

UK Gender Pay Gap 2025 Statement

This year's UK Gender Pay Gap Report reflects progress in some areas and a widening of the pay gap in others.

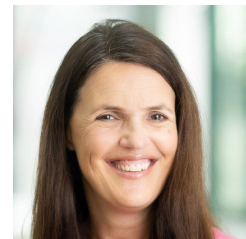
Our hourly pay gap has widened compared to last year. This result is a function of year-over-year demographic changes in the population and underrepresentation of women in the most senior, highest-compensated roles. We are addressing these challenges through targeted investment in recruitment, development, and retention efforts.

Both the mean and median bonus pay gaps have improved, and bonus participation remains consistently high for men and women. These improvements reflect our investment in inclusive pay frameworks, performance recognition practices, and the cultural foundations built through AlixIncludes, our UK inclusion programme.

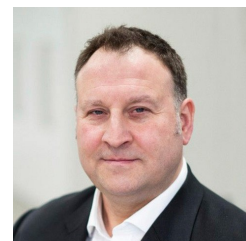
We have expanded professional development opportunities, including our UK reverse mentoring programme, and broadened our recruitment reach to women through external partnerships. We introduced an Employee Resource Group Buddy Programme, pairing prospective candidates and new joiners with better aligned buddies to support belonging from day one. We also introduced enhanced family-friendly policies, including neonatal leave and a menopause health screening benefit. Through AlixIncludes and our nine employee resource groups, we continue to deepen the dialogue between leadership and colleagues on inclusion, belonging, and career progression.

Since the snapshot date for this data (April 2025), we have established an EMEA Diversity and Inclusion Taskforce composed of senior leaders across the region, including representation from the UK. This group is focused on the areas where the data shows the most work is needed: promotion equity, flexible working, and the pipeline of women into senior positions.

Closing the gender pay gap in the UK requires sustained, long-term action. We will continue to hold ourselves accountable for both the direction of these numbers and the actions we take to change them.



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Understanding our numbers

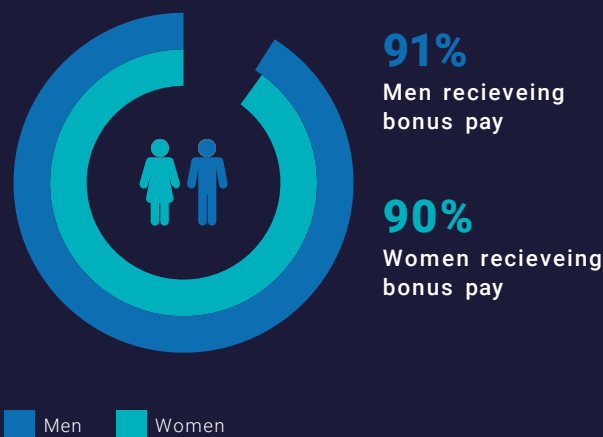
Year-over-year summary

The table below shows the direction of each metric compared to the prior year.

Metric	2024	2025	Direction
Mean hourly pay gap	35.9%	36.5%	Widened (+0.6pp)
Median hourly pay gap	13.9%	24.3%	Widened (+10.4pp)
Mean bonus pay gap	40.7%	37.1%	Improved (-3.6pp)
Median bonus pay gap	26.9%	20.0%	Improved (-6.9pp)

As of 5 April 2025, women represent 43.3% of our UK workforce. We continue to focus on attracting women across all levels of our business.

Employees receiving bonus pay



What this tells us

Where we have focused on inclusive performance frameworks, we are seeing measurable improvement in the bonus pay gaps. Where we are focusing on structural changes, particularly in initiatives that will potentially impact the representation of women in the most senior roles, the hourly pay gap continues to reflect that imbalance.

The median hourly gap widened from 13.9% to 24.3%. In a professional services firm with a relatively small UK workforce, median figures can be sensitive to year-on-year changes in the reporting-period population. In addition, the fundamental driver continues to be the underrepresentation of women in the most senior, highest-compensated roles. That is the structural issue we are addressing, and we recognise it will require long-term commitment.

The gender pay gap reflects differences in representation across levels. It is distinct from equal pay, which concerns pay for equivalent roles. Our most recent equal pay review (Q4 2025) confirmed that men and women are paid equitably for equivalent roles at equivalent levels.

Both bonus pay gaps have improved. The mean bonus gap reduced from 40.7% to 37.1%, and the median bonus gap reduced from 26.9% to 20.0%. Bonus participation remains high and closely aligned between men and women. These outcomes are consistent with our continued focus on performance calibration, reward practices, and inclusive culture.

Proportion in each pay quartile

Upper

73.1%



26.9%



Women's share increased from 24% ▲

Lower middle

52.9%



47.1%



Women's share increased from 44% ▲

In the upper quartile, women's representation increased from 24.0% to 26.9%, with 32 women in this quartile compared to 27 in 2024.

In the upper middle quartile, women's representation decreased from 51.0% to 37.5%. Year-to-year changes in quartile composition can reflect shifts in workforce mix. Our long-term focus remains on strengthening the pipeline of women into and through mid-career and senior roles.

Upper middle

62.5%



37.5%



Women's share decreased from 51% ▼

Lower

41.7%



58.3%



Women's share increased from 55% ▲

Men Women

Looking ahead

In 2026, we are advancing targeted initiatives aligned to the structural drivers of our pay gap:

Promotion equity

Partnering with specialist external inclusion consultants to strengthen leadership development and promotion processes. Senior leaders on promotion committees will be better equipped to recognise and address structural barriers to women's advancement.

Flexible working

Formalising a consistent flexible working framework across EMEA, establishing clear standards for sustainable ways of working that support the recruitment and retention of women at senior levels.

Pipeline development

Continuing to invest in recruitment partnerships, internal sponsorship, and development programmes designed to strengthen the representation of women at every level of the firm.

Closing statement

At AlixPartners, our commitment to diversity and inclusion is woven into how we lead, grow, and deliver impact for our clients.

Our bonus pay gaps have improved, and our compensation practices are working equitably. We own that progress. Equally, we own the challenge in our hourly pay gap. The widening this year is a clear signal that representation at senior levels remains the issue we must solve. Through our UK AlixIncludes programme, our employee resource groups, and the dialogue between leadership and colleagues, we continue to build a culture where every person can develop and advance.

As Global Head of Diversity, Inclusion and Responsible Business, I take both the progress and the challenges in this report seriously. We will continue to hold ourselves accountable, to act on what we see in the data, and to report transparently.



ELTON NDOMA-OGAR
Global Head of Diversity,
Inclusion and Responsible Business
He/him

ABOUT US

For more than 40 years, AlixPartners has helped businesses around the world respond quickly and decisively to their most critical challenges, including urgent performance improvement, accelerated transformation, complex restructuring, and risk mitigation.

These are the moments when everything is on the line. It is not just what we do that makes a difference; it is how we do it. We work in small, highly qualified teams with specific industry and functional expertise, and we operate at pace, moving quickly from analysis to implementation. We stand shoulder to shoulder with our clients until the job is done and measure our success only by the results we deliver.

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