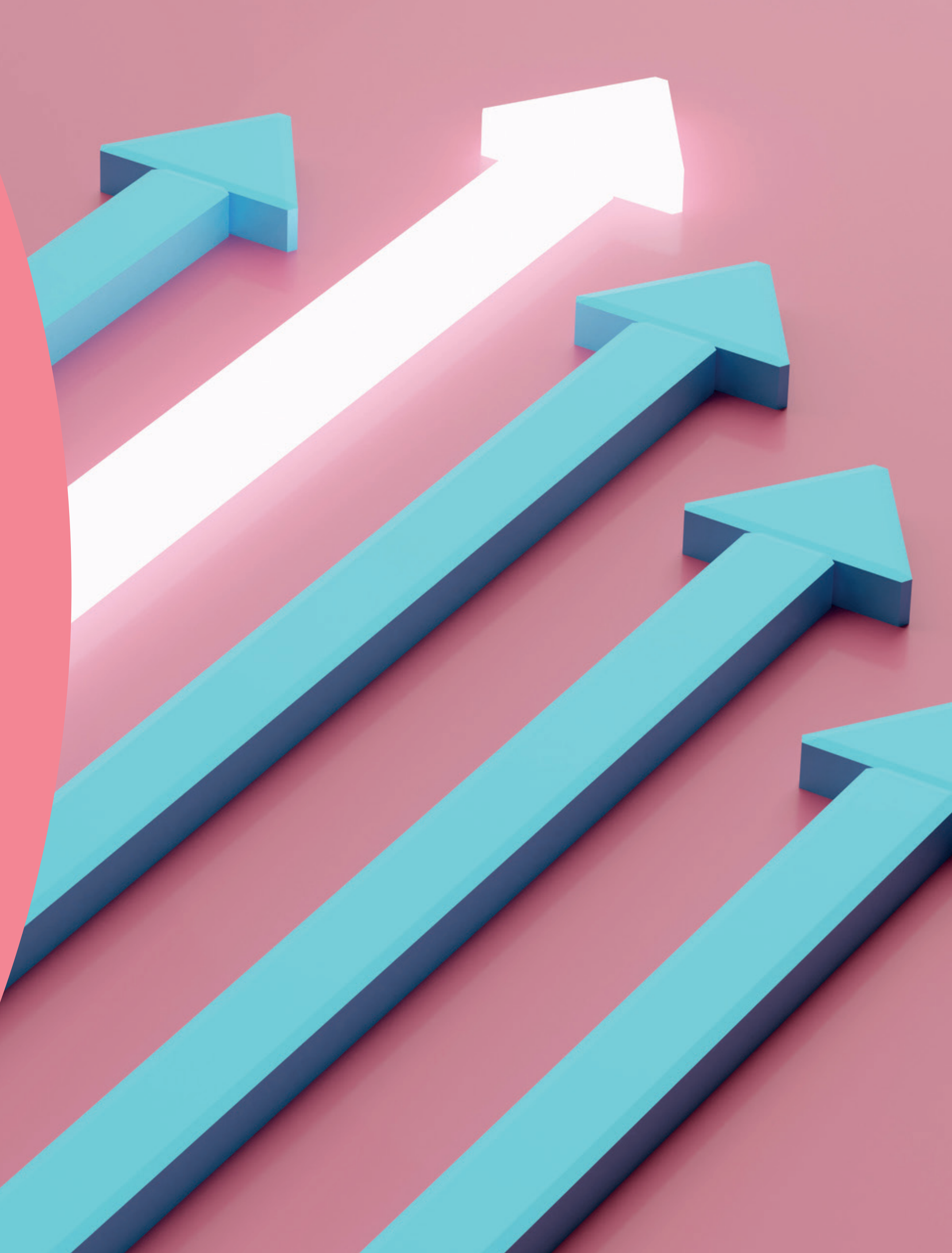
McCann FitzGerald

Delivering Fairness and Equity. Go Further.

Gender Pay Gap Report 2025



Go Further

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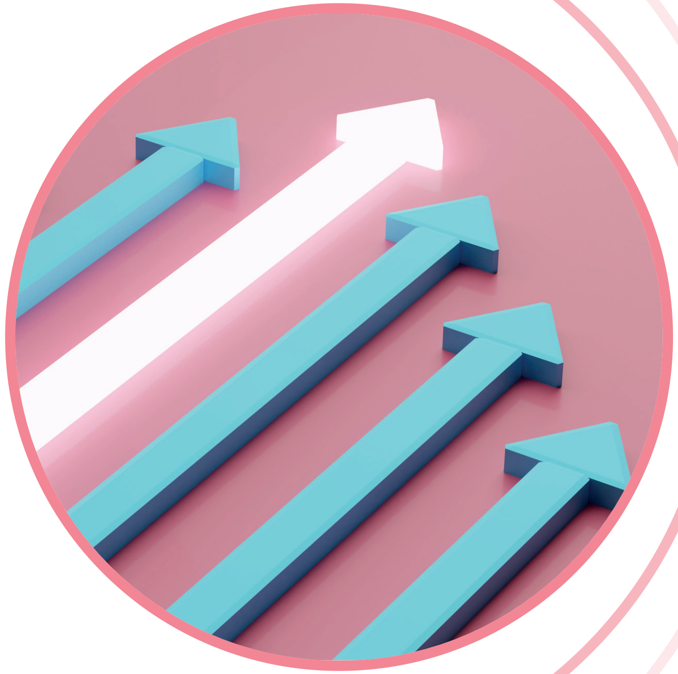
Outline



Introduction

At McCann FitzGerald LLP, we are committed to ensuring our workplace reflects the diversity of our wider society and that colleagues of every gender have an equal opportunity to succeed. Transparent reporting is a vital part of that commitment.

This is our fourth annual gender pay gap report, and we are reporting a mean hourly gap of 13.96% and median hourly gap of 16.25%.

The gap is driven by the structure of our business rather than by unequal pay for equal work. As a business, our pay distribution reflects the composition of our workforce across practice groups, seniority levels and business services. The higher representation of women in business support, secretarial and legal administration roles continues to influence our overall figures.

We remain firmly on track towards our goal of 40% female Partners by 2030. As of November 2025, women comprise 36% of our partnership, an increase of two percentage points since our last report.

To address the gender pay gap, we have implemented targeted initiatives aimed at supporting women's career progression within the firm, including mentorship, leadership training and enhanced support programmes.

We are proud of the progress we have made, while clear-eyed about the work that remains. We will continue to invest in the pipeline of female talent, broaden access to senior roles and ensure our policies and culture enable all colleagues to succeed. Our commitment is long-term and unwavering: to create a truly inclusive firm where opportunity is equitably shared and achievement is fairly recognised.

Stephen Holst
Managing Partner

Our gender balance action plan

At McCann FitzGerald we are committed to advancing female representation in senior leadership in roles and in turn closing the gender pay gap.

Leadership

As signatories to the Women in Finance Charter, we are publicly committing to gender balance in leadership and have set an ambition of at least 40% female Partners by 2030. In January 2025 we submitted our first report to the charter. We are building momentum: 36% of our Partners are now women, and 43% of our 14 partner promotions and hires in 2025 were female.

As of November 2025, 100% of our Executive Committee that leads business services within the firm is now female.

Diversity, Equity & Inclusion

Continuing our commitment to fostering a diverse, equitable, and inclusive workplace, our DE&I efforts are led by three of our Partners Orlaith Sheehy, Megan Hooper, and Paul Lavery. For many years Partner leadership of our DE&I strategy has enabled us to achieve progress and stride forward. Together with our HR and responsible business team, they ensure initiatives are meaningful, impactful, and reach all parts of our firm. They are supported by a passionate team of over 30 colleagues across DE&I sub-committees who bring our strategy to life by hosting learning sessions, organising celebrations, and shaping our policies to make sure our colleagues feel represented and respected. Gender diversity is one of our five strategic objective areas within our DE&I strategy.

Benchmarking

In December 2024 we achieved the Silver Investors in Diversity accreditation from the Irish Centre of Diversity (ICFD) and we are striving to achieve Gold. Partnering with ICFD enables us to benchmark and drive our progress, reviewing our policies and practices, ensuring we are communicating with and engaging our people. Every employee who the firm onboards receives DE&I training on our policies and initiatives.

Policies

We have a suite of policies to support our people - maternity, paternity, adoptive, parents, parental, pregnancy loss, menopause, medical care and domestic violence leave, recognising the realities and needs of our people outside the workplace. In 2025, we added a gender identity and expression policy. We also updated our Dignity and Respect Policy. 82 employees (63% female, 37% male) have availed of family leave in the last 12 months.

MF ConneX

We continued MF ConneX, our mentorship programme for senior female associates, pairing five Senior Associates with five Partners in a curated 12-month programme focused on business development, leadership capability and career navigation.

MF Evolve

Through MF Evolve, our maternity and adoption support programme, we provided structured pre-leave and return-to-work supports, including leadership training and coaching; 24 employees, including Partners availed availed of the programme in the last 12 months.

Alternative Career Paths

We maintained alternative career paths such as Of Counsel and part-time partnership to support diverse ambitions; 36% of our Of Counsel are women.

External Engagement

Our external engagement remains active through membership of the 30% Club, including participation in its Professional Services research project.

We entered into the third year of our charity partnership with the Shona Project, funding empowerment workshops for girls attending DEIS schools.

Our longstanding pro bono partnership with Women's Aid continues to provide free legal aid to women experiencing domestic abuse.

We signed up to a three-year partnership with KPMG Women's Irish Open. This sponsorship reflects a shared commitment to excellence and empowerment and aligns with the tournament's goal of inspiring the next generation of female golfers.

We actively support industry organisations and events that promote women's participation and progression in traditionally male-dominated roles. Recent initiatives include engagement with the LiRE Global network for women in real estate and support for the inaugural Women in Pensions Lunch.

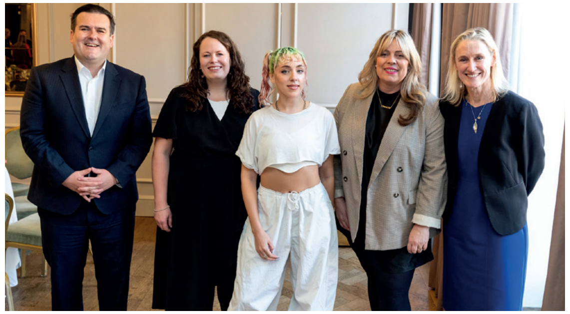
International Women's Day

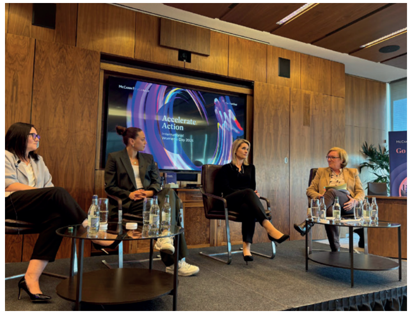
We marked International Women's Day with an internal event featuring Olympian Sophie Becker, Yvonne Nolan and Emma O' Driscoll themed on accelerating action, and Women in Sport and Business.

Psychologist and bestselling author Dr Katriona O'Sullivan and musician Gemma Dunleavy were special guests at our annual International Women's Day lunch. The event in the Westbury saw Dr O'Sullivan, author of *Poor*, joined on stage by our Partner Megan Hooper to discuss the intersection of gender and social mobility.

OUR VALUES

Ambition
Connectedness
Empowerment
Integrity
Excellence
Respect





Our achievements

43%

of Partner promotions and hires in 2025 were women.

36%

of our Partners are female.

100%

of our Executive Committee are female.

70%

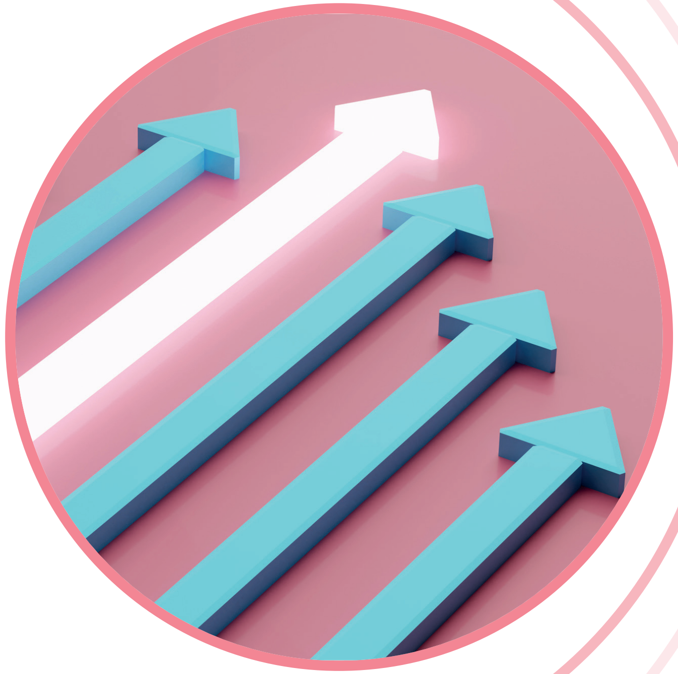
of our firm completed a DE&I awareness course.

82

employees have availed of family leave (63% female and 37% male).

Gender Pay Gap Report 2025

Section 2
Our Findings



Remuneration

In accordance with the Gender Pay Gap Information Act 2021 and the Employment Equality Act 1998 (section 20A) Gender Pay Gap Information (Amendment) Regulations 2024, this section shows the difference in mean and median hourly remuneration of all male and female employees in McCann FitzGerald LLP, regardless of their role or seniority.

It also shows the difference in mean and median hourly remuneration of male and female employees who work part-time and who are engaged on temporary contracts of employment. This is not a comparison of how much we pay men and women in the same or similar roles (equal pay).

The results for employees engaged on temporary contracts include our trainees who are contracted for their period of professional training. The data relates to employees in the firm as at the snapshot date of 28 June 2025 and their pay for the preceding 12 months. We have explained our approach to Partners on page 14.

This section shows mean and median bonus remuneration of all

Pay gap All employees

(i.e including full time, part-time and temporary contract employees)	2025	2024
Difference in mean hourly remuneration of males and females	13.96%	8.99%
Difference in median hourly remuneration of males and females	16.25%	0.18%

Pay gap Part-time employees only

	2025	2024
Difference in mean hourly remuneration of males and females	(247.87%)	3.16%
Difference in median hourly remuneration of males and females	(193.48%)	29.83%

Pay gap Temporary contract employees only

	2025	2024
Difference in mean hourly remuneration of males and females	4.77%	(3.81%)
Difference in median hourly remuneration of males and females	0.00%	(2.33%)

male and female employees in McCann FitzGerald LLP, regardless of their role or seniority. It also shows the proportion of male and female employees that received bonus remuneration and benefits-in-kind as well as the proportion of male and female employees in four equally divided pay quartiles. The inclusion of the Christmas bonus, which is paid to almost all employees regardless of role, substantially skews the numbers in relation to bonuses that are presented. This is because we are required to report all bonuses together.

Our 2025 Findings *(Employees Only)*

Save for quartiles, the following figures reflect the difference between male and female employee remuneration. Positive percentages indicate higher average remuneration for men; negative percentages indicate higher average remuneration for women.

Bonus pay gap All employees

(i.e including full time, part-time, temporary contract employees and Christmas)

	2025	2024
Difference in mean bonus pay of males and females	43%	39%
Difference in median bonus pay of males and females	17%	15%

Bonus and BIK

	Male 2025	Male 2024	Female 2025	Female 2024
Percentage of employees paid a bonus by gender (including Christmas)	91%	84%	89%	85%
Percentage of employees receiving benefit in kind by gender	60%	54%	58%	57%

Quartile pay bands

	Male 2025	Male 2024	Female 2025	Female 2024
Lower remuneration quartile	38%	43%	62%	57%
Lower middle remuneration quartile	32%	31%	68%	69%
Upper middle remuneration quartile	29%	30%	71%	70%
Upper remuneration quartile	50%	46%	50%	54%

Understanding the gap

On the snapshot date as of 28 June 2025, 63% of our employee population was female and 37% were male.

Our employee numbers were relatively similar to our last reporting period, 544 this year, compared to 547 in 2024.

Our Gender Pay Gap (Hourly rate: Mean 13.96% and median 16.25%) continues to be driven by a greater proportion of women in roles and pay bands that typically sit in the lower and middle quartiles, notwithstanding strong female representation within senior legal and business leadership roles.

This is a structural feature of our workforce and stubbornly continues to significantly impact on our overall gender pay gap figures. Regardless of the strides we are making at the most senior levels in the firm, the greatest weight on the gender pay gap metric is driven by the representation of women in our administration functions. Resolving this will take time, due to our positive employee retention.

Our part-time figures show a mean hourly rate of (247.87%) and a median rate of (193.48%). Our part-time gap remains negative due to the low number of men in part-time roles and the concentration of women in part-time arrangements within specific functions. Due to our strong employee retention rates, particularly in the roles mentioned above, this structural feature will continue to be a driving factor in our gender pay gap figures.

On the snapshot date, 51% of our most senior employee roles, legal and business services, were held by females.

The inclusion of the Christmas bonus, which is paid to almost all employees regardless of role, substantially skews the numbers in relation to bonuses that are presented. This is because we are required to report all bonuses together.

Our 2025 figures continue to reflect a higher representation of women in business support, secretarial and legal administration roles, and the pay distribution across our workforce.

While we have seen continued progress in female representation in senior roles and within the partnership, we recognise that sustainable changes in representation across the full pipeline will take time to translate into pay gap movements.

Gender breakdown by level

Role	Male	Female
Consultant/Director/Head of Function	7	7
Solicitor (Including Salaried Partners)	88	111
Trainee	60	76
Legal Executive/Project Assistant	7	37
Business Support/Secretary/Legal Admin	41	110
	203	341

Pay gap

	Mean	Median
Partners only	4.27%	3.5%
Partners and Employees	47.31%	38.57%

PARTNERS NOVEMBER 2025

Representation

64% V 36%

PARTNER PROMOTIONS AND HIRES 2025

Representation

57% V 43%

Our Partners

At McCann FitzGerald LLP, we are dedicated to fostering gender equality to create a diverse and inclusive workplace, focused on supporting our people to achieve their ambitions.

The vast majority of our Partners are equity Partners (self-employed rather than salaried Partners or employees) and thus outside the scope of the Gender Pay Gap Information Act 2021. Salaried Partners are within scope and are included in our gender pay gap results.

Equity Partner pay is based on the financial outcome in a given financial year and so our pay gap Partner figures are based on the results of the financial year ending on 30 April 2025. Our partnership is predominately a lockstep partnership, which means profits are distributed by tenure. The gap broadly reflects the demographic composition of our partnership over a number of years. Our ambition and target is that by 2030, we will have not less than 40% female Partners.

In 2025, we promoted and hired 14 new Partners, 43% of which were female, two of which were on maternity leave at that time. As of November 2025, our partnership gender profile is 64% male / 36% female.

Gender pay gap reporting explained

Equal pay and the gender pay gap are not the same.

Gender pay gap focuses on the representation of women and men in roles across all levels in an organisation. Equal pay on the other hand deals with any pay differences between women and men who carry out equal work. Equal pay is protected by Irish equality legislation. The gender pay gap as calculated refers to the difference between what is earned by women and men based on gross hourly earnings of all paid employees – not just men and women doing the same job, or with the same experience or working pattern but all the men and all the women regardless of their role. The gender pay gap is expressed as a percentage of men's earnings. A gender pay gap does not indicate discrimination or bias, or even an absence of equal pay for equal value work – but it may report a gender representation gap and may capture gender demographics across the organisation – so for example, if there is an over representation of women in lower paid positions in the organisation, the gender pay gap is usually wider.

DEFINITION

Gender pay gap V Equal pay

Gender pay gap: Difference in gross hourly pay of women compared to men, such that it captures whether women are represented evenly across an organisation.

Equal pay: Women and men should receive equal pay for equal work.

CALCULATION

Gender pay gap calculation

Sum of **men's** hourly rate of pay ÷ Total number of **men**

V

Sum of **women's** hourly rate of pay ÷ Total number of **women**

DEFINITION

Mean V Median

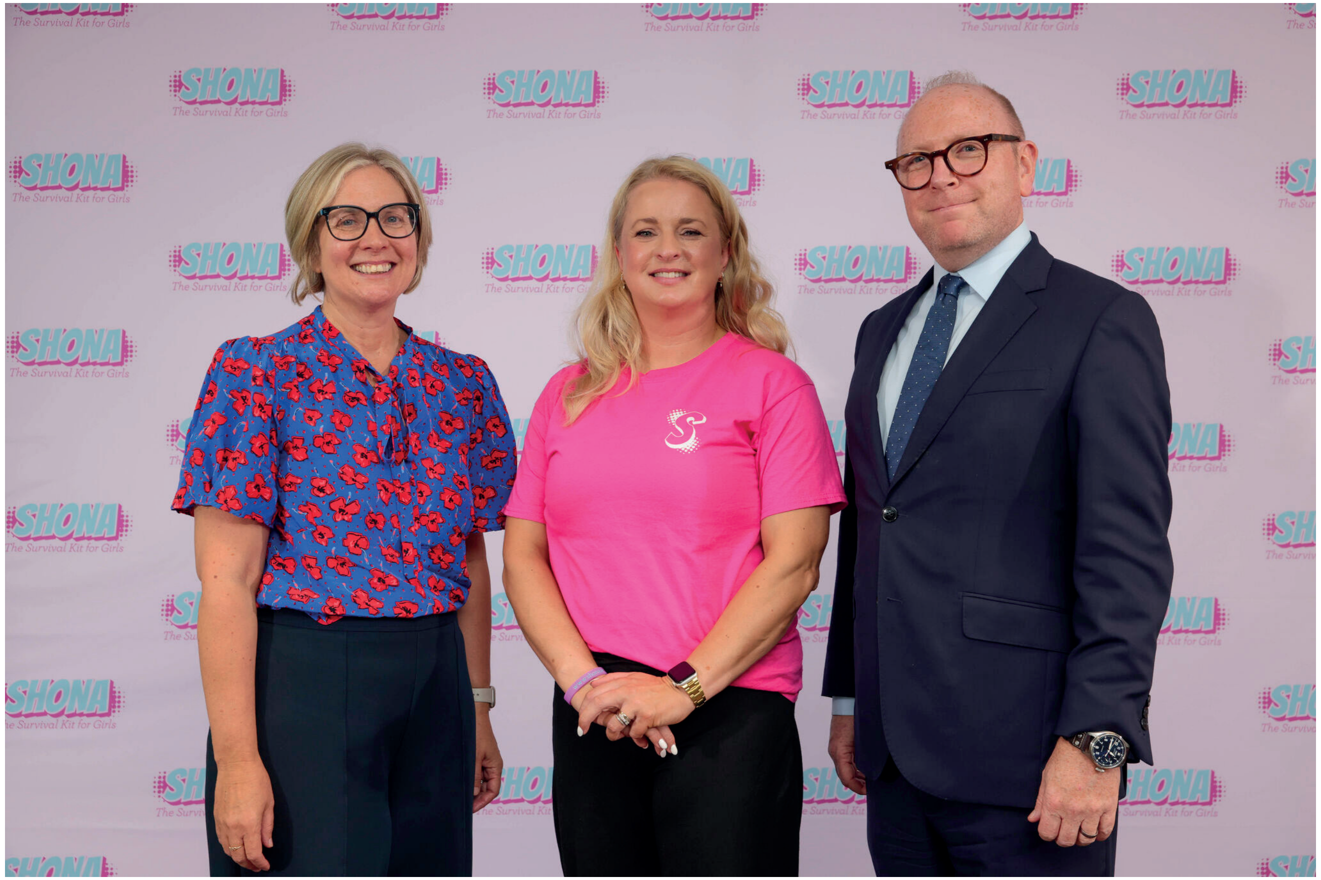
Mean: The mean hourly wage is the average hourly wage in an organisation. It is the arithmetic mean of a set of numbers.

Median: The median hourly wage is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly wage of the person in the middle. It is not skewed by exceptionally high or low values.

Summary

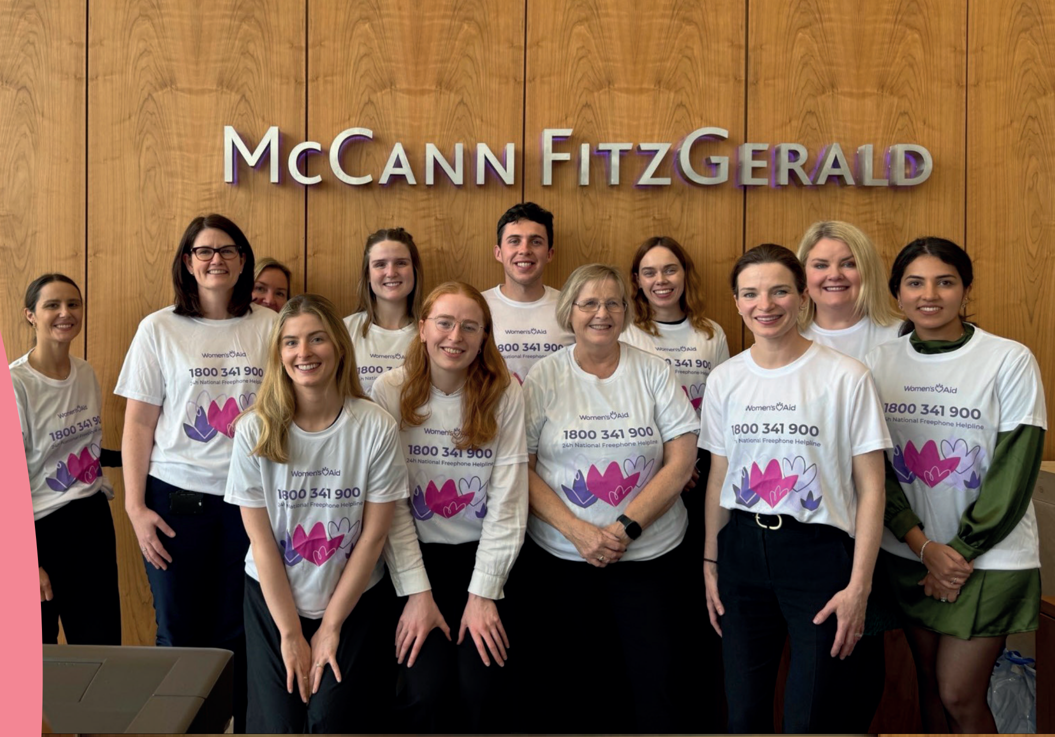
Our 2025 figures reflect ongoing structural factors in workforce composition and working patterns, as well as continued investment in leadership representation and inclusive policies.

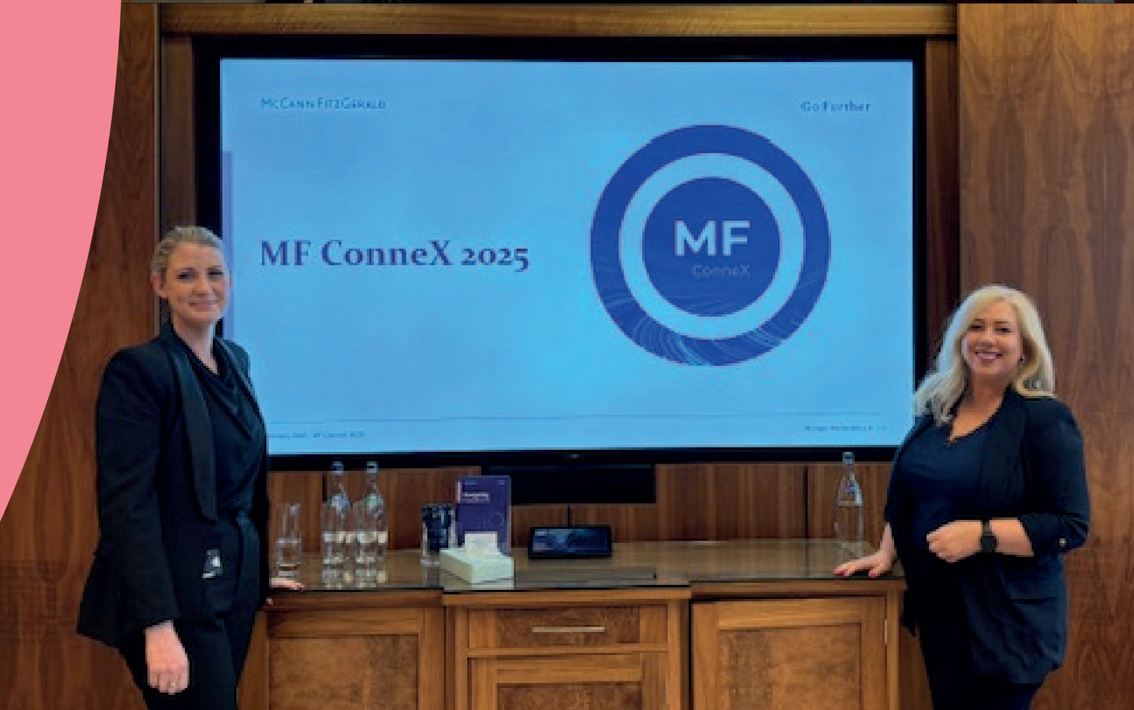
We remain steadfast in our ambition of at least 40% female Partners by 2030 and in the actions set out above to strengthen our pipeline, support progression, and reduce our pay and bonus gaps over time.



> "Improving gender balance contributes to better overall business performance."

Stephen Holst
Managing Partner





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