

GENDER PAY GAP REPORT 2025

DIVERSITY AT A&L GOODBODY



David Widger
Managing Partner

Welcome to our Gender Pay Gap Report for 2025. At A&L Goodbody, diversity and inclusion are fundamental to our long-term vision and business strategy. We continue to make progress under our responsible business strategy ‘Our future with purpose – ALG’s commitment to sustainability’. We recognise that a truly inclusive workplace not only benefits our people but also drives innovation, strengthens client relationships and enhances our reputation within the legal sector.

The gender pay gap highlights and encourages equal gender representation. We continue to take actions to improve our gender equality. Our progress is steady, but we are moving in the right direction. By embedding diversity and inclusion into our strategic priorities, we are ensuring that our policies and practices deliver sustainable change. I am confident that through our commitment to continuous improvement and by fostering an environment where everyone can flourish, we will continue to make meaningful progress over time.

In 2025 we were incredibly proud to be named Company of the Year 2025 at the National Diversity & Inclusion Awards, European Outstanding DEI Firm by Chambers Europe and we achieved the Gold Diversity Mark accredited by the Irish Centre for Diversity – one of only 35 organisations in Ireland to achieve this. This external recognition is testament to our commitment to be an inclusive and diverse workplace. It also reinforces our resolve to lead by example and set new standards for diversity, equity and inclusion within our industry.

OUR GENDER DIVERSITY

Under our Responsible Business strategy, our DARE Programme – daily action; real equality – supports our focus on gender equality. The objective of DARE is to provide an environment where our people are given the same opportunities and experiences to progress in their chosen career path, and to address any headwinds and inequalities that may exist.

The focus for DARE is to provide an environment where more females progress to senior positions in ALG. This year we have, once again, increased female representation in our partnership to 36%, up from 35% last year. If we factor in our latest round of partner promotions, this statistic improves again to approximately 40% from 1 January 2026.



GENDER DIVERSITY COMMITTEE

Our Gender Diversity Committee comprises senior partners and business services professionals and develops and executes our DARE strategy. Their focus is on the systemic and big picture issues that are proven to make a difference. For example, talent mapping, sponsorship and senior lateral hires.



DIVERSITY AND INCLUSION PRINCIPLES

Through focus groups with our people, we developed a set of diversity and inclusion principles that help guide our behaviour and channel our focus as a firm. The principles are: be kind, be curious, be brave and be accountable.



DARE CHAMPIONS

We have a network of gender champions in every practice group and business team in the firm, across all levels. Their focus is on helping us to ensure that our environment fosters inclusion and encourages people to aspire to reach their personal professional goals. We do this through discussion, training, profiling role models and practical day to day actions that support our goals.



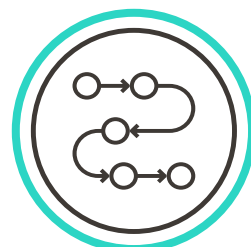
UNCONSCIOUS BIAS TRAINING

All partners and senior leaders are provided with ongoing, focused bias training to raise awareness of our natural biases and help to ensure that business, client and talent decisions are made without bias to gender or any of our other inclusion pillars. Timing of training is proven to be important, and we look to provide bespoke training at key times, for example, prior to interviews, promotional processes and performance reviews.



RECRUITMENT AND PROGRESSION

Our recruitment processes ensure there is equality in gender representation of candidates, wherever possible. We also ensure that interview panels are balanced and representative of teams and practice areas. Currently, our leadership pipeline is 50:50. Our goal is to have equality in promotions to partner on a three-year rolling basis – and we have achieved this over the last five years.



NEW POLICIES AND PRACTICES

Over the last few years we have developed and implemented a range of new policies to provide greater opportunities and support for parents in our firm. These include enhanced maternity, paternity and parental leave, coaching before and after maternity leave as well as a phased return, shared maternity leave, a crèche benefit and flexible work practices, as well as group coaching for new dads.



FEMALE LEADERSHIP INITIATIVE (FLI)

In 2023 we launched our sponsorship programme FLI, focused on our senior women lawyers to provide greater opportunity for them to reach their full potential. At its heart, the aim of FLI is to engage, retain, develop and promote more of our talented women to senior roles. This has been an important initiative at the firm and central to it is active, 1:1 sponsorship of female salaried partners by senior partners in the firm.

OUR GENDER PAY GAP IN IRELAND

Under the gender pay gap legislation, public and private sector employers with more than 50 employees are required to report their gender pay gap between male and female employees.

The gender pay gap is not about equal pay for equal work. It is about gender representation in an organisation. The gender pay gap takes average hourly pay across all employee roles and levels and compares the average for women against the average for men. If there is a difference one way or the other, that difference is called a gender pay gap.

The purpose of the gender pay gap legislation is to highlight where there is more of one gender than another in our firm overall or at different levels in our firm.

Partners

All employees are included in the data required under the gender pay gap legislation. ALG’s partnership comprises both ‘salaried partners’ and ‘equity partners’ and for transparency and completeness, we have reported gender pay gap figures which exclude all partners and also figures that exclude and include equity partners. For the avoidance of doubt, unless noted, ‘all employees’ include salaried partners.

GENDER PAY GAP REMUNERATION

all employees excluding all partners

Year	2025	2024
Mean	9.9%	12.4%
Median	23.1%	24.7%

all employees excluding equity partners

Year	2025	2024
Mean	17.3%	20.2%
Median	26.6%	34.0%

all employees including all partners

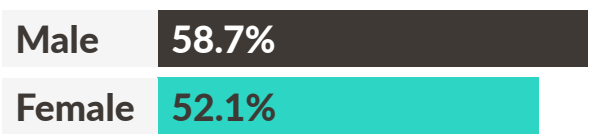
Year	2025	2024
Mean	58%	58%

BONUS

Gender pay gap bonus
all employees

Year	2025	2024
Mean	43.8%	42%
Median	47.18%	34.1%

Proportion receiving a bonus in 2025
all employees



OTHER PAY GAP REPORTING

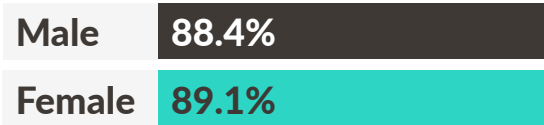
Part time remuneration
all employees

Year	2025	2024
Mean	-125%	-83%
Median	-47.6%	-23.3%

Temporary contracts remuneration
all employees

Year	2025	2024
Mean	-2.0%	5.5%
Median	0.0%	0.1%

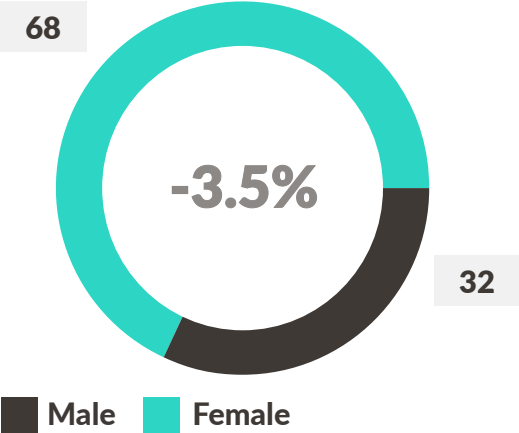
Benefits in kind 2025
all employees



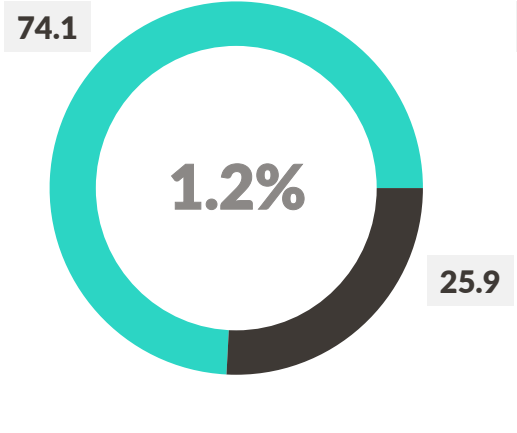
MEAN HOURLY PAY GAP QUARTILES

all employees excluding equity partners in 2025

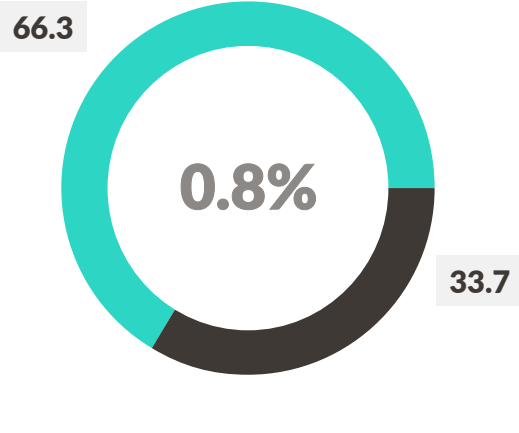
Lower



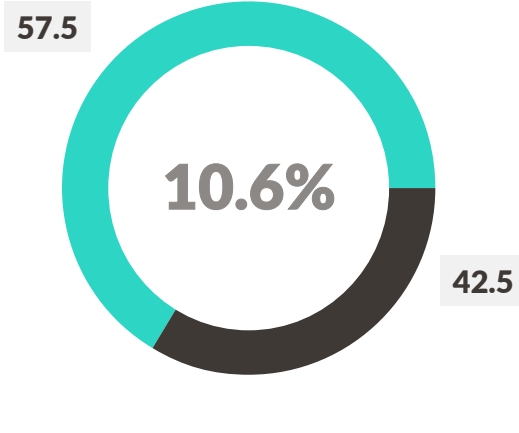
Lower middle



Upper middle



Upper



COMMENTARY ON:

Gender pay gap

66% of our employees and 60% of our lawyers are female and we have good representation across most levels in the firm. Our compensation structure is such that lawyers are paid the same base salary depending on how long they have been qualified.

At most levels in the firm we do not have a gender pay gap. However, there are instances where the gender representation is not equal, therefore creating a pay gap.

When you exclude all partners, our gender pay gap is 9.9%, which has improved by more than two percentage points on 2024 (12.4%). This gap is largely due to the higher number of females in support roles in the lower quartile. For example, 99% of our personal assistants are women, and a majority of our junior team members in business services are also female. This is seen in the reverse gender pay gap in our lower quartile.

At partner level the proportion of females is less, with 36% of our partners being female. This has improved slightly on last

year when 35% of partners were female. The representation of female partners, and their relative seniority, contributes significantly to our overall gender pay gap of 17.3%, excluding equity partners. However, this has reduced by nearly three percentage points on last year (2024: 20.2%). This reduction is mainly due to the increase in proportion of women partners and senior leaders as a result of the retention, progression and promotion of females and targeted lateral hires. The pay gap is wider when you include equity partners at 58%. However, the actual number of female partners at equity level is increasing. This will result in our gender pay gap decreasing further over time, delivering on our commitment to gender diversity.

It is the gender imbalance at partner and senior professional level, where remuneration is highest, where the greatest pay gap occurs. This can be seen in the remuneration pay gap quartiles data. The pay gap is further impacted by seniority and length of service, where we have more senior and long-serving male partners than senior and long-serving female partners.

Bonus pay gap

The mean bonus pay gap is 43.8%, which is up slightly on 2024 (42%). Once again, the bonus pay gap is significantly impacted by the upper quartile which includes senior associates, partners and other senior professionals. The proportion of women who receive a bonus has narrowed to just over six percentage points less than the proportion of men, down from 12 percentage points in 2024. In addition, more lower-paid female employees received a bonus payment in the reporting period, so increasing both the mean and median.

We have a structured bonus plan for fee earners, where all fee earners at the same level have the opportunity to take part in the same bonus scheme for their level. A portion of the bonus is based on executive skills and contribution to the firm. Men and women score equally well in this area. The other portion is calculated based on hours worked on client matters and the resultant fees. In the upper quartile, men tend to score higher in this area. We will continue to consider how we can better address this gap.

In addition, where someone works a reduced schedule or takes a period of paid or unpaid leave, their bonus opportunity is prorated to reflect their reduced schedule or leave and therefore lower payment is received. This has a material impact on the bonus pay gap and the gender pay gap legislation's methodology does not take account of this.

ACTION PLAN

Our focus is on improving the gender diversity of our people at senior levels – this is where the current imbalance resides – and continuing to build a balanced and diverse pipeline of talent throughout the firm.

These initiatives will continue to provide more opportunities for women to progress their careers in ALG. We will maintain focus on our action plan in the following core areas:

- **Talent development** – ensuring that we provide equal opportunity for people to learn and develop to progress their chosen career paths. Our current leadership pipeline is equally split 50/50.
- **Leverage DARE** to ensure that we are uncovering, discussing and addressing any systemic issues that might exist.
- **Talent recruitment** – continue to ensure that our recruitment process, from graduates to experienced hires, is fair, balanced and open to all.

- **Talent progression** – continue to ensure a balanced progression through the firm, right up to senior levels. Our goal is to promote an equal proportion of men and women to partner over a rolling three-year period.
- **Sponsorship** – providing sponsorship and mentoring for our female lawyers looking to achieve senior positions in the firm.
- **Work allocation** – continue to ensure that our work allocation process provides equal opportunities for people to develop and work on a wide range of engagements.
- **Inclusive policies and work practices** – continuing to introduce policies and practices that support an inclusive and diverse culture.

The Gender Diversity Committee and the DARE Champions continuously seek feedback and ideas from our people on initiatives that will improve our gender diversity at senior levels.

TERMS

Salary partner

A partner who is paid a salary and is considered an ‘employee’ of the firm.

Equity partner

A partner who is considered an ‘owner’ of the firm and not an employee.

Gender pay gap

The difference between the hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the hourly remuneration of employees of the male.

Mean

The average of a data set of numbers, i.e. the average hourly remuneration or the average bonus.

Median

The mid-point between the highest number in a data set and the lowest, i.e. half way between the highest salary or bonus and the lowest.

Further information on A&L Goodbody LLP visit algoodbody.com