

GENDER PAY GAP 2022 STATEMENT

We are pleased to submit our UK Gender Pay Gap Report for the fifth consecutive year. We continue to make positive strides in increasing our gender representation at senior levels across EMEA, led by a strong focus in the UK. We also acknowledge that it takes time, and our efforts must be continuous to achieve genuine parity as we strive to make AlixPartners a great place to work for all.

Paramount within our overall D&I strategy is a heightened focus on achieving gender parity right across our workforce. For three consecutive years, we witnessed meaningful progress in our gender pay gap data and analysis. We responded quickly to address the needs of clients and employees during the first two years of the pandemic. Our initiatives provided greater flexibility, improved benefits, a stronger working parent offering and strengthened personal and professional development programmes to support our multicultural workplace. In 2022 we recognise that we achieved mixed results versus that of prior years, but we are confident, and our internal feedback tells us, that we remain on the right trajectory.

We introduced the AlixPartners Global Diversity & Inclusion High Impacts Efforts (HIEs) in mid-2020. These are now well embedded and consist of five pillars designed to increase diversity representation at the mid to senior levels of the firm and to improve all employees' sense of belonging through a focus on purposeful recruiting, advocacy, development, retention, and promotion initiatives.

Within the UK we are proud to share that we have this year launched a set of D&I KPIs which intentionally set the bar high in terms of our diversity goals. These KPIs will be instrumental in our ability to accelerate progress, track achievements against our D&I goals, highlight themes and trends and anticipate challenges or areas for specific intervention. We are also excited to have launched a holistic UK culture change programme called AlixIncludes, that focuses on knowing our people, understanding their needs, and strengthening leadership accountability. AlixIncludes emphasises that everyone is responsible for driving change, and seamlessly links our business objectives with our retention and development goals.

At AlixPartners, we specialize in helping our clients manage disruptive forces in the marketplace. We acknowledge that in 2022 our own efforts in the critical arena of D&I and workforce parity were impacted by what for many organisations, and whole swathes of society, were “once in a lifetime” levels of upheaval. We are laser focussed on the challenge that still lies ahead and we are confident in the plans, and crucially the actions, we are taking to ensure future success.



**CAROLINE
CHAMBERLAIN**
Head of People
Management, EMEA



**TIM
ROBERTS**
UK Market Co-Lead



**MARK
VELDON**
UK Market Co-Lead

Investing in the development and advancement of women at all levels continues to be a strategic focus for AlixPartners. We've remained steadfast in our commitment to reduce the gender pay gap in the UK. Our meritocratic approach to compensation, combined with our focus on diversity representation, will continue to dictate our way forward. As this report shows, there is more work to narrow the gap over time. Raising the accountability of our senior leaders is an imperative as well as creating a supportive environment with meaningful programs to reduce hurdles and increase opportunities.

In addition to attracting new talented women to AlixPartners, we must continue to increase our attention on retaining those that are progressing within the firm. Our investments towards social impact initiatives, employee resource groups, a broad range of benefits, and targeted initiatives will contribute to building a community where women succeed.

We recognize that our employee profile is changing and so are their expectations. With a strong belief that better decision-making and outcomes are achieved when we embrace differences in opinion and unique backgrounds come together with a common ambition, AlixPartners is positioned to embrace the changing demographics.



**ELTON
NDOMA-OGAR**
Head of Diversity and
Inclusion

UNDERSTANDING OUR NUMBERS

Our targeted diversity and inclusion efforts continue to demonstrate growth in the quartiles. We've been successful recruiting more women into the firm at these levels and designing opportunities to retain, develop, and promote them each year. The representation of females in the upper quartile has increased by 3 points to 19% and it is the second consecutive year the proportion of female talent exceeded males at the upper middle quartile. This trend continues in the lower middle quartile where the proportion of female talent is up 47% from 40% in 2022. Indicating a growing pipeline of junior female talent. The change in our employee mix within the quartiles has been led by our Global Women's sponsorship programme providing experimental career development opportunities and exposure to senior leaders resulting in a 17% higher promotion rate and 10% lower attrition rate versus the broader firm. Going forward our AlixIncludes initiative focusing on strengthening our culture and leadership accountability will further enhance the move towards gender parity.

PROPORTION OF WOMEN IN EACH PAY QUARTILE



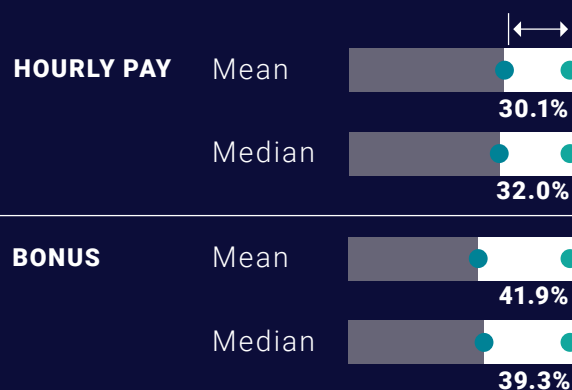
PROPORTION OF EACH GENDER WHO RECEIVED BONUS PAY



PAY AND BONUS GAPS FOR EMPLOYEES

In 2022, we experienced a widening in our mean and median pay gap. The post pandemic landscape, a competitive job market, and significantly higher recruiting costs were significant contributors to the widening. Together with a disproportionate number of males in our industry, specifically at senior levels within our client services business has culminated in the percentages shifting unfavourably.

The proportion of our employees receiving a bonus remains over 90%, with our women employees staying relatively flat year-over-year at 91%. Additionally, we see positive indicators of progress with the increase of our male to female ratio with women increasing to 45% from 42% and overall 52% of hires in 2022 were women. Going forward, it is important that we continue to drive parity through hiring more diverse talent.



ABOUT US

For more than 40 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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