Ireland Gender Pay Gap Report 2025

Published on 7 November 2025 with a snapshot date of 7 June 2025

Kennedys

Building a fair, diverse and inclusive firm is essential for our future success. It will help us to attract and retain the best talent, drive innovation, and deliver the best experience for our people and clients.

Foreword

At Kennedys, we are committed to fostering a diverse, inclusive and equitable workplace. We know this is key to building a workplace where people can thrive and develop. This is the first publication of our Irish Gender Pay Gap. The report is an important way for us to be transparent about our progress, reflect on our challenges and outline the commitments we are making as a Firm to continue to drive improvement.

This report covers our mean and median pay gaps, our bonus pay gap and our recipients of benefits in kind. It also includes a detailed analysis of the statistics and the steps we are taking to address the gender pay gap.

Overall, our mean hourly pay gap is 5%, which means that our average male employee earns 5% more than our average female employee.

As a Firm, we remain committed to increasing female representation at senior levels through supporting our pipeline of female candidates into senior positions and partnership. We do this through mentoring, sponsorship and enhanced flexibility ensuring that everyone has equal opportunities to succeed.

A message from our Ireland Managing Partner, Joanne O’Sullivan

We are proud of the initiatives we have introduced and remain committed to ensuring equal opportunities. We have 37.5% female partnership in Ireland, putting us on track to meet our Firm-wide goal of 40% female partnership by 2030.

Looking forward, we will continue to drive meaningful change through targeted initiatives that support women’s development at all levels. We remain committed to our diversity, equity and inclusion efforts, ensuring that talent and ambition determine career progression and reward. I am proud to be a female Managing Partner in a Firm where 60% of the Executive Group are women.

Our reporting

As of the snapshot date of 7th June 2025, we have 81* colleagues based in Ireland, and women make up 64% of this workforce.

What is the gender pay gap?

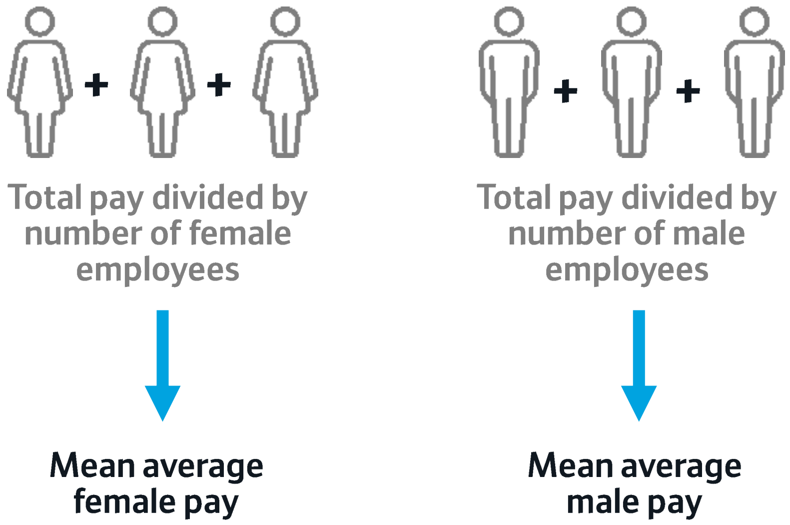
The gender pay gap is the difference in the average hourly wage of men and women across a workforce.

It is not measured by reference to equal pay, which looks at men and women performing equal work, but is the measure of the difference between men and women's average earnings across all Ireland employees.

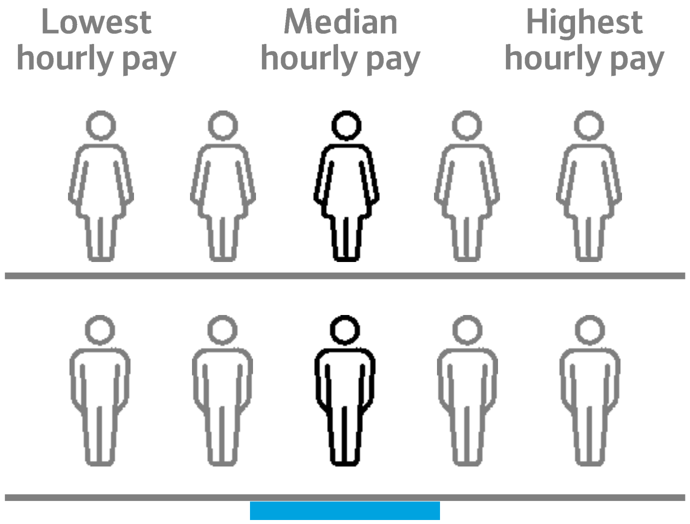
It also looks at bonus, benefits in kind, and percentages of women that sit within four pay quartiles.

How we measure the gender pay gap

We calculate the mean and median gender pay gaps. The mean is the difference between the average hourly rate of pay/bonus for all men and women, and the median is the difference between the middle rate of pay/bonus for all men and women when hourly rate is ranked in numerical order.



The mean is affected by high and low earners, especially by extreme outliers. This reflects the overall distribution of men and women across all pay levels.



The median is less affected by outliers and highlights more typical pay scenarios as it represents the middle rate of pay/bonus.

*This includes full time, part time, and temporary employees.

Our results

Hourly pay gap

The difference in hourly pay between women and men, as a percentage.

All employees

Mean	Median
5.01%	**2.78%**

Temporary employees

This includes trainees, interns and lawyers on a Fixed Term Contract (FTC).

Mean	Median
-13.69%	**-6.41%**

Part-time employees

There is no pay gap to report for this group as all part-time employees are women.

Overall, the mean and median hourly gender pay gaps for all employees are slightly in favour of men. This is mainly because proportionally more men hold senior roles, which are typically better paid. However, the gap is relatively narrow, suggesting positive steps have been taken to close the gender pay gap.

The median pay gap for temporary employees is in favour of women, showing that on average, women who are temporary employees earn more than male temporary employees.

There is no part-time pay gap, as currently, there are only women working part-time.

Benefits in kind recipients

The percentage of women and men who received benefits in kind during the twelve-month period preceding the snapshot date. These are non-cash benefits provided to employees, such as private medical insurance.

All employees

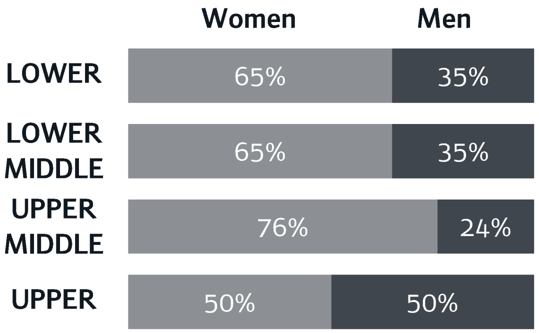
Women	Men
63.50%	**58.60%**

All employees are eligible for benefits in kind and a greater proportion of women are opting into benefits in kind.

Our results continued

Pay quartiles

The proportion of female and male employees by quartile pay bands, calculated by ranking all employees' hourly pay in numerical order and splitting them into four equal groups.



Women outnumber men in all quartiles, bar the upper quartile where the numbers are equal.

We have analysed the mean and median pay gaps per quartile. The majority are in favour of women, with any pay gaps being 2.28% (median at upper quartile) or less.

Bonus pay gap

The difference in bonus pay between women and men, as a percentage.

All employees

Mean	Median
40.67%	**50.00%**

Bonus pay recipients

The percentage of women and men who received bonus pay during the twelve-month period preceding the snapshot date. This is not adjusted for part time working.

All employees

Women	Men
46.20%	**41.40%**

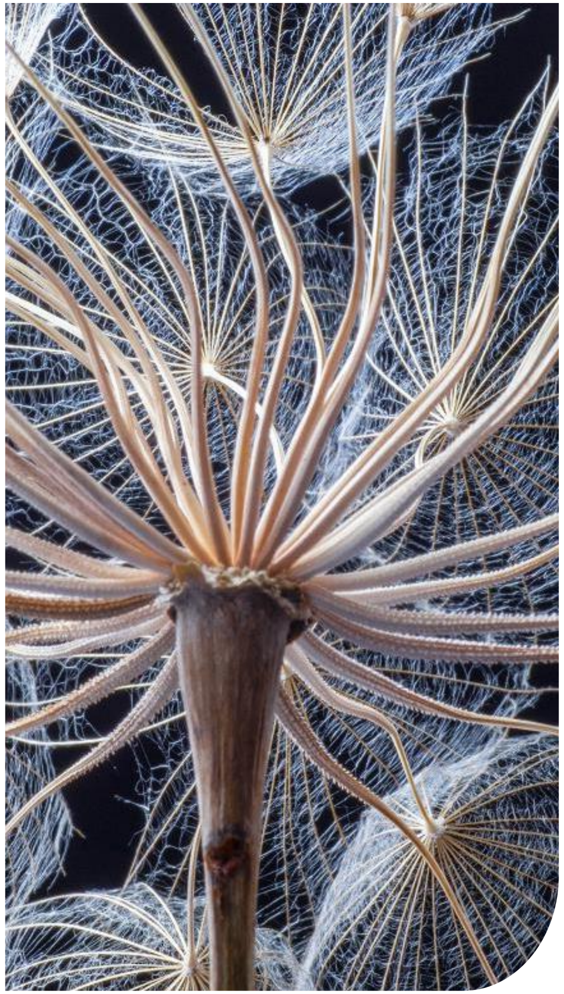
In line with regulations, our bonus pay gap includes all bonus payments made to employees. These include a range of performance-based bonuses, from lower value one-off payments for exceptional work, to higher value discretionary payments which are awarded as a percentage of a salary and linked to financial targets.

The gap is primarily driven by the inclusion of both types of bonus, since a larger proportion of women receive the lower-value bonuses.

When discretionary bonuses exclusively are considered the pay gap reduces to 15%. This is still a notable gap and is because, proportionately, more men are in high-paid and senior roles, which translates to receiving higher bonuses. It is impacted by parental leave, career breaks and flexible working arrangements, which are more commonly taken up by women and can impact the bonus eligibility and size of payment. As it is based on actual sums paid it is also impacted by the fact only women work part time, which impacts the size of the bonus.

Interns and trainee solicitors are not eligible for bonus payments. This further drives the pay gap as it affects 19% of women, compared to 10% of men.

Potential drivers of the gender pay gap



As of 7th June 2025, our mean pay gap is 5.01% and our median hourly pay gap is 2.78%. Whilst the pay gap still exists, this is a relatively small pay gap, which indicates that men and women are paid, by the hour, relatively equally.

Despite more women receiving a bonus than men, our bonus pay gap is much more significant than our hourly pay gap. This is because the bonus gap includes all bonuses paid, including lower paid performance bonuses which more women are in receipt of. Men also occupy a greater proportion of higher paid roles, which attract larger bonuses as a proportion of their salary.

Women make up 64% of the workforce at Kennedys, yet 75% occupy roles falling within the middle quartiles which do not attract the highest salaries.

These quartiles include lower paid roles, such as trainees and legal administrators which contributes to driving the pay gap.

Only 19% of women occupy Legal Director roles which are primarily within the upper quartile, compared to 38% of men. This means that, proportionally, men dominate the senior and therefore higher-paid roles. These are also linked to high value bonuses, driving our bonus pay gap. The gap is also driven by women representing the majority of those taking parental leave, career breaks and flexible working arrangements, which can impact the size of the bonus payment.

The Law Society of Ireland states that women make up 53% of the profession, which means Kennedys' composition broadly reflects wider industry trends, but has a slightly higher proportion of women overall (64%).

Whilst we ensure our recruitment and selection processes are gender neutral and inclusive to all, we continue to see a talent pool predominantly made up of women for administrative and entry-level roles.

We have increased our transparency around roles and appointments, particularly at senior leadership level. This has included publicising the appointment process and criteria for these roles to ensure increased transparency and support the diversity of candidates applying.

Actions to close the gap

Over the past year we have made progress against our diversity goals. Some of the work has included:

Being open and intentional

- We have improved transparency around pay and bonuses. Our new global pay policy outlines how pay is determined and the data used to inform decisions. It is accessible via our Intranet.
- We have enhanced our total reward approach, with greater transparency regarding performance-based pay schemes that recognise and reward exceptional individual performance. This helps to fairly reward and retain all our people.
- In order to give greater clarity, the criteria for the Legal Director role has been refreshed and republished so that all employees know what is expected in the role. This is aligned to the firm's strategy and ensures greater transparency.
- To ensure opportunities for advancement are inclusive for all, we improved transparency around appointment and election processes for senior leadership roles. This is in line with the Mansfield Certification.
- We are preparing for the 2026 EU Pay Transparency Directive which will further ensure gender pay equity.

Improving our offering

- We have revised our performance development review process for business services colleagues through our new Success Map competency framework and a performance development process. This enables a clear career development pathway and greater transparency and frequency of career and performance conversations.
- We launched our new reporting platform, Speak Up. This channel allows people to anonymously raise concerns about discrimination, bias, sexual harassment, and bullying.
- We offer fertility and family leave to all employees, regardless of gender, and extend our support to those returning from parental leave by providing additional coaching sessions.

Engaging our people

- Our first global employee opinion survey, launched in March 2024, provided the opportunity for people to share their views, confidently and confidentially, and produced measurable data that drives forward targeted action plans to improve employee experience. We are working on running our second survey will run this again before the end of 2025.
- We launched our refreshed wellbeing strategy, enabling our people to be themselves and perform at their best. To support this, we have a network of wellbeing champions, and launched a campaign to promote psychological safety, which included senior leaders talking about a range of issues that impact personal life.
- We have mentoring schemes so junior female colleagues can receive mentorship and sponsorship, whilst demystifying senior roles.
- We have invited colleagues from Ireland to join our Rainbow (LGBTQ+), PACT (Parents and Carers), Embrace (Cultural and Ethnicity) and DANDI (Disability and neurodiversity) networks. These provide additional support and strength networks.
- For International Men's Day, we're shining a light on men who have taken parental leave - sharing their stories to break down stigma and inspire open conversations worldwide.

Looking ahead

We recognise there is still work to be done and have identified some key areas of focus, for the next year, to which we will hold ourselves accountable.

one

Launch Pathways to Leadership: an action plan which will improve transparency and access to equal opportunities to leadership for all.

two

Continue to increase transparency around pay, bonuses and appointment processes.

three

Extend our Women at Kennedys network to Irish colleagues to foster a culture of mentorship and knowledge sharing.

four

Continue to collaborate with our networks to identify and address barriers to change.

Declaration

We confirm that Kennedys' gender pay gap calculations are accurate and have been carried out in line with the methodology provided in The Employment Equality Act 1998 (section 20A) (Gender Pay Gap Information) (Amendment) Regulations 2025.

Andrew McGahey

EMEA Managing Partner

Joanne O'Sullivan

Ireland Managing Partner

Emma Cooper

HR Director - UK and EMEA

Lorna Culpin

Diversity, Equity and Inclusion Manager

Legislation in Ireland requires organisations with 50+ employees to report on their Gender Pay Gap. The gender pay gap is not measured by reference to equal pay, which looks at men and women performing equal work, but is the measure of the difference between men and women's average earnings across all Ireland employees.

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