

Flynn O'Driscoll

Gender Pay Gap Report

November 2026

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.

2026 marks our second-year reporting on gender pay gap statistics. Flynn O'Driscoll currently has 131 employees who are located across the Firm's offices in Dublin, Galway and Shannon.

As per our report in 2025, Flynn O'Driscoll has two legal entities, Flynn O'Driscoll LLP (the "LLP") and Flynn O'Driscoll Management Services Limited (the "Company"). This report will be a combination of data from both entities.

Gender Pay Gap (GPG) reporting in Ireland is a statutory requirement under the Gender Pay Gap Information Act 2021 and the Employment Equality Act 1998. Qualifying organisations are required to calculate and publish their gender pay gap by reference to a snapshot date selected in June of each year. For the purposes of this report, the Firm's snapshot date is 1 June 2026.

As at the snapshot date, 131 employees fall within the scope of the Firm's gender pay gap reporting, of whom 62% are female and 38% are male.

"At Flynn O'Driscoll, we are committed to providing each employee with the correct working environment, opportunity, support and confidence to build a rewarding career."





James Duggan, Managing Partner

Definitions

Gender Pay Gap

Gender Pay Gap is the difference in the average hourly wage of men and women across a workforce.

Median

The median hourly pay is calculated by ranking employees from lowest to highest hourly pay and identifying the employee at the midpoint of the distribution list.

Mean

The mean hourly pay represents the average hourly pay across all employees.

Quartiles

Employees are ranked by hourly remuneration from lowest to highest and grouped into four equal quartiles: lower, lower middle, upper middle and upper. The proportion of male and female employees within each quartile is then expressed as a percentage.

Our Workforce

Female employees are well represented at every level of the Firm, including within our senior and higher-paid roles. This is reflected across key areas of the Firm:

73%
of the Firm's Associates and Senior Associates are female.

7 of 9
salaried Partners are female

3 of 4
heads of department in the Firm's management services company are female.

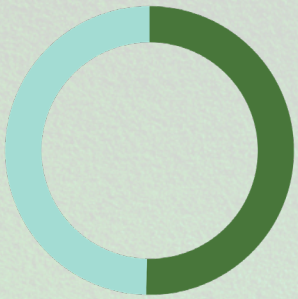
19 of 29
of the Firm's Pre-Trainees and Trainee Solicitors (66%) are female.

The strong representation of female talent at the early stages of the Firm's pipeline provides an important foundation for developing and retaining female talent, and for supporting progression into more senior roles over the course of their careers.

Equity partners are excluded from the figures in this report, as they hold self-employed status as owners of the business rather than employees, and are therefore not required to be included. In the interest of transparency, when equity partners are included, the Firm's mean gender pay gap is 39.8%, reflecting the current composition of the equity partnership.

Hourly Gender Pay Gap

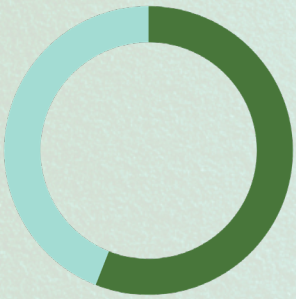
Mean hourly rate



Male
Female

1.5%
Gender pay gap

Median hourly rate



Male
Female

21.3%
Gender pay gap

Mean gender pay gap: 1.5%

The Firm's mean gender pay gap of 1.5% reflects a marginal difference in average hourly pay between male and female employees, demonstrating that average pay across the Firm remains closely aligned. This compares with a mean gap of -1.9% in 2025, which was marginally in favour of female employees. The movement between the two years is modest and remains within a narrow range, indicating a consistent position of near parity in average hourly pay.

The mean, which takes account of remuneration across the full pay range, is supported by the strong representation of female employees within the upper pay quartile, bringing average hourly pay into close alignment. Further detail on this distribution is provided in the Pay Quartiles section below.

GENDER PAY GAP REPORT

Median gender pay gap: 21.3%

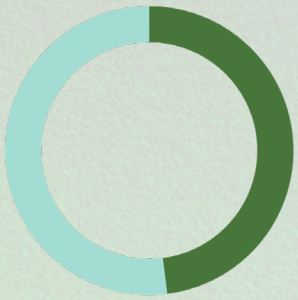
The median gender pay gap measures the difference in hourly pay between the female and male employees positioned at the midpoint of their respective pay distributions. The Firm's median gap of 21.3% reflects a higher midpoint in hourly pay for male employees relative to female employees.

Female employees represent 62% of the Firm's employees and have strong representation both at partner level, including among higher-remunerated roles, and within more junior administrative positions. This distribution means that the Firm's mean gender pay gap is at or around parity, as noted above. However, it also affects the median calculation: the median male employee by remuneration holds a mid-ranking position within the Firm, while the median female employee holds a more junior administrative role. The difference between these two roles results in a median gender pay gap of 21.3%. The partners are satisfied that this statistical outcome reflects the distribution of male and female employees across different roles and levels within the Firm, rather than an issue of pay equity. The Firm remains committed to ensuring fair and equitable remuneration across the organisation.

The increase in the median gap from 5.2% in 2025 is primarily attributable to changes in the composition of the Firm's workforce during the reporting period. Movements in headcount, including recruitment, departures and internal progression, alter the profile of employees at each pay level and, in turn, shift the position of the midpoint within each group. With 131 employees in scope, the Firm's median figures are particularly sensitive to such changes, as relatively small movements in the number of female or male employees at particular pay levels can have a pronounced effect on where the midpoint falls.

Bonus Gender Pay Gap

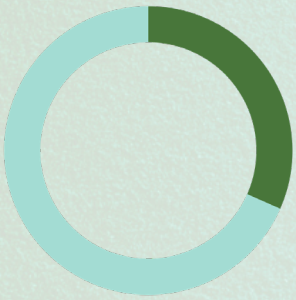
Mean bonus pay



Male
Female

-8.3%
Gender pay gap

Median bonus pay



Male
Female

-116.4%
Gender pay gap

The Firm's bonus gender pay gap figures are favourable to female employees on both the mean and median measures. The mean bonus gap of -8.3% reflects a modest difference in average bonus payments in favour of female employees and remains broadly consistent with the 2025 figure of -9.9%.

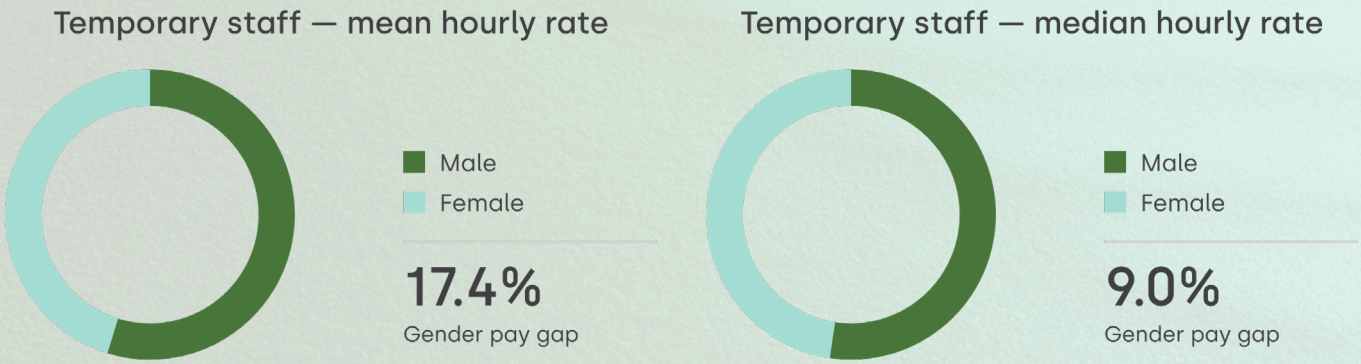
The median bonus gap of -116.4% represents a movement from -36.0% in 2025 and remains in favour of female employees. The median bonus gap compares the median bonus payment within the female group with the median bonus payment within the male group.

When bonus payments to female and male employees are each ranked from lowest to highest, the midpoint payment within the female group is at a higher level than that within the male group. As each median is based on a single central value within its group, it is particularly sensitive to changes in the number and distribution of bonus recipients and can therefore vary considerably from one year to the next.

The female and male employees at the midpoint of each group hold different roles and levels of seniority, and so are not direct comparators. The midpoint of the female group falls at a more senior level than the midpoint of the male group. The male bonus cohort is also smaller, so its median is more sensitive to small changes in numbers. Together, these factors account for much of the movement in the median bonus gap this year.

Bonus outcomes are influenced by a range of factors, including individual remuneration, individual performance, role, seniority, and the timing and nature of payments. The Firm will continue to monitor its bonus data alongside its wider gender pay gap data to understand the factors underlying these movements.

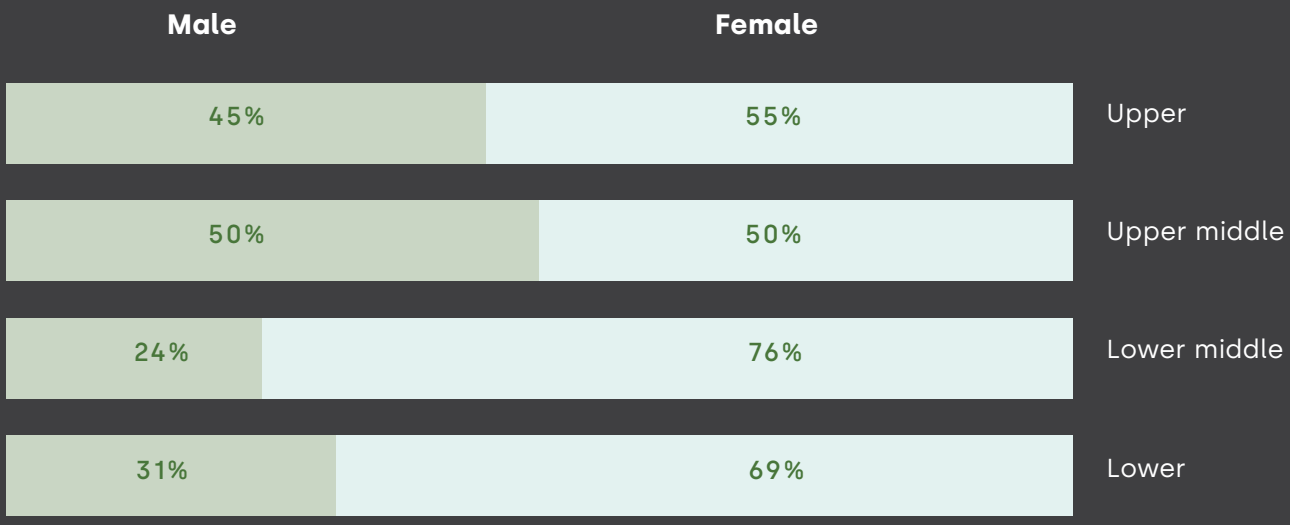
Temporary Contract Gender Pay Gap



The Firm's temporary contract gender pay gap is 17.4% on a mean basis and 9.0% on a median basis, reflecting a higher level of average and midpoint hourly pay for male employees on temporary contracts relative to their female counterparts. Given the relatively small number of employees engaged on temporary contracts, these figures are particularly sensitive to the nature and seniority of the specific roles held at the snapshot date, and individual appointments can have a significant influence on the overall outcome. The Firm will continue to monitor these figures as part of its wider gender pay gap analysis.

Pay Quartiles

The Gender Pay Gap Information Act 2021 requires the hourly remuneration of all employees to be ranked from lowest to highest and divided into four equal pay quartiles, with the proportion of female and male employees reported for each. This provides important context for the Firm's hourly gender pay gap figures set out above.

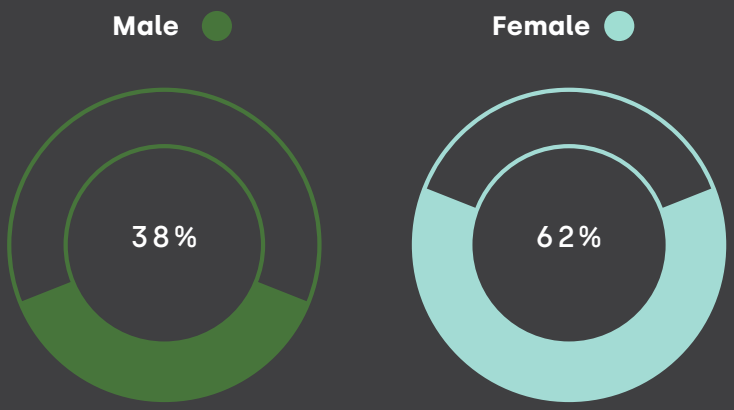


Female employees form the majority in three of the four pay quartiles, including the upper quartile, where they account for 55% of employees. Representation is evenly balanced in the upper-middle quartile, at 50% female and 50% male. Female representation is highest in the lower middle and lower quartiles, at 76% and 69% respectively.

While male employees make up 38% of the overall workforce, they are more balanced in the two upper quartiles than the two lower quartiles. This distribution is the principal factor behind the Firm's median gender pay gap, while the strong representation of female employees in the upper quartile supports the close alignment of the mean.

Gender **Breakdown**

Gender breakdown across all employees is 62% female, 38% male.



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.



Ongoing Actions & Commitments

Following our second year of reporting on Gender Pay Gap, we recognise there is further opportunity to strengthen gender balance across the Firm. We have therefore outlined a range of actions and commitments to support continued progress and promote greater gender balance at every level of the Firm.

Actions

- **Employment Policies**
  We have developed a dedicated resource hub, available to all staff, with accessible guidance on our leave policies. Each year, we review our policies to identify opportunities for improvement and consider where we can go beyond statutory requirements to further support our employees.

- **Diversity & Inclusion**
  Our commitment to diversity and inclusion is embedded across the Firm through a dedicated D&I programme, supported by the Irish Centre for Diversity. We are focused on fostering a culture where everyone feels valued, respected and able to thrive. Our commitment to engagement and action helps ensure an inclusive environment where our people can thrive, making Flynn O'Driscoll a great place to build a career.

- **Mentorship Programme**
  We continue to run our annual mentorship programme, building on the strong positive feedback received from participants. The programme supports both female-to-female mentoring relationships and all colleagues across the Firm in their professional development and progression towards senior-level roles.

- **Employee Assistance Programme**
  Our Vhi Employee Assistance Programme provides all employees with confidential support across a range of personal and work-related matters. This helps employees access advice and support when they need it, promoting overall wellbeing and helping them feel supported both inside and outside of the workplace.

- **Flexible & Hybrid Working**
  We continue to support hybrid and flexible working arrangements that promote a healthy work-life balance and provide greater flexibility for employees with caring responsibilities or dependants.

- **Family Leave & Return to Work Support**
  We have a strong range of family and wellbeing policies in place, including Maternity Leave, Menopause, Fertility Treatment and Surrogacy policies, which reflect our commitment to supporting our people throughout different stages of their lives and careers. We have also introduced a return-to-work induction for colleagues coming back from maternity leave, supporting a smooth transition and providing an opportunity to discuss leave arrangements and resources available.

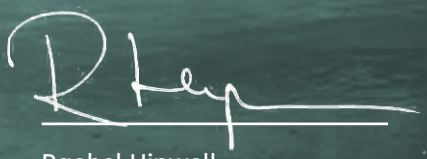
- **Leadership**
  Modular training was provided to all professionals in leadership roles to equip them with the skills, knowledge and behaviours needed to effectively support, engage and develop their teams, while fostering a positive, inclusive and high-performing workplace. This will be further rolled out to other senior colleagues in order to prepare them for future leadership roles.

Commitments

- We will continue our commitment to supporting the career development and progression of our female employees by providing access to training, coaching and development opportunities that build the skills and experience needed to progress their careers.
- We will regularly review gender representation, promotions, recruitment, turnover, pay and participation in development opportunities to identify any areas that need attention. This will help us understand where gaps may exist and take appropriate steps to support greater gender equality across the Firm.

Declaration

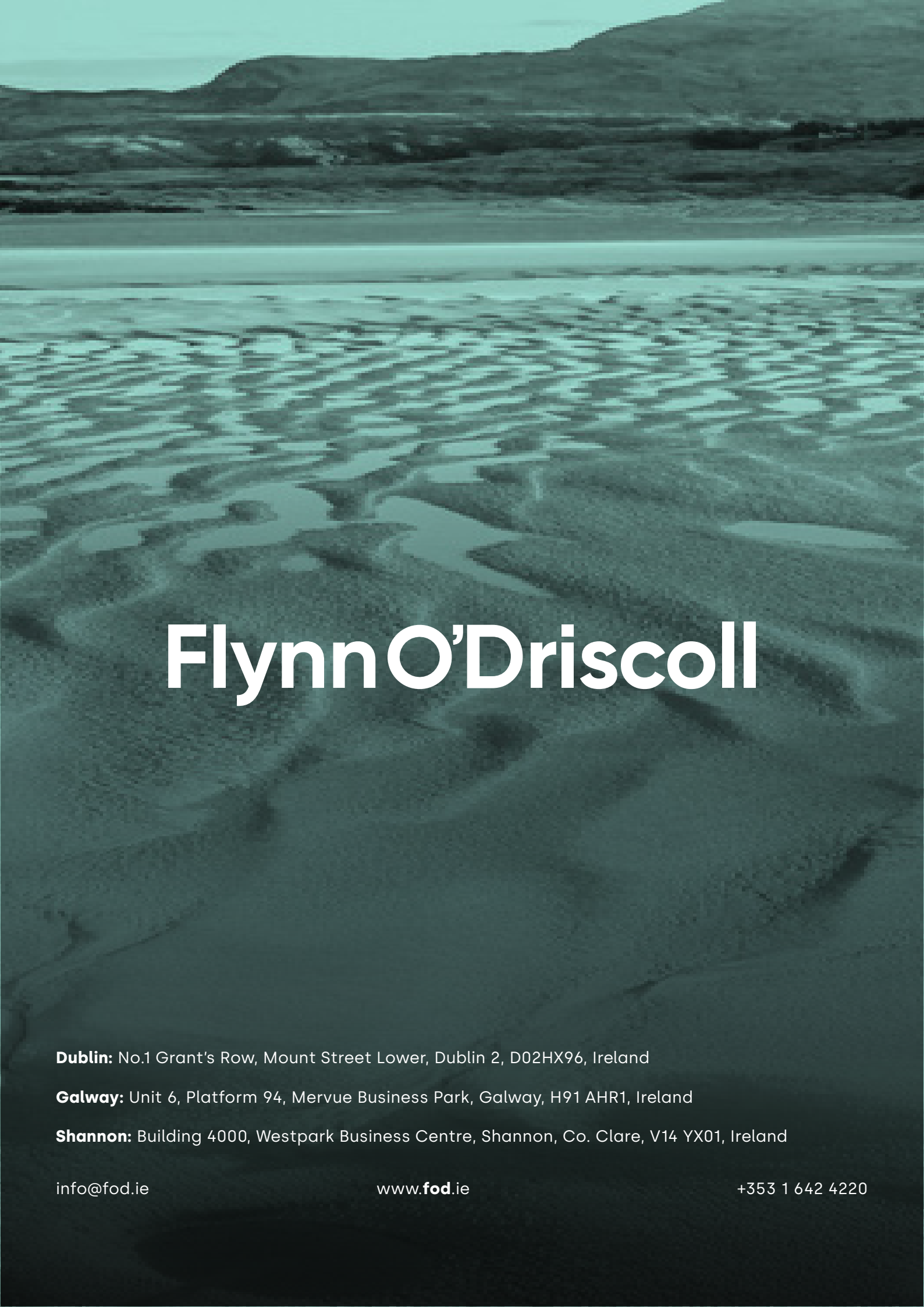
We confirm the enclosed information and data reported is accurate and meets the requirements of the **Gender Pay Gap Information Act 2021** and the **Employment Equality Act 1998.**



Rachel Hipwell
Head of Human Resources



James Duggan
Managing Partner



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