

# GENDER PAY GAP REPORT 2023

---

# DIVERSITY AT A&L GOODBODY



David Widger  
Managing Partner

At A&L Goodbody (ALG) we value having a diverse and inclusive culture. It is central to our responsible business strategy 'Our future with purpose – ALG's commitment to sustainability'. Providing equal opportunities to all regardless of gender is one of the ways we measure success in our business.

The purpose of the gender pay gap legislation is to highlight and encourage equal gender representation within an organisation. We continue to take actions to improve our gender equality but know that we need to do more. That's why we are totally committed to providing an environment where everyone flourishes equally to reach their full potential. It's right for our people, our clients and society as a whole.

We welcome the opportunity to report on our gender pay gap and be held accountable for our continued focus on gender equality.

# OUR GENDER DIVERSITY

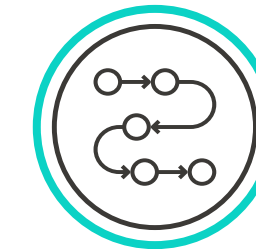
Our DARE Programme – daily action; real equality – supports our focus on gender equality. The objective of DARE is to provide an environment where our people are given the same opportunities and experiences to progress in their chosen career path, regardless of gender.

The initiatives outlined on this page have begun to bear fruit. This year we have, once again, increased female representation in our partnership.



## GENDER DIVERSITY COMMITTEE AND DARE CHAMPIONS

Our Gender Diversity Committee comprises senior partners and business services professionals and develops and executes our DARE strategy. We also have a network of gender champions in every practice group and business team in the firm, at all levels.



## 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.



## RECRUITMENT AND PROGRESSION

Our recruitment processes ensure there is equality in gender representation of candidates, where possible. We also have steps in our progression processes that ensure we have a gender balanced pipeline of talent at every level in the firm.



## DIVERSITY AND INCLUSION PRINCIPLES

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



## FEMALE LEADERSHIP INITIATIVE

A sponsorship programme 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.



## 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.

# 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	2023	2022
Mean	11.3%	10.2%
Median	11.2%	18.5%

all employees excluding equity partners

Year	2023	2022
Mean	21.3%	20.9%
Median	24.8%	22.7%

all employees including all partners

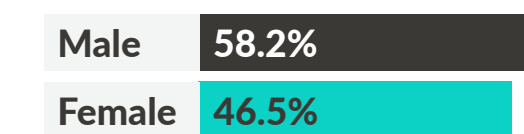
Year	2023	2022
Mean	59%	64%

## BONUS

Gender pay gap bonus  
all employees

Year	2023	2022
Mean	41.4%	41.6%
Median	30.8%	35.1%

Proportion receiving a bonus in 2023  
all employees



## OTHER PAY GAP REPORTING

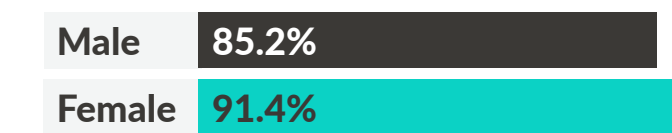
Part time remuneration  
all employees

Year	2023	2022
Mean	-20.9%	9.2%
Median	-22.1%	9.4%

Temporary contracts remuneration  
all employees

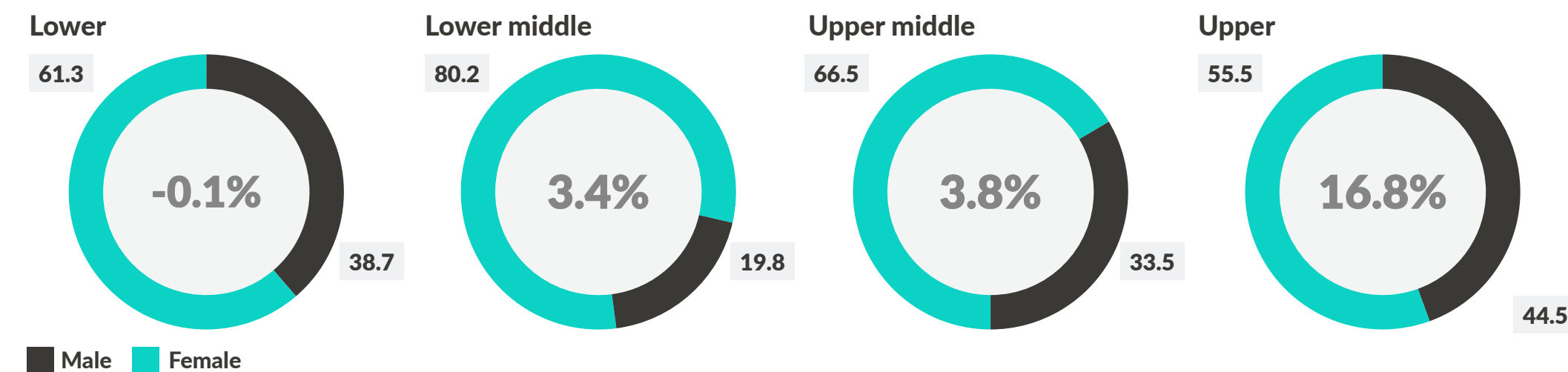
Year	2023	2022
Mean	-0.4%	2.8%
Median	-0.2%	15.9%

Proportion receiving benefits in kind in 2023  
all employees



## MEAN HOURLY PAY GAP QUANTILES

all employees excluding equity partners in 2023



# COMMENTARY ON:

## Gender pay gap

In ALG, 66% of our employees are female and we have good representation across most levels in the firm. At most levels in the firm we do not have a gender pay gap. 53% of our lawyers are female and our compensation structure is such that lawyers are paid the same depending on how long they have been qualified.

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 just over 32% of our partners being female – although this is improving with last year nearly 30% of partners being female. The representation of female partners contributes significantly to our overall gender pay gap of 21.3% excluding equity. The pay gap is wider when you include equity partners at 59%, although this figure has reduced by 5% points since 2022. When you exclude all partners our gender pay gap falls to 11.3%.

Another instance is at personal assistant and administrative level where 99% of our personal assistants are women which also contributes to our gender pay gap. This is also seen in the reverse gender pay gap we see in our lower quartile.

It is the gender imbalance at partner level and with other senior professionals, where remuneration is highest, where the greatest pay gap occurs. This can be seen in the remuneration pay gap quartiles data above. 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.

## Bonus pay gap

The proportion of women who receive a bonus is 12% points less than the proportion of men. However, the mean bonus pay gap is 41.4%, which has reduced slightly since 2022. Once again, the bonus pay gap is significantly impacted by the upper quartile which includes senior associates, partners and other senior professionals.

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.

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. However, there's clearly more we can do. 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.
- **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

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 gender.

## 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](https://algoodbody.com)