

GENDER PAY GAP 2021 STATEMENT

In these unprecedented times, AlixPartners has strengthened its resolve and commitment to increasing the proportion of women building careers at the firm. Disruption caused by the global pandemic has brought the diversity and inclusion challenges that exist into sharper focus and provided the firm with the opportunity to accelerate necessary change.

We continue to take steps to close existing pay gaps, to nurture an inclusive culture, and to drive positive change. Crucially, we have also set clear goals this year for us to aim for in the UK market and to hold ourselves accountable to. Rather than acting as a finish line, these goals provide the firm with a line to surpass.

Activity this year has focused specifically on the promotion of open dialogue around diversity and inclusion, on enhancing our talent acquisition process, on driving greater diversity through sponsorship, and on propelling the development of our diverse workforce.

Transparency and communication remain prominent themes for the firm, as it adapts to a hybrid working model that was introduced in 2021 and that enables a more flexible working style. The nurturing of an open dialogue around this model, supported by our employee-led networks, has enabled the firm to remain open-minded, supportive, and agile throughout this period of change.

The demand for top talent requires a willingness to open the top of the recruiting funnel and a purposefulness in how we advocate for the top candidates in our recruiting process. 2021 saw the firm begin a review of its recruitment process as it seeks to enhance the experience for all candidates, and to address any obstacles that could hinder the effective onboarding of new hires.

A key pillar of our multi-year diversity and inclusion strategy is sponsorship and this year we continued to support our female talent through our Global Sponsorship Programme, which aligns influential senior leaders with high performing diverse talent. Embedded in the programme are tools that enhance the Sponsors' understanding of Inclusive Language, Mitigating Bias, and Cultural Competence. The knowledge is immediately applied to how they connect, empower, and develop their Sponsees.

Learning and development initiatives progressed at pace this year, with the introduction of a new pastoral coaching programme for new parents that provides them with bespoke advice for their specific needs before, during and after their parental leave. Since the launch in September 2021, 46% of our new parents have participated in the coaching programme. To ensure we are continuously meeting the demands and expectations of our female talent across all generations, we have also embedded our Global Inclusion Diagnostic, which is a recurring three-year feedback tool that allows us to benchmark our progress as well as identify opportunities to accelerate development and create experiential opportunities. The next iteration of this feedback process will run in 2022. Meanwhile, 100% of senior leaders are required to submit high quality, measurable diversity and inclusion goals and all of our people are required to annually complete diversity and inclusion training.

In the months ahead, we will focus on expanding our mentoring programmes to accelerate the development of our female talent across all generations, and on increasing transparency and awareness through open dialogue with our people. In this way, we strive to ensure that AlixPartners remains the best possible place to work and to work alongside.



**CAROLINE
CHAMBERLAIN**

Head of People
Management, EMEA



**TIM
ROBERTS**

UK Market Co-Lead



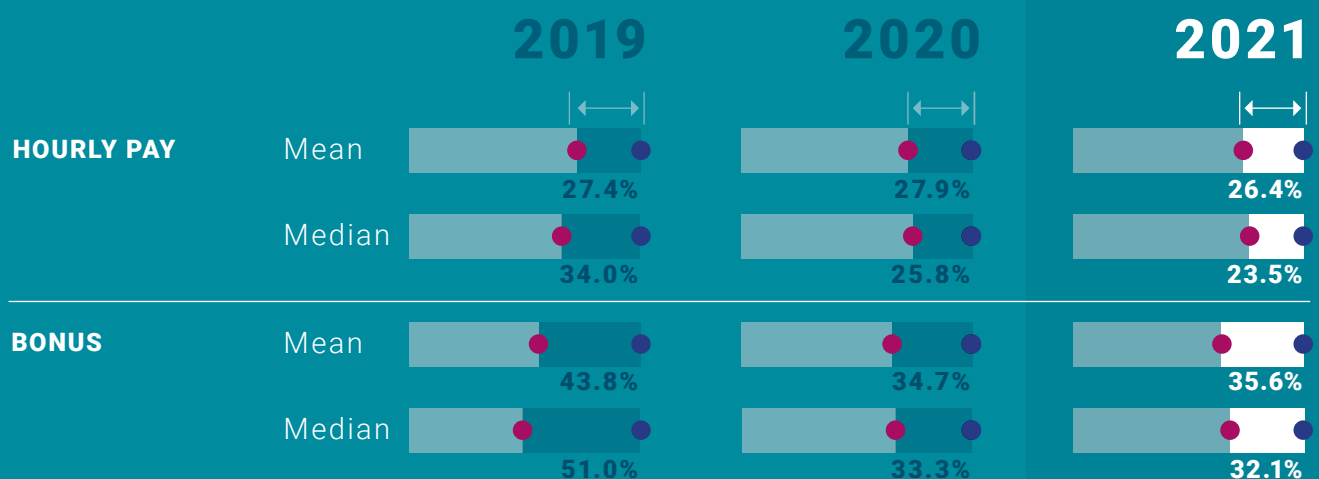
**MARK
VELDON**

UK Market Co-Lead

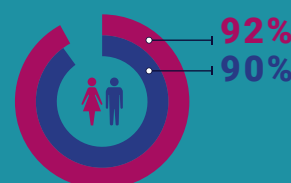
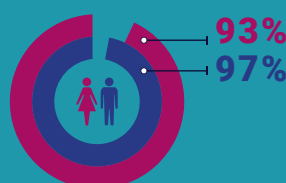
OUR JOURNEY SO FAR

PAY AND BONUS GAPS FOR EMPLOYEES

These year-on-year figures show that the pay and median bonus gaps continue to reduce and the proportion of women receiving a bonus remains high. This continuation of the positive trend is driven by a combination of an increase in the number of women hired and promotions made over this three-year period and it has also been driven by an increase in the retention of our female talent.

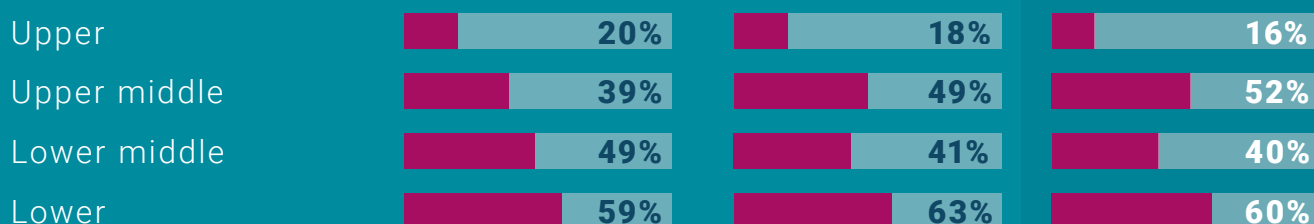


PROPORTION OF EACH GENDER WHO RECEIVED BONUS PAY



PROPORTION OF WOMEN IN EACH PAY QUARTILE

A number of our diversity and inclusion programmes have had a positive impact on our upper middle quartile this year, and the gap has consequently narrowed in this quartile, with female talent now **exceeding the proportion of male talent**.



Note: Each year is reflective of the Gender Pay Gap from the previous year. Example: 2021 reporting year reflects numbers from 5 April 2020.

Perpetuation of Diversity and Inclusion at AlixPartners



ELTON NDOMA-OGAR

Head of Diversity and Inclusion

Our world, our clients, and our workforce are changing, and so too is the culture at AlixPartners.

As the firm strengthens its resolve and commitment to its diversity and inclusion strategy, our teams are embracing this responsibility at every level of the company, starting with our board of directors who ensure that our business strategy aligns with our obligations to our people, clients, and communities we serve. There is a clear acknowledgement that leading with inclusion and building a diverse workforce is the only way we will achieve our aspirations as a firm, and that we must accelerate our progress to retain our talent and remain competitive in the marketplace.

As we work towards achieving parity in gender pay, we are committed to improving the way in which we develop new methodologies and technologies, engage stakeholders, and support the next generation of talented professionals, all of which underpin diversity and inclusion in the workplace. This report highlights some of the ways in which we are driving change.



EMPLOYEE-LED DEVELOPMENT

With nearly 65% of our people engaged in at least one employee-led network at AlixPartners, our eight networks remain at the forefront of supporting and driving connectivity, mentorship, onboarding, networking, and professional development efforts across the firm. Over the past year, we have conducted a global transformation of these networks to drive further visibility, consistency, and collaboration across the firm. Each network continues to be instrumental in bringing policy change, driving gender parity, and influencing business decisions, but with leaders now identified within each group, the outcomes are more clearly articulated. For our Women's Empowerment and Working Parents groups, this transformation has specifically helped to ensure consistent and effective communication between its members and the firm's senior leadership during the firm's transition to a hybrid work model. Leaders from both networks participated in focus groups that helped to shape the firm's vision of hybrid working..



SPONSORSHIP MATTERS

We continue to recognise purposeful sponsorship as a critical piece of our people strategy. The firm's Global Sponsorship Program aligns influential senior leaders with high-performing diverse talent. Beyond fostering a strong relationship, the sponsor-sponsee connection accelerates career development through experiential opportunities through client engagements, and through meaningful interactions with experienced leaders.

Leveraging lessons learned from the success of this programme in 2021, the firm is launching the 2022 programme with tools and resources that bolster the sponsor's impact on the career progression of their sponsees.



AMPLIFIED TALENT ACQUISITION EFFORTS

AlixPartners remains committed to ensuring that it is recruiting from a truly diverse pool of talent and that it is purposeful in how it advocates for top candidates during the recruitment process. With female talent now making up over 40% of the firm's recent full-time hires, progress has been made, although further positive change is vital as the UK emerges from the global pandemic. In this light, we will continue to focus this year on ensuring any processes that negatively impact the candidate experience during the interview and hiring phase are eliminated and that any obstacles hindering the effective onboarding of recent hires are addressed.

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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