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# Gender Pay Gap Report 2023

McCANN FITZGERALD



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McCann FitzGerald LLP

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“We have an ambition and target that by 2030, we would have not less than 40% female partners.”

Stephen Holst  
*Managing Partner*

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## Introduction

At McCann FitzGerald LLP, we are committed to ensuring our workplace reflects the diversity of our wider society. This is both a moral and a commercial imperative with clear evidence of the impact of better gender balance on better business outcomes.

In this, the second year of mandatory gender pay gap reporting, we report a mean hourly pay gap of 13.7% and a median hourly pay gap of 0.3% - an increase of 5% and decrease of 2.7% respectively. Whilst gender pay gap reporting provides crucial insights into underlying issues affecting gender balance and can help inform organisational practices and policies, it is important not to look at a number in isolation.

The gender pay gap persists for various complex and interconnected reasons not least a combination of societal, economic, and cultural factors. In our firm, we have a number of structural headwinds, including the higher representation of females in business support, secretarial and legal admin roles. However, we remain resolute in pursuing higher female representation in senior leadership roles and for this reason, we have for the first time, set an ambition and target that by 2030, we would have not less than 40% female partners.

This report details the initiatives that support this strategy, in addition to addressing and closing the gender pay gap, we want to foster a more equitable and inclusive workplace.



**Stephen Holst**  
*Managing Partner*



## Our Gender Balance Action Plan



As a firm, we remain resolute in closing the gender pay gap, fostering a more equitable and inclusive workplace and pursuing higher female representation in senior leadership roles. A number of new initiatives were introduced in 2023 and

we continue to evolve and strengthen our gender action plan into 2024. We know that there is much more to do but some early indications of success are that 50% of our Partner and 57% of our Of Counsel promotions in 2023 were female.

### Mentorship

For the first time, we designed and implemented a tailored mentorship programme for our senior female associates – MF ConneX. In addition to mentor pairings, the 12 month programme involved small group workshops to enhance business skills and capabilities. This pilot programme was very well received, and a full rollout of the programme will run during 2024. The goal of the programme is to provide our senior women with added guidance and support, as they navigate their experience at the firm in line with their own personal ambitions.

### Recruitment and Early Careers

Unconscious bias training continues to be rolled out across the firm and in advance of each large recruitment campaign. We have now embedded the strengths-based assessment into our traineeship and summer internship recruitment processes.

### Family Leave Policies

In May 2023, we published four new or revised paid family leave policies to support employee family life. These include:

- Paternity Leave
- Maternity Leave
- Fertility Treatment Leave
- Pregnancy Loss Leave

Providing enhanced paid leave and flexibility is an important message to employees that we understand the challenge of balancing home and work responsibilities.

### Career Development

We have introduced alternative leadership paths such as Of Counsel and part-time partnership. In 2023, 57% of our Of Counsel promotions were female.

## Our Gender Balance Action Plan



“50% of our Partner promotions in 2023 were female”

### Female Partner Target Setting

For the first time, we have published an ambition and target that by 2030, we would have not less than 40% female partners.

### Responsible Business Strategy

Following the appointment of our Head of Responsible Business, we have developed and published the firm's Responsible Business Strategy. A key tenet of this is our focus on organisational culture which aims to empower our people to fulfil their ambitions and help them develop and grow. We have established a sub-committee with a specific focus on gender and we are building out our Responsible Business Strategy to help deliver on our gender balance action plan.

### Evolve Maternity Support Programme

Evolve is our maternity and adoption support programme for expectant mothers and nominated parents in the case of adoption. From 2024, we will deliver an enhanced and tailored support programme to those going out on maternity or adoption leave. This programme will include the provision of three executive coaching sessions with an external coach to assist employees when they return from leave to consider and plan their career.

### Women in Finance Charter

We will sign up to the Women in Finance Charter in 2024. Signatories of the Charter commit their organisations to improving the number of women in management and board level positions by setting a minimum of one positive target to be publicly disclosed and reported on.

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## The Gender Gap Challenge

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“At McCann FitzGerald, we are committed to reducing our Gender Pay Gap. We are determined that every person, regardless of their gender, should have the opportunity to succeed and thrive in their career.”

Sarah Begley  
*Director of HR & People Development*

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## Our Findings

In accordance with the Gender Pay Gap Information Act 2021 and the Employment Equality Act 1998 (Section 20a) (Gender Pay Gap Information) Regulations 2022, 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.

The results for employees engaged on temporary contracts include our trainees who are contracted for their period of professional training. This is not a comparison of how much we pay men and women in the same or similar roles (equal pay).

The data relates to employees in the firm as at the snapshot date of 28 June 2023 and their pay for the preceding 12 months.

We have explained our approach to partners on page ten.

### Pay Gap All employees

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

	2022	2023
Difference in mean hourly remuneration of males and females	8.7%	13.7%
Difference in median hourly remuneration of males and females	3.0%	0.3%

### Pay Gap Part-time employees only

Difference in mean hourly remuneration of males and females	-130.2%	-155.4%
Difference in median hourly remuneration of males and females	-81.4%	-87.7%

### Pay Gap Temporary contract employees only

Difference in mean hourly remuneration of males and females	-0.3%	-0.2%
Difference in median hourly remuneration of males and females	-0.7%	0.5%

## Our Findings (continued)

This section shows mean and median bonus remuneration of all 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 and this is explained in further detail on page nine.

### Bonus Pay Gap All employees



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

	2022	2023
Difference in mean bonus pay of males and females	39.7%	47.7%
Difference in median bonus pay of males and females	6.9%	25.5%

### Bonus and BIK

	2022		2023	2022		2023
Percentage of employees paid a bonus by gender	84%		84%	87%		85%
Percentage of employees receiving benefit in kind by gender	82%		50%	87%		54%

### Quartile Pay Bands

	2022		2023	2022		2023
Lower remuneration quartile	40%		34%	60%		66%
Lower middle remuneration quartile	29%		29%	71%		71%
Upper middle remuneration quartile	29%		26%	71%		74%
Upper remuneration quartile	43%		46%	57%		54%



## Understanding the Gap

On the snapshot date of 28 June 2023, 66% of our employee population was female and 34% were male. Our employee numbers on the snapshot date also increased over last year's figures by nearly 12%. This increase in staffing was predominantly at entry level roles – Trainee, Legal Administration and Business Support.

The principal driver of our gender pay gap (Hourly rate: Mean 13.7% and Median 0.3%) is once again predominantly due to the higher representation of women in roles such as secretarial, business support and legal administration. Due to our employee retention rates, it will take a number of years before we benefit from the positive actions we are taking to address our Gender Pay Gap. However, many of our most senior employee roles, legal and non-legal, continue to be held by females but as a percentage of the overall populations they have less impact on the overall gap.

Despite the gender pay gap, male and female employees across our business receive equal pay for equal work.



Our part-time figures show a positive number due to the low number of men working in part-time roles with the firm.

A substantial reason a bonus pay gap exists on mean and median figures is because there is a greater proportion of women in non-solicitor roles which do not qualify for an annual solicitor performance bonus.

Our bonus calculation includes the payment of the Christmas bonus week that our employees, both male and female, receive.

As set out on page eight, 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.

### Gender Breakdown by Level

Role		
Consultant/Director/Head of Function	4	12
Solicitor (excluding partners)	72	98
Trainee	49	76
Legal Executive/Project Assistant	9	40
Business Support/ Secretary/Legal Admin	48	131
	182	357

## Our Partners

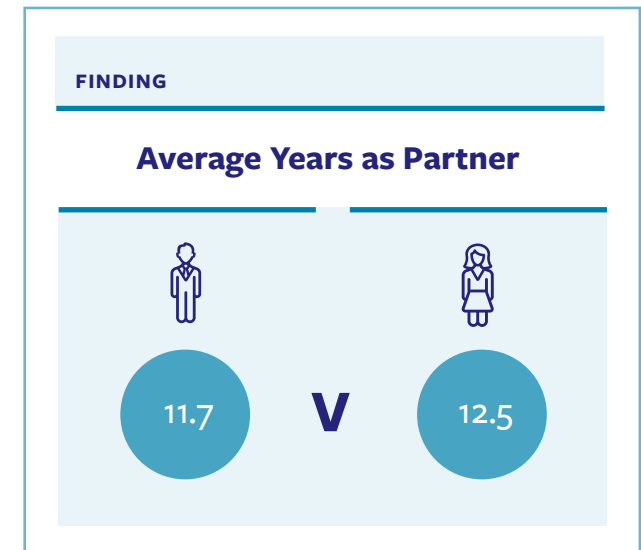
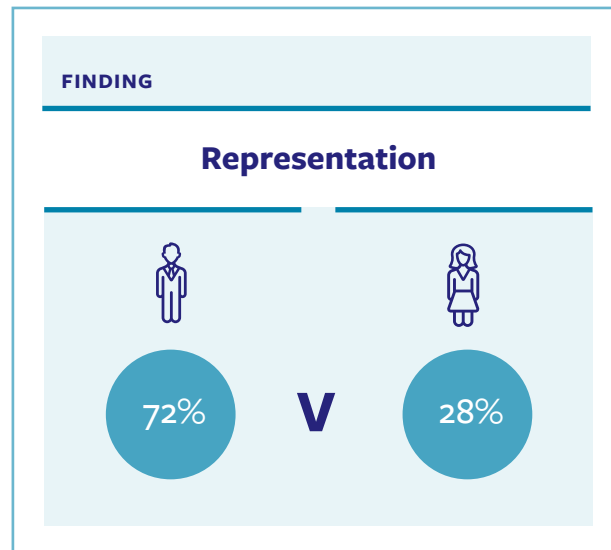
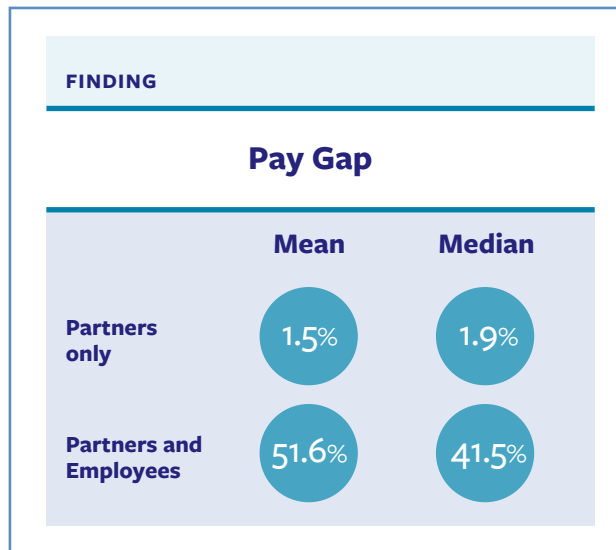
Our partners are self-employed (rather than salaried partners or employees) and thus outside the scope of the Gender Pay Gap Information Act 2021. However, given our goal to achieve a better gender balance throughout our business, particularly at the most senior levels, we believe it's important to share the impact of gender balance in our partnership, and the effect of that on our gender pay gap. Partner pay works differently to employees in that it derives from the financial outcome of a given financial year and so our figures below are based on the conclusion of our last financial year on 30 April 2023.

We believe that it is also more transparent to show our partner figures on their own as it gives a truer reflection of the

partnership. In addition, we have presented a combined pay gap figure for all employees plus all partners.

Our partnership is 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, and we have set out partnership tenure by gender below.

As of 30 April 2023, our gender profile within the equity partnership was 72%/28%. We are taking steps both within, and outside, the partnership to improve gender diversity within the partnership. Our ambition and target is that by 2030, we will have not less than 40% female partners.



# 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



### Equal Pay

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

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**



Sum of **women's** hourly rate of pay



Total number of **women**

## DEFINITION

### Mean



### Median

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

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.

