



Gender equality at Holding Redlich

At Holding Redlich, gender equality, diversity and inclusion are core to our future. The success of our firm lies in our people and we aim to recruit, develop and retain the best. As a firm, we are committed to creating a gender-inclusive workplace where everyone can thrive and achieve their potential and that enables us to best represent our clients. Making gender equality a strategic priority not only allows us to provide a great place to work for all employees but also enables the firm to attract, develop and retain quality talent, which has a positive impact on team and overall firm performance.

Our gender pay gap

Our current median total remuneration gender pay gap (GPG) is 9.5% – Holding Redlich and Justice Services Pty Ltd employees combined.

| | Combined GPG | Holding Redlich | Justice Services |
|--------------------------------|--------------|-----------------|------------------|
| Average total remuneration GPG | 9.5% | -3.7% | 21.3% |

Gender pay gap drivers

The gender pay gap is caused by a range of social and economic drivers that combine to reduce women's earning capacity over their lifetime.

Factors include:

- discrimination and bias in recruitment, pay decisions and promotions
- lack of workplace flexibility to accommodate caring and other responsibilities, particularly in senior roles, which affects women's career progression
- gender segregation in the workplace, with more males in higher paid positions than females resulting in a gender pay gap in favour of men
- women's greater time out of the workforce for caring responsibilities, which impact their career progression and opportunities.

What are we doing to close the gap?

We are committed to reducing our gender pay gap and ensuring that it remains below benchmark thresholds for the legal industry. Our actions include:

- a comprehensive annual remuneration review process, which is underpinned by fair and equitable criteria
- continued investment in the development and retention of our female employees through to partnership and in Business Services leadership roles as the scarcity of females in senior levels of Australian business is a significant factor driving the gender pay gap. Our Special Counsel to Partner program focuses on nurturing and preparing high potential Special Counsel for promotion to partnership
- paid parental leave to 26 weeks, with superannuation being paid at an employee's usual rate of pay for the first 12 months of leave
- encouraging all partners and employees to use our Flexibility@HR program as this normalises flexibility and lessens the traditionally negative impact on female careers that flexible working has had. Through our one-on-one parental leave coaching program, employees receive guidance about flexible working and how it can be set up for success.