

LAZARD

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# Gender Pay Report

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LAZARD UK FINANCIAL ADVISORY

2025

# A Message from our CEO

LAZARD'S UK FINANCIAL ADVISORY BUSINESS

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“We strive to create a fair, supportive workplace where everyone can grow and succeed.

We believe our clients benefit from teams that bring a wide range of perspectives. To support this, we are committed to improving gender representation across the firm by strengthening how we attract, develop, retain, and promote women at all levels.

We also ensure compensation is fair and based solely on role, performance and experience.

I confirm that the data presented in the Lazard 2025 Gender Pay Report is accurate.”



Cyrus  
Kapadia

Co-Head of European Investment  
Banking and CEO, Lazard UK

# Gender Pay Reporting

AT LAZARD, PAYING OUR EMPLOYEES EQUITABLY RELATIVE TO THEIR ROLE IS CENTRAL TO OUR COMPENSATION PHILOSOPHY

Gender Pay reporting is a specific UK legal requirement. It reflects the difference in the average pay of women and men across all levels within an organisation. A gender pay analysis looks at workforce pay as a whole and does not consider differences in the roles performed or other factors which impact the way in which different employees are paid.

A difference in gender pay in an organisation does not mean that women are paid less than men for doing the same job. Instead, the difference in gender pay is largely the result of having more men than women in senior roles. We remain committed to improving this representation and introducing initiatives in support of this aim.

All businesses within the UK with more than 250 employees are legally required by the UK government to publish gender pay information.

This includes information relating to Hourly Pay, Bonus Pay, Receipt of a Bonus and Pay Quartiles distribution.

Comparisons are made of the mean (average) and the median (mid point) for Hourly and Bonus pay of all women against the Hourly, and Bonus pay of all men within the organisation.

All eligible employees are considered for a bonus.

Pay Quartiles are determined by ranking each employee from highest to lowest paid and then dividing them into quartiles. The percentage of women and men in each group is then determined.

# Difference in Pay and Bonus

UK FINANCIAL ADVISORY BUSINESS

## Hourly Pay

as of 5th April 2025



## Bonus Pay

for the 12 months to 5th April 2025



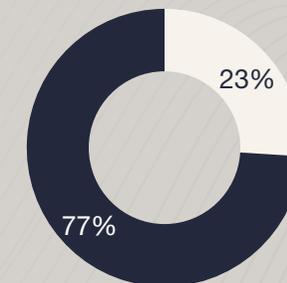
# Proportion of Employees

RECEIVING A BONUS

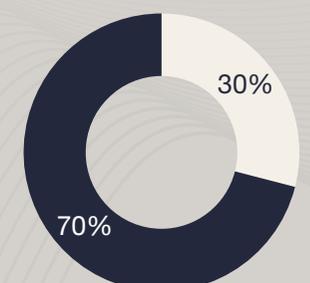


# Pay Quartiles

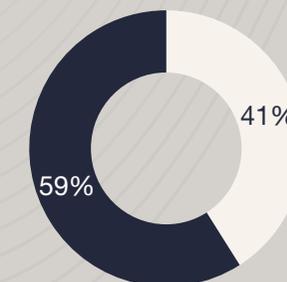
■ Men ■ Women



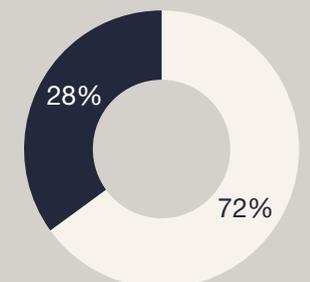
Upper Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile

This Gender Pay information represents the 2025 statutory disclosure for Lazard & Co., Services Limited.