

Flynn O'Driscoll

Gender Pay Gap Report

November 2025

Introduction

Flynn O'Driscoll is committed to promoting equality and diversity within our policies, practices and procedures. This also applies to our professional dealings with clients, staff and Partners, other solicitors, barristers, and third parties. It is our aim that our workforce will be truly diverse, and that each employee feels respected.

Flynn O'Driscoll has two legal entities, Flynn O'Driscoll LLP (the "LLP") and Flynn O'Driscoll Management Services Limited (the "Company"). For the purpose of coherence, we have presented the information required on a consolidated basis, combining the data from the LLP and the Company, together the "Firm".

"At Flynn O'Driscoll, we believe it's about creating working environments and cultures where every individual can feel safe, experience a sense of belonging, and is empowered to achieve their full potential."

James Duggan, Managing Partner

This document not only fulfils our legal obligation to report on the Gender Pay Gap but also outlines our future commitments. Over the last 23 years, our firm has grown from two male founding partners to a dynamic law firm of over 120 employees with 70% of those employees being female. While we appreciate that we have some gaps, we believe that this report evidences our commitment to promoting women within our business particularly at senior level, for example:

- 7 of our 9 salaried partners are female.
 - 16 of the cohort of 22 Senior Associates and Associates are female.
 - 2 of the 3 heads of department in our management services company are female.
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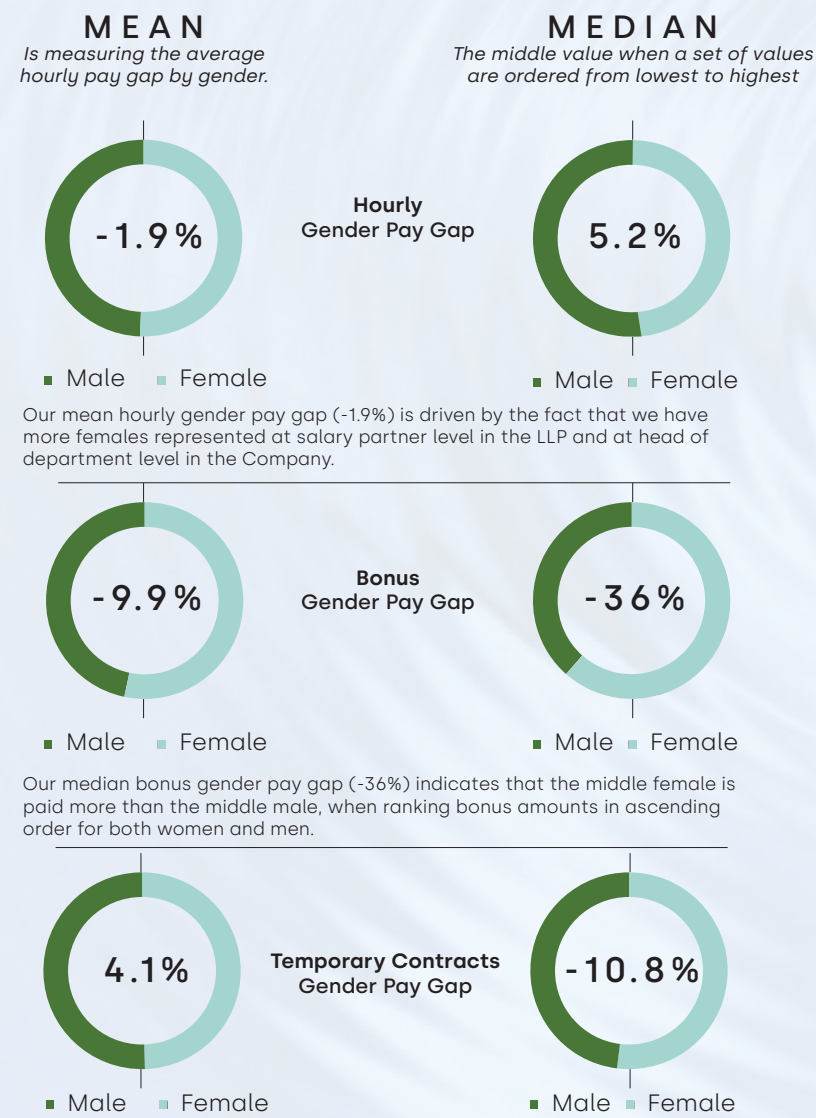
Pay Data

From 1 June 2025, the obligation to report gender pay gaps was extended so that employers with 50 or more employees are required to publish a gender pay gap report in 2025. The gender pay gap is not the same thing as equal pay for equal work, but measures the difference between the gross hourly wage of males and the gross hourly wage of females across an entire organisation.

There are 123 employees in the scope of the Firm's gender pay gap report, with an overall gender breakdown of 70% female and 30% male. Where the gender pay gap is in the negative, this indicates that the average female hourly pay in the firm is actually higher than the average male hourly pay. This is due to the fact that a relatively high proportion of the higher-earning employees within the firm are female.

Equity Partners

While all salaried partners are included for the purposes of the results set out in this report, equity partners have self-employment status and therefore are not required to be included in the gender pay gap report. For transparency, when the equity partners are included, the mean gender pay gap is 39.5%.



-36%

Male

Female

Bonus Gender Pay Gap

4.1%

Male

Female

-10.8%

Male

Female

Temporary Contracts Gender Pay Gap

Gender Breakdown

Gender breakdown across all employees is **70% female, 30% male**. The quartile reporting should be considered in this context.



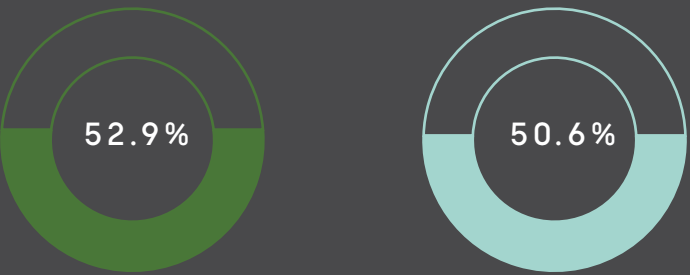
Proportion of Employees Receiving Bonus

Calculations are comprised of annual performance bonuses (general performance and achievement of financial targets for lawyers).



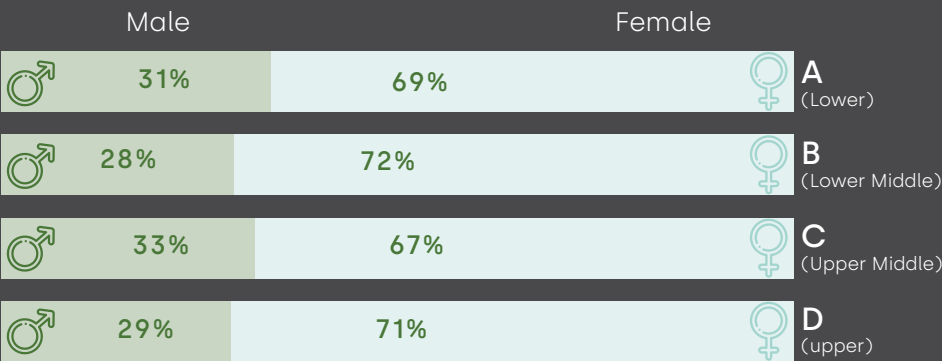
Proportion of Employees Receiving BIK

Calculations are largely comprised of health insurance contributions which the Firm offers on a voluntary basis to all employees.



% in Each Quartile

The Gender Pay Gap Information Act 2021 specifies that the hourly remuneration of all male and female employees should be reported within these four quartiles for the reporting period. The distribution of females and males across all quartiles is broadly representative of the Firm's overall gender breakdown.



Ongoing Actions and Commitments

While we acknowledge there is still much to be done, we are proud of the strong female representation in the Firm and are committed to advancing gender balance through ongoing actions and fresh commitments. Our goal is to have gender balance at every level of the Firm, especially in senior leadership. The following are our ongoing actions and commitments for the future in order to advance the Firm toward that goal.

Actions

- We have established a dedicated Diversity & Inclusion (D&I) programme which operates in conjunction with the Irish Centre for Diversity on an ongoing basis. We will continue to demonstrate our ongoing commitment to workplace fairness, respect, equality, diversity, inclusion and engagement. It's an exciting journey that is making Flynn O'Driscoll a more dynamic and fulfilling place to work.
- Our D&I Programme also facilitates in-depth and small-group training for all employees, accredited by the Irish Centre for Diversity, on how to implement the above values within the workplace and meet our commitments as set out in the Firm's Equality and Diversity Policy.
- We are constantly reviewing our employment policies and have a very supportive Maternity Leave policy. We also look to go beyond our statutory requirements, and we have implemented additional family and female-supportive policies such as our menopause policy, fertility treatment policy, and surrogacy policy.
- We continue to provide hybrid and flexible working options for our employees' work-life balance and to support any employees who need to care for dependents.
- We have put in place a mentoring programme that is open to all employees and have received feedback that female – female mentor/mentee partnerships have provided great support, guidance and modelling to more junior female staff in their progression to senior level.
- Our Firm charity partner in financial years 2024 and 2025 has been Women's Aid, and we have facilitated training by Women's Aid to our employees on issues such as domestic violence and sexual harassment. We have in this way shown support to women not only within our Firm but also as a broad ethos.
- The Firm supports a number of ancillary charities based on feedback from employees as to the causes they would like to support in addition to the Firm's charity partner, which often includes female-driven charity initiatives, such as fundraising for breast cancer charities during Breast Cancer Awareness Month.
- The Firm supports a number of International Women's Day initiatives and events, including holding a charity fundraiser internally, and promoting attendance at external learning events such as webinars provided by VHI on removing bias. The Firm has also annually supported women's charity An Cosán

with a significant attendance at their annual IWD fundraiser luncheon in Dublin, introducing both clients and employees to, and raising funds for, the valuable work done by the charity in supporting education for women from disadvantaged areas and circumstances. The Firm has also held learning sessions on and around International Women's Day at firm-wide update meetings, such as Q&A sessions with female CEOs and industry leaders.

- Employee Assistance Programme: Available for all employees (not only those who are members of our healthcare scheme) and their immediate families via VHI. The programme provides access to online or face to face support, tools and information to assist with a myriad of topics including family and relationships, infertility, post-natal depression, grief, parenting, exam support, work issues, financial and emotional health; not only issues relating to work but any issues that our employees or their families might need support with, on a fully confidential basis.

Commitments

- We will continue to promote the next generation of female leaders within the Firm through our progression pathways, providing opportunities and a positive environment that enables growth and development, and providing guidance and support to our employees to assist in unlocking their potential and progression within the Firm.
- We will review our equality policy on an annual basis to ensure that we safeguard against any employee being treated less favourably or disadvantaged on any of the grounds of equality including gender, family status, etc. and will continue to promote equality and diversity within our policies, practices and procedures. We are committed to preparing as early as possible for the upcoming changes in the Pay Transparency Directive, which we hope will create further opportunities to rectify any gaps identified across the Firm.
- We will continue to focus on improving the gender diversity of our people at the most senior levels, as this is where the current imbalance has been identified, and we are committed to building a balanced and diverse pipeline of talent throughout the Firm as we continue to grow.

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