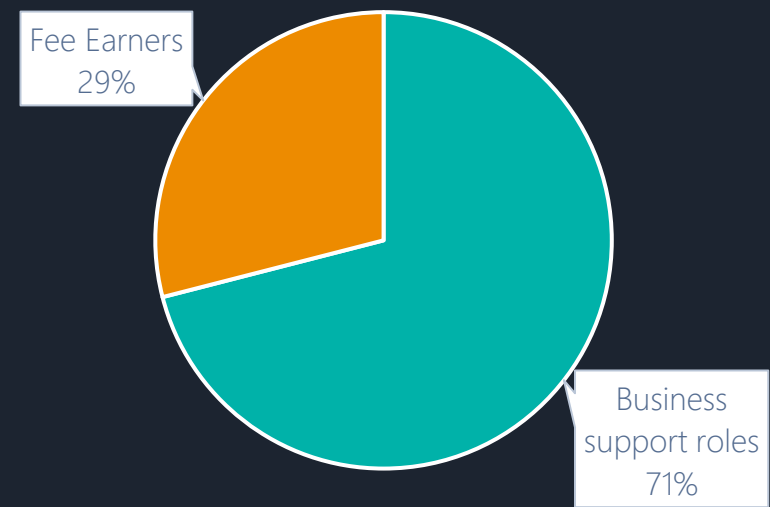
A closer look at the gender breakdown by role shows that:

Women make up 76.5% of support roles; 60.9% of fee earners; 50% of Heads of Practice/Department; and 32.9% of partners

This indicates that women are more likely to work in administrative and fee earner roles than in leadership positions. Notably, most of the new support hires have been PA, EA, EC and TA roles which are predominately women.

While we have a good gender balance in senior roles, with 50% of Heads of Practice being female, we are committed to increasing the representation of women at the partner level, through mentoring, sponsorship, and flexible working arrangements. We are pleased that 48.6% of our promotions in the 2024 year were female and we are delighted to have recently (Q1 2025) appointed two women to c-suite positions.

We are pleased with our progress in working to close our pay gaps but we recognise there is more work to be done. Our DE&I Steering Group is focused on establishing a more inclusive place to work. Reporting progress through our DE&I Report provides transparency and holds us to account. Continued efforts and targeted initiatives will be essential to further close these gaps, increase female representation in higher quartiles and promote gender equality.



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Closing the pay gaps

At IRG Advisors LLP we are committed to tracking our progress and reviewing how we can improve our gender pay gaps over the long term.

The following initiatives summarise how we are making improvements to address our gender pay gaps and diversity overall.

"One of our key aims as a firm is to build an inclusive workplace that fosters diversity. We want to ensure that our people feel respected and accepted and that everyone feels that they can be themselves at work. Fostering diversity and a genuinely inclusive culture is fundamental to our purpose as an organisation. We continue to drive a strategic approach to DE&I and our people-led allies groups drive organisational change through learning sessions and providing safe spaces for honest and open discussion to promote a better understanding and appreciation for all."

Helen Mold, Head of HR



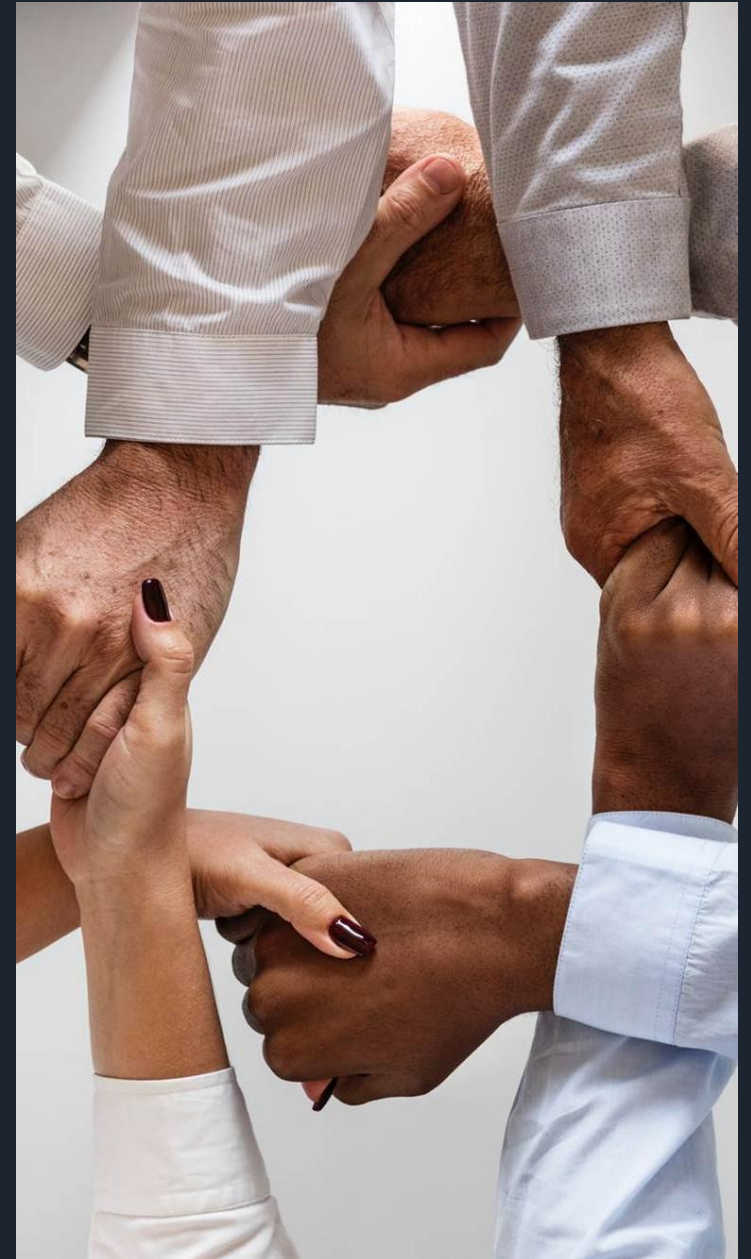
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Closing the pay gaps

At IRG Advisors LLP we are committed to tracking our progress and reviewing how we can improve our gender pay gaps over the long term.

The following initiatives summarise how we are making improvements to address our gender pay gaps and diversity overall:

- Continuing regular training initiatives promoting DE&I
- We recognize that such training must be supported by inclusive practices, and we are continuously reviewing our policies and processes to minimise unconscious bias. Ensuring all those involved in hiring and promotion decisions are gender neutral.
- Strengthening career development and talent management frameworks
- Promoting flexibility and the opportunity to work flexibly, for existing and prospective employees.
- Continuing with our engagement surveys and acting on feedback from our employees
- Partnering with organisations/institutions to attract new, diverse, talent.
- Developing further external relationships with a wide range of different bodies to promote gender equality in the workplace, such as the Women in Business Charter.



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Closing the pay gaps

Continued...

The following initiatives summarise how we are making improvements to address our gender pay gaps and diversity overall:

- We continue to champion career progression throughout the organisation and we have an open, accessible and fair promotions process that allows development for all. We also provide mentoring and buddy schemes for all employees.
- Continually reviewing our policies, such as parental leave, to enhance our offering. We reduced the length of service required to receive the full enhanced parental leave and we increased our parental leave pay.
- We have increased our focus on women's health, including the introduction of a Menopause policy, and signing the Menopause Workplace Pledge to demonstrate our commitment to positive action in the organisation around the menopause and actively supporting our people.
- Our Gender Allies group continues to drive an inclusive culture across the organisation by providing direction and advice to the partnership and helping to advance the DEI agenda.
- Another inclusion group is the Working Parents and Carers Allies Group, who provide a forum for our people who are passionate about promoting a balanced work life and supporting the needs of colleagues with caring responsibilities.

