

Gender pay gap report - Ireland

November 2025

Making financial services work

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Introduction

We are pleased to share our gender pay gap analysis for Ireland for the first time. Providing equality of opportunity for all people is strategically important to us at Walkers and is simply the right thing to do.

Walkers is a meritocratic firm where we reward all employees equally for the work they perform. Our success as a firm demands a broad range of skills and experience and a willingness to embrace diversity, equity and inclusion (**DEI**). We are on a bold, ambitious journey to being a leader in DEI, for both our people and our clients. We know that the best way to deliver excellence is to embrace DEI, and that aligning the interests of our business with the interests of our people is the key to this.

Diversity is the beating heart of our firm globally, and it is our approach to equity that helps to ensure that people from all backgrounds and walks of life have the opportunity to join our team. We currently have over 80 volunteers across our eight DEI committees globally, with over 10 volunteers on our DEI committee in Ireland.

Gender split is almost 50:50 in our senior management team globally, and across the firm we are working hard to ensure that women and men enjoy the same opportunities. The publication of this, our first gender pay gap report, represents an opportunity to identify where we are on this journey in Ireland. By sharing this data and our analysis, we aim to foster an open dialogue about our progress and the areas where we can further improve. Our commitment is to use these insights to inform our ongoing strategies for creating a fairer and more inclusive environment for everyone at Walkers.

Gender pay gap reporting

- We have prepared this report in line with the statutory requirements of gender pay gap reporting legislation in Ireland.
- A **Glossary of key terms** is included to explain the metrics on which we are required to report.
- We summarise our gender pay data, provide a commentary on our gender pay gaps in Ireland, and outline our plans and commitment to close the gap.
- We also include in the **Appendix** to this report a detailed breakdown of our results across each of our three employer entities in Ireland, and on a combined basis. All data is as of our chosen snapshot date of **25 June 2025**.

Walkers in Ireland

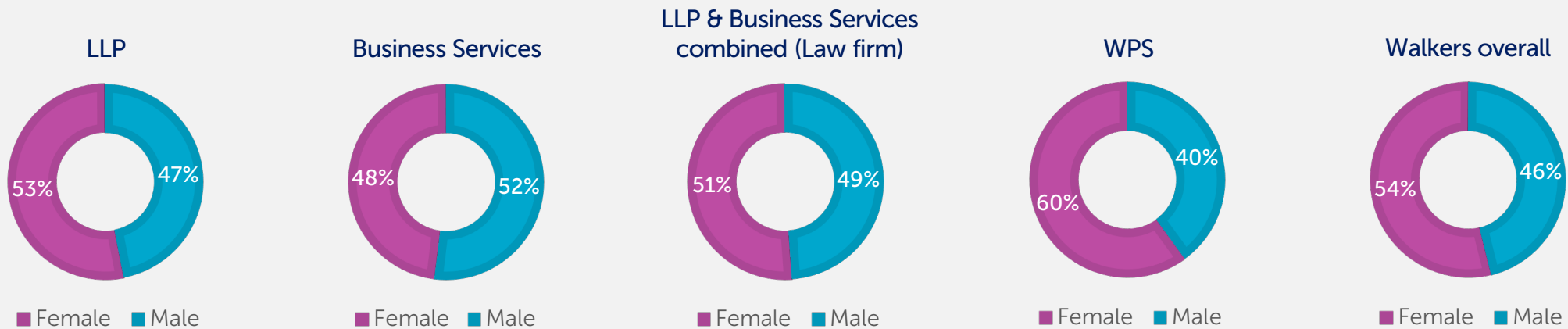
Walkers has three employer entities in Ireland:

- **Walkers (Ireland) LLP (LLP)** which is engaged in the provision of legal services in Ireland.
- **Walkers Professional Support Services Private Unlimited Company (Business Services)** mainly remunerates those colleagues who work in business services and administrative support roles within our firm.
- **Walkers Corporate Services (Ireland) Limited (WPS)** provides corporate administration services in Ireland.

Both LLP and WPS have each reached the threshold of 50 employees for gender pay gap reporting in 2025. We have also chosen to voluntarily report on Business Services for this year, and we are reporting on each employer entity on an individual basis, and also combined, which we believe provides a more complete pay gap picture for our organisation in Ireland.

Our gender breakdown of employees across our three employer entities, and combined, is illustrated below and shows a marginally higher proportion of female employees in two of our three employer entities, and overall.

Our gender breakdown



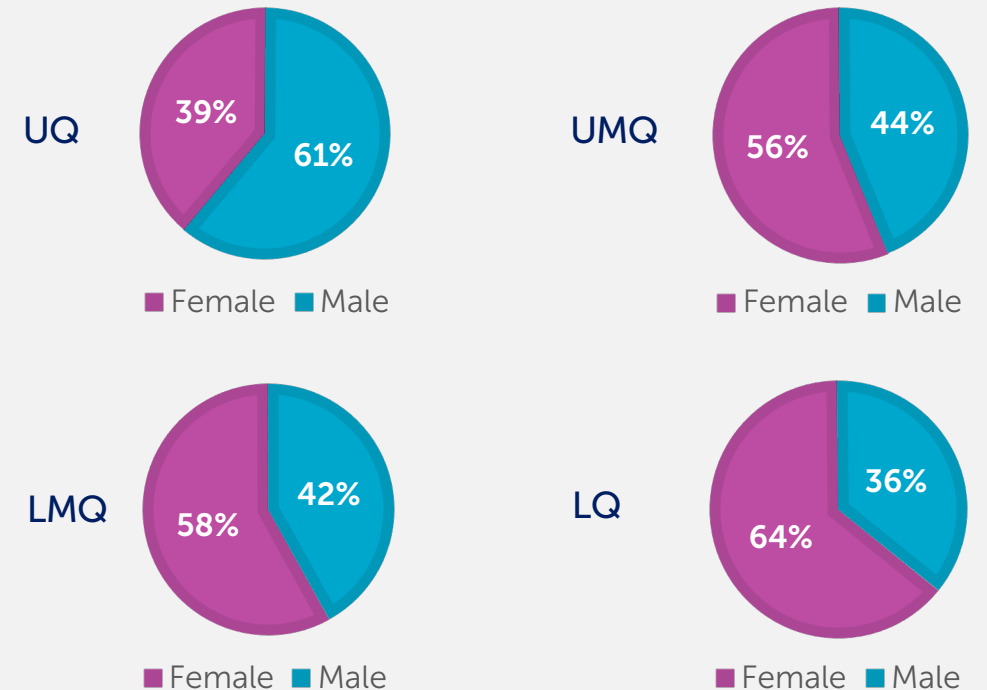
Gender pay gap summary - Overall

Our overall mean pay gap is 21% and our overall median pay gap is 22.9%. Our overall mean bonus gap is 14.5% and our overall median bonus gap is 31.9%. Breakdowns in respect of each of LLP, Business Services and WPS are set out in the **Appendix** to this report.

Our pay gap is affected by the proportions of male and female employees at different levels, and in different roles across our employer entities in Ireland. This is apparent when we look at our pay quartiles which show a higher proportion of female employees in the lower quartile (LQ), lower middle quartile (LMQ) and upper middle quartile (UMQ), but a higher proportion of male employees in our upper quartile (UQ), the highest pay quartile of our combined firm. This imbalance in turn impacts the average and median pay rates across male and female employees which results in our pay gaps.

Consistent with many organisations, a gender pay gap will arise even when there are no equal pay issues where the proportion of male and female employees in more junior and senior roles differs. This is the case in Walkers where our gender pay gaps are not attributable to Walkers paying men and women differently for equal and comparable work. However, we can reduce these gaps by improving the gender balance at all levels including at our more senior levels, in addition to continuing our journey of ensuring a diverse pipeline of talent throughout our organisation.

Our pay quartiles



Glossary of key terms

Difference between mean and median

Mean (sometimes called average) is calculated by adding up data (such as pay) and dividing it by our number of employees.

Median is the mid-point between the highest number in a data set and the lowest, eg halfway between the highest salary and/or bonus, and the lowest.

The difference when we do these calculations for our male employees, compared to when we do them for our female employees, is our gender pay gap. The difference is expressed as a percentage of pay and/or bonus of male employees. This means that a positive percentage indicates the difference is favourable to male employees, while a negative percentage indicates the difference is favourable to female employees.

Difference between pay gap and equal pay

Equal pay is a legal requirement that pay should be equal for people doing the same job, or jobs that are similar or of equal value. The gender pay gap is not about equal pay for equal work. It is about gender representation in an organisation. If there is a difference in mean (average) pay or bonus, or median pay or bonus, as applicable, as between male and female employees in an organisation, the difference is called a gender pay gap, whether it is one way or the other.

Gender pay gap is the difference in ordinary pay plus bonus between male and female employees, expressed in percentage terms.

Gender bonus gap is the difference in bonus remuneration received during the 12 months preceding the relevant date, by male and female employees, expressed in percentage terms.

Pay quartiles split the distribution of employees into four even groups according to their level of pay.

%

A positive percentage means that the data is favourable to male employees

-%

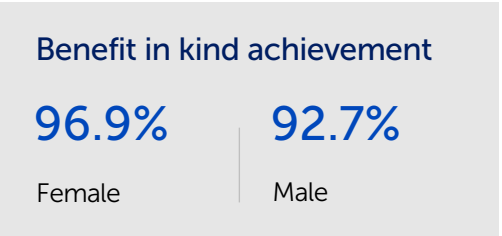
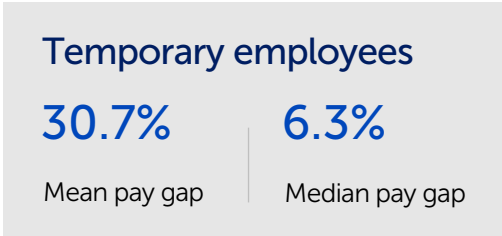
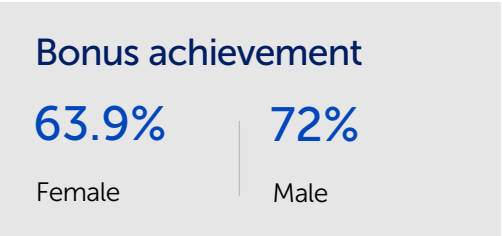
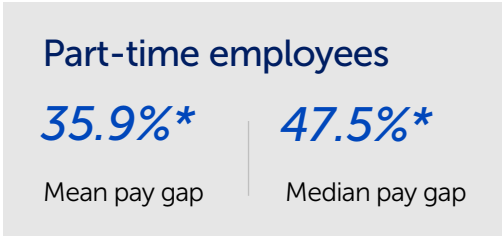
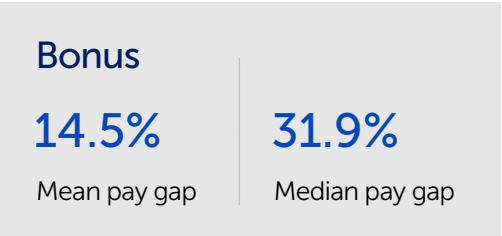
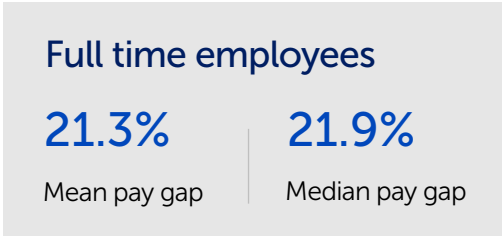
A negative percentage means that the data is favourable to female employees

Gender pay gap results - Overall

Our gender pay gap results on an overall basis are set out here. Our mean pay gap and our median pay gap are primarily driven by our pay quartiles splits, with a higher proportion of female employees in more junior or lower paying roles and a higher proportion of male employees in more senior and higher paying roles. The pay quartiles differ somewhat as between each employer entity which explains the different percentage gaps in each.

In terms of bonus, Walkers operates an annual discretionary bonus scheme for employees, with most roles eligible for consideration. The overall mean bonus pay gap of 14.5% is again driven largely by the composition of the upper pay quartile where senior roles are concentrated. In addition, bonuses are prorated for employees in part-time or temporary roles, or where they take a period of paid or unpaid leave – arrangements most commonly held by female employees as of our snapshot date. As bonus payments are included in the hourly remuneration figure, they contribute not only to the bonus mean pay gap calculation but also to the calculation of the mean pay gap. While flexible and family-friendly working policies such as maternity, paternity and parental leave enhance gender diversity and retention, and are encouraged, from a reporting perspective they can increase gender pay gaps to the extent that they are predominantly availed of by employees of one gender over another.

The bonus achievement figures for both male and female employees were also impacted by new joiners who fell outside the bonus eligibility criteria as of our snapshot date. We remain committed to maintaining a bonus scheme that is fair, transparent and recognises the contributions of our employees.



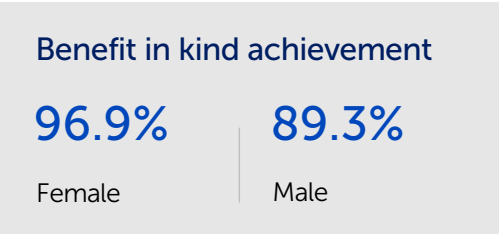
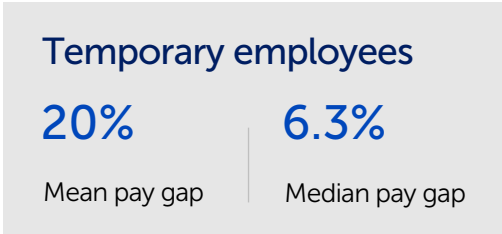
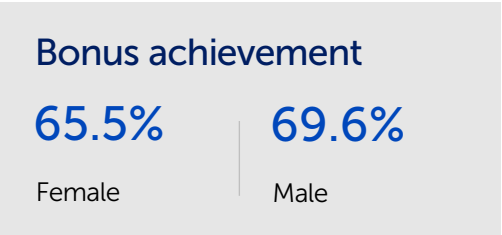
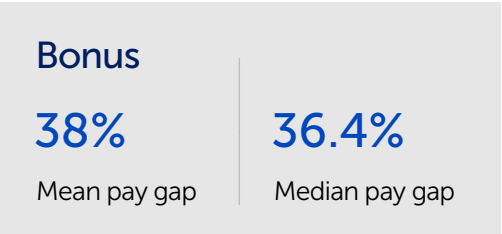
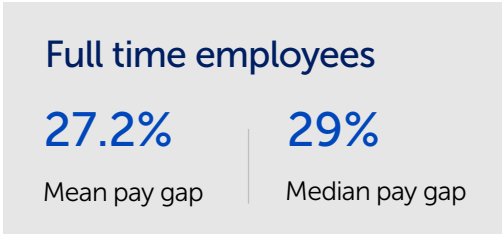
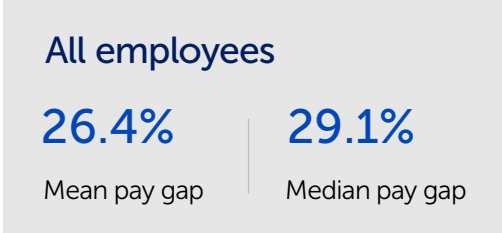
**Italics indicate small sample sizes.*



Gender pay gap results - Law firm

Our gender pay gap results for our Law firm (LLP & Business Services combined) are set out here. Again, our mean pay gap, and our median pay gap are primarily driven by our pay quartiles splits, with a higher proportion of men within our senior leadership group, and a higher proportion of women in support and administrative roles. While we have a higher proportion of female trainee solicitors, legal analysts and paralegals, which is undoubtedly positive in terms of a strong pipeline of female fee-earner representation, the combination of these factors results in mean and median pay gap divergences. We expect these gaps to close over the coming years taking into account the pipeline of future female leaders within the firm and the various DEI and mentorship programmes that are being run. However, this will require sustained effort and support to ensure that increased female representation at the most senior levels of our firm and pay quartiles becomes a permanent reality.

Higher percentage bonuses can be awarded to fee-earners, with the highest bonus awards being received at the upper pay quartile. The bonus pay gap is further influenced by the higher proportion of female employees in trainee solicitor and legal analyst roles which do not qualify for our annual bonus scheme. As with our results on an overall basis, bonus achievement figures for both male and female employees were also impacted by new joiners who fell outside the eligibility criteria as of our snapshot date.



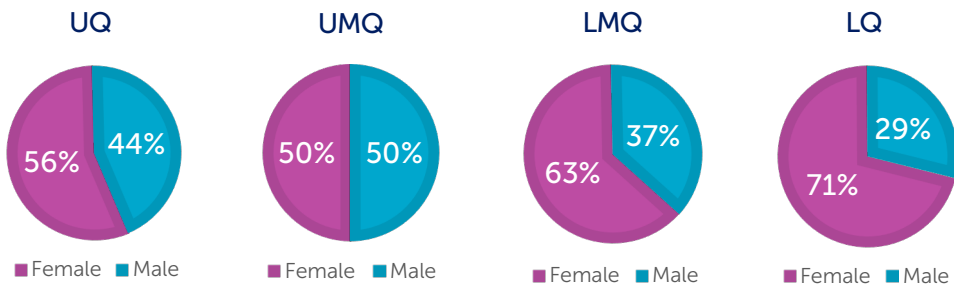
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Gender pay gap results - WPS

Our gender pay gap results for WPS are set out here. Again, our mean pay gap and our median pay gap are primarily driven by our pay quartiles splits (illustrated below), although there is a more even gender distribution in the higher pay quartiles, with a 50:50 gender split at the upper middle quartile and a higher proportion of female employees at the upper quartile, including at the highest compensation level. This higher female employee representation results in a much lower mean pay gap relative to the Law firm of just 1.6%. While higher female representation at the upper quartiles reduces the gap, it is still marginally in favour of male employees (1.6%) due to the higher proportion of female representation at the lower pay quartile (71%). This also results in the larger median pay gap of 16.7%.

By contrast, the bonus pay gap is -41.9% in favour of female employees. This reflects the higher proportion of female employees at the highest compensation level but is also impacted by the exclusion of new joiners from the bonus scheme, a majority of which were female. This factor can also explain the divergence between the bonus and pay gap figures. Bonus achievement figures for both male and female employees were also significantly impacted by new joiners who fell outside the eligibility criteria for a bonus as of our snapshot date.



All employees

1.6%

16.7%

Mean pay gap

Median pay gap

Full time employees

1.7%

20%

Mean pay gap

Median pay gap

Bonus

-41.9%

2%

Mean pay gap

Median pay gap

Part-time employees

-

-

Mean pay gap

Median pay gap

Bonus achievement

61.5%

76.9%

Female

Male

Temporary employees

54.4%

54.4%

Mean pay gap

Median pay gap

Benefit in kind achievement

97.4%

100%

Female

Male

**Italics indicate small sample sizes.*



Closing the gap – Our commitment

In order to close the gender pay gap at Walkers, we recognise the need for a focused and sustained approach to improving the gender balance of our employees at our more senior levels across our employer entities.

Key actions include increasing the pipeline of female talent at all levels, particularly in senior leadership roles, through targeted development programmes, mentoring, and sponsorship opportunities. This also includes encouraging increased participation in a mentoring programme run by the Women of Walkers (**WOW**), our own staff-led network for women and their allies to connect, share experiences, and support each other in their personal and professional development.

We will continue to review our recruitment, promotion, and reward processes to ensure they are consistently fair and free from unconscious bias. We have introduced regular training for managers on inclusive leadership and gender equity best practice, including unconscious bias training, which we will continue to promote and support.

We continue to work with the DEI Committee to reinforce our firm as an organisation where our employee's contributions and perspectives are valued equally.

Additionally, we will continue to support flexible and family-friendly working policies such as maternity, paternity and parental leave – which are proven to enhance gender diversity and retention. This also includes the availability of maternity and paternity coaching which is already provided.

Transparent reporting and communication of progress will also be prioritised, enabling us to hold ourselves accountable and to celebrate successes. We currently benchmark salaries and career pathways against our peers and will continue to focus on this. We will also continue to engage with peer organisations in Ireland and overseas, including maintaining our active participation and support of the 30% Club which is committed to achieving better gender balance at leadership levels throughout medium and large organisations, for better business outcomes. We will also continue to ensure through our pay review process that all employees receive equal pay for equal work.

By embedding these commitments into our culture and business strategy, we aim to reduce our gender pay gap year-on-year and foster a truly inclusive workplace.



Appendix

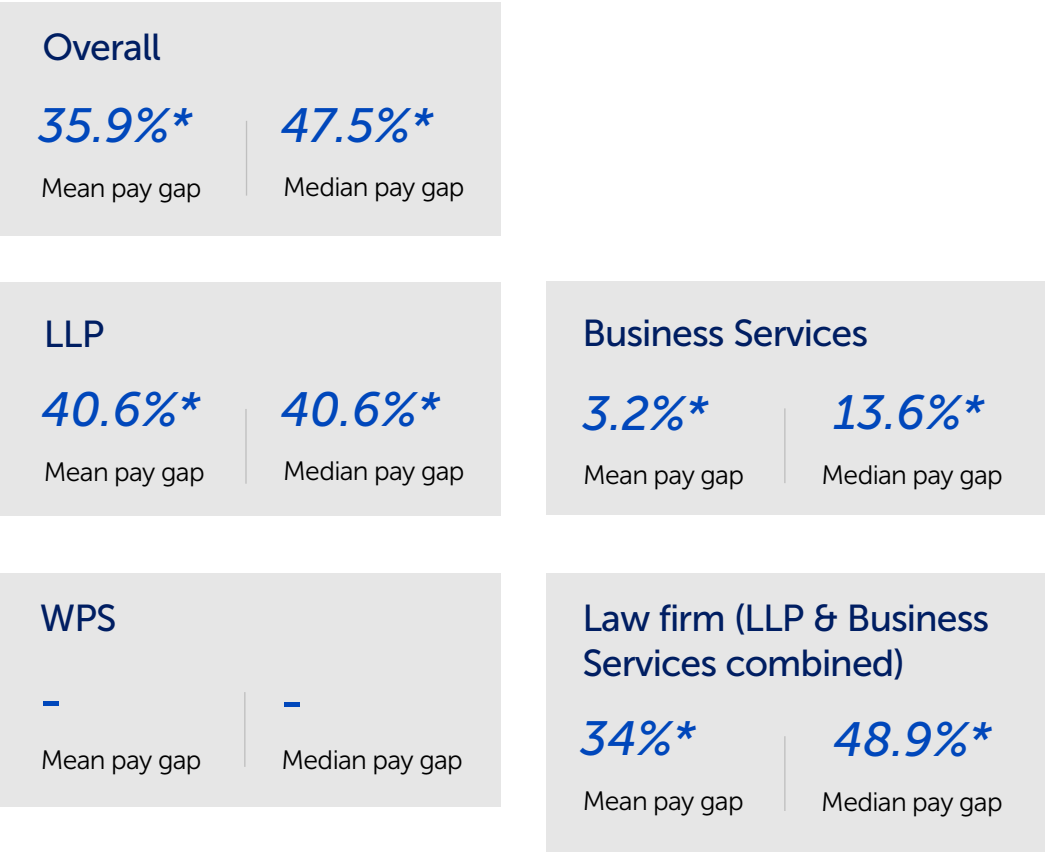
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Table of gender pay gap data of all employees

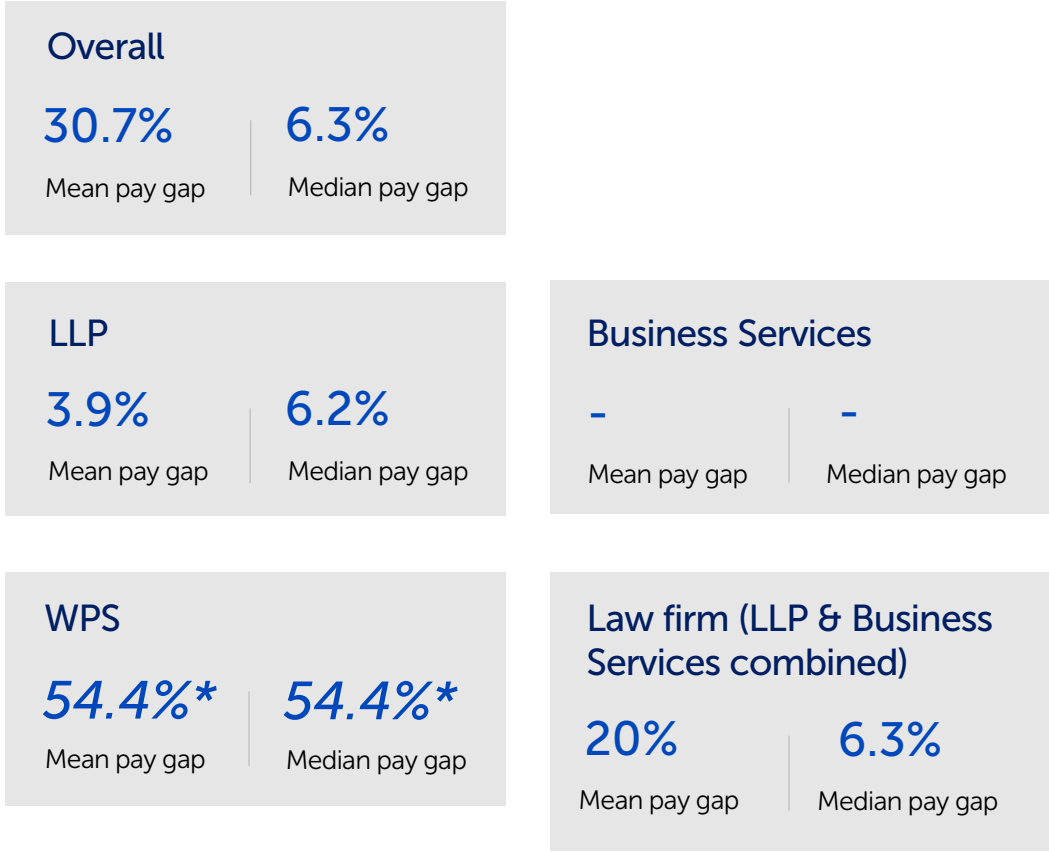
	Mean pay gap – all employees	Median pay gap – all employees	Mean pay gap – full time employees	Median pay gap – full time employees	Mean bonus pay gap	Median bonus pay gap	Bonus achievement – female	Bonus achievement – male	Benefit in kind achievement – female	Benefit in kind achievement – male
LLP	33.4%	44.1%	33.7%	40.8%	35.3%	46.7%	48.6%	64.5%	97.1%	100%
Business Services	14.9%	8.6%	18.8%	7%	26.5%	13%	91.3%	76%	95.7%	76%
Consolidated (Law Firm)	26.4%	29.1%	27.2%	29%	38%	36.4%	65.5%	69.6%	96.6%	89.3%
WPS	1.6%	16.7%	1.7%	20%	-41.9%	2%	61.5%	76.9%	97.4%	100%
Walkers (Overall)	21%	22.9%	21.3%	21.9%	14.5%	31.9%	63.9%	72%	96.9%	92.7%

Part-time employees



**Italics indicate small sample sizes.*

Temporary employees

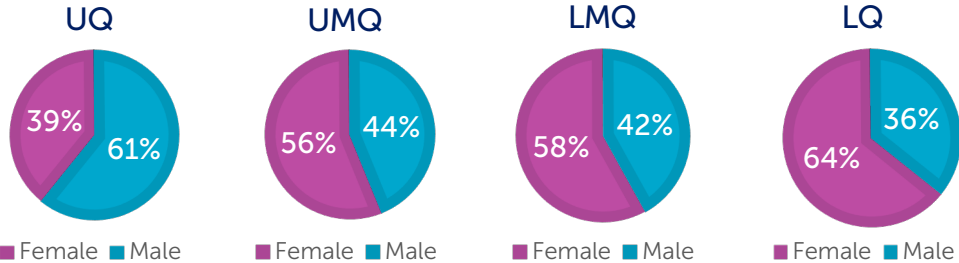


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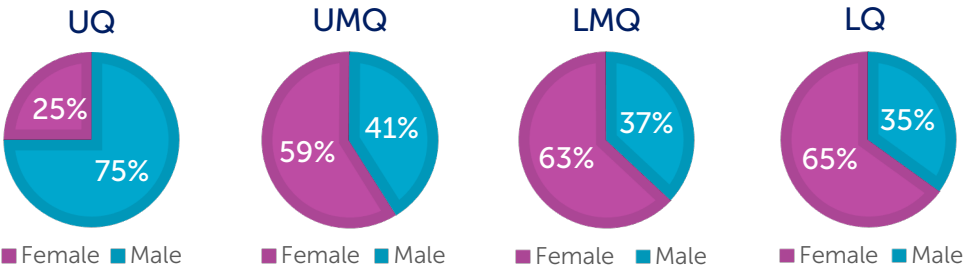


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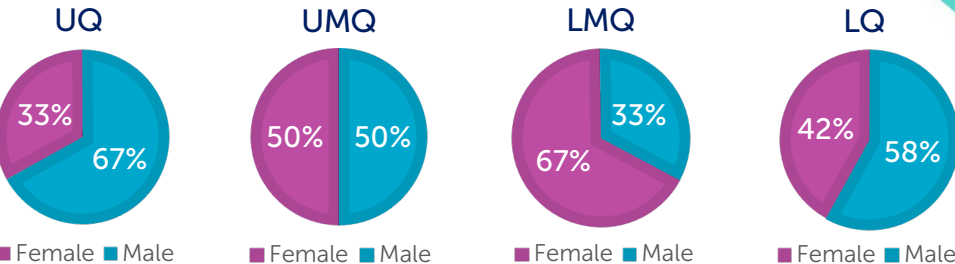
Pay quartiles – Overall



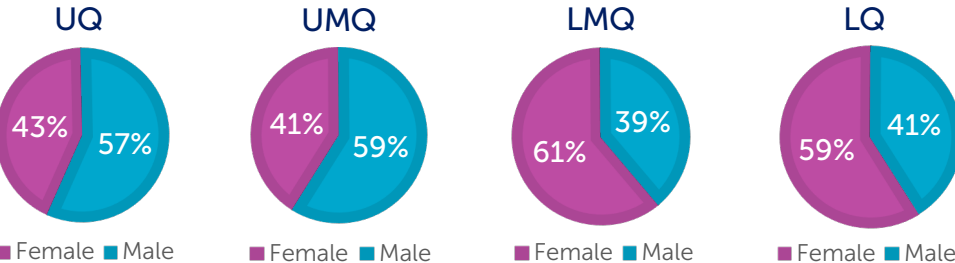
Pay quartiles – LLP



Pay quartiles – Business Services



Pay quartiles – Law firm (LLP & Business Services combined)



Pay quartiles – WPS

