

# GENDER PAY GAP 2019 STATEMENT

## UK Market Leader's opening statement



**ROB HORNBY**  
MANAGING DIRECTOR

We are committed to embedding Diversity and Inclusion for ourselves, our colleagues and our clients. AlixPartners becomes a better place to work as we deliver on those commitments, and we become even more relevant to our diverse client base. I have made a personal commitment to our CEO that I will ensure that all of my management team meetings include time to discuss the progress, or barriers, to achieve our aspirations for inclusion and diversity.

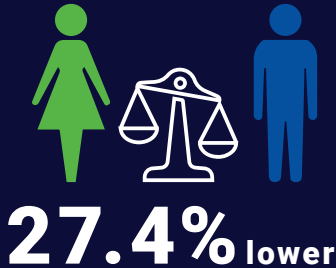
I assumed the role of UK Local Market Leader in January 2020 and I am confident in the groundwork laid so far by the UK Operating Committee to keep progressing in the right direction in relation to the gender pay gap.

We have made progress against the previous year with an overall average gap of 27% and we will not stop there. We will carry on with our multi-faceted approach to address the challenges shared with many other professional services firms, including the disproportionately low number of women in senior roles; it is imperative that we continue to improve the number of women at Director and Managing Director levels.

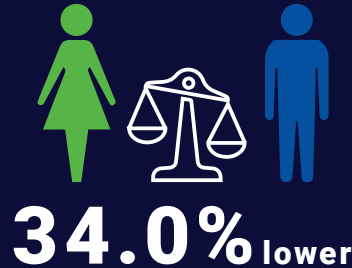
We have applied insights from the market, examined peer and other industry best practices, and listened to our own people. I want everyone at AlixPartners to feel that we provide a safe environment to talk openly about their beliefs and issues, to take responsibility for driving forward inclusion and to be part of the collective action which will help us to improve diversity.

# OUR NUMBERS

WOMEN'S MEAN HOURLY WAGE IS



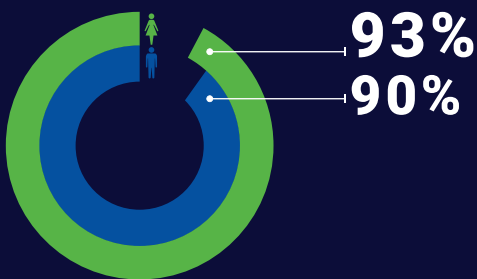
WOMEN'S MEDIAN HOURLY WAGE IS



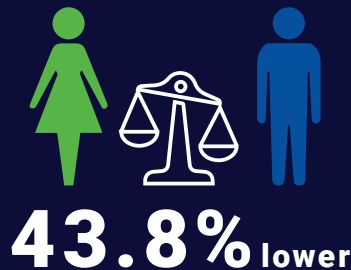
PROPORTION OF WOMEN IN EACH PAY QUARTILE



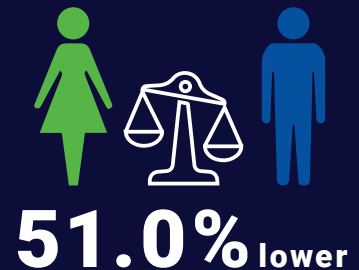
PROPORTION OF EACH GENDER WHO RECEIVED BONUS PAY



WOMEN'S MEAN BONUS IS



WOMEN'S MEDIAN BONUS IS



## WHAT IS THE GENDER PAY GAP?

- Gender pay gap and equal pay legislation deal with the disparity of pay women receive in the workplace.
- Equal pay legislation deals with the pay differences between men and women within an organisation who carry out the same jobs, similar jobs or work of equal value.
- The gender pay gap is a broader measure of the difference in the average earnings of men and women regardless of the nature of their work across an organisation. It is expressed as a percentage of men's earnings.
- AlixPartners does not have unequal pay but we do have a gender pay gap.



**CAROLINE CHAMBERLAIN**  
HEAD OF PEOPLE MANAGEMENT, EMEA

Driving operational change: Management consulting, like many professional services organisations, has a reputation for not retaining women through the phases of life, which leads to the levels of gender pay gap we see across our industry in the UK. We believe there is collective traction now to change this outcome, challenging the way we work, so that consulting can be a top career choice for women.

At a global level, we have asked all leaders to commit to diversity and inclusion action goals in their annual personal development plan. Over the past year, I have personally worked alongside our D&I Center of Excellence and led my People team to work with other leaders in our UK Operating Committee to align around a targeted two-year plan. One of our goals is to improve the balance of women and other diverse constituents in our Director and Managing Director groups. We have been able to bring to the surface perceived barriers, agree on the key outcomes desired and identify three collective priorities:

- **Develop and retain diverse talent** – by intentionally embedding D&I into the people development plans for each of our business and service groups.
- **Build D&I into business development and working practices** – through Employee Resource Group (ERG) engagement, and work/life effectiveness programmes.
- **Attract diverse talent** – through talent acquisition process improvements.

To contribute to the above, the actions we believe will have the most impact to the UK GPG are:

**Strategic staffing** – Our Engagement Onboarding Protocol is a tool used at the beginning of every client engagement to balance career goals, development needs and personal circumstances. Our strategic staffing team continually makes systematic changes to ensure our employees have access to projects and leaders who will help them to achieve their career development aspirations. Supporting all our people in this way reduces the potential for bias, and will make a difference to the promotion, progression and retention of women through the cycles of their lives and careers.

**Sponsorship** – For many years we have had a performance management process which includes career coaches, formal performance reviewers and mentors for all staff. This year we will introduce additional coaching for Managing Directors and Directors to improve their understanding of their role as a sponsor, to understand bias and to be most effective in supporting their people.

**Recruiting & onboarding** – To continue to attract and retain top talent we need to be intentional about thoughtfully staffing new recruits and ensuring they are matched with a sponsor who will be their advocate throughout their career at AlixPartners. We are continually evolving our approach and opening recruitment channels to a wide range of universities, using technology that will support bias mitigation and creating consistent communication about our open and entrepreneurial culture and the benefits we offer through all stages of their career, including gender neutral parental and caregiver leave, sabbaticals and financial incentives and reward programmes.



## **CINDY GODWIN**

HEAD OF DIVERSITY, INCLUSION AND SOCIAL RESPONSIBILITY

Driving global cultural change: One of the five strategic priorities of our firm is to be a top place to work, and we continue to welcome government requirements that will drive transparency across businesses and change within industries. At a global level, we began our inclusion and diversity journey in 2016 and are encouraged that our initial focus on inclusion, to set the bedrock for diversity, is starting to show results in some of our numbers.

We want to support all our people in achieving their career ambitions. We believe that by doing so we will continue to improve on our diversity balance, and see a further reduction in our gender pay gap. As a result of continuous feedback through targeted employee perception surveys, we have identified where day-to-day experiences may not be consistent with our aspirations and modified our actions to address them. Our leaders are personally invested in understanding what factors will lead to a greater proportion of diverse people, including senior women, in both the short and long-term.

In 2016, we launched our ERGs which enable shared interest groups to work together to foster a diverse, inclusive workplace that aligns with our mission and core values. With more than 50% of individuals in the firm participating in at least one ERG, these groups have evolved to become more and more integrated into business as usual activities in the firm. Our eight ERGs are open to all across the firm: Asian Leadership Insights & Growth Network (ALIGN), Black Professionals Network, Hispanics or Latinos of AlixPartners (HOLA), Military and Uniformed Services Team, NextGen, PrideMatters (our LGBTQ ERG), Working Parents and Women's Empowerment Matters (WE Matters), the latter is currently our largest ERG globally.

Our UK Operating Committee is working with our ERG members to improve how we go to market as a diverse team. This will ensure that our junior talent is exposed to our senior leaders and to external networks, thereby enhancing their career development. In addition, the Committee will partner with WE Matters and our Organisational Development Centre of Excellence and People Business Partners on integrated learning programmes.

Our website gives much more detail on our diversity, inclusion and social responsibility strategy and initiatives.

## **ABOUT US**

For nearly forty years, AlixPartners has helped businesses around the world respond quickly and decisively to their most critical challenges – circumstances as diverse as urgent performance improvement, accelerated transformation, complex restructuring and risk mitigation.

These are the moments when everything is on the line – a sudden shift in the market, an unexpected performance decline, a time-sensitive deal, a fork-in-the-road decision. But it's not what we do that makes a difference, it's how we do it.

Tackling situations when time is of the essence is part of our DNA – so we adopt an action-oriented approach at all times. 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 only measure our success in terms of the results we deliver.

Our approach enables us to help our clients confront and overcome truly future-defining challenges. We partner with you to make the right decisions and take the right actions. And we are right by your side. When it really matters.

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