

Gender Pay Gap Report 2025



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Introduction

Dillon Eustace LLP (“Dillon Eustace”) believes in equal access to opportunities based on merit. We encourage, and aim to facilitate, all of our staff, to reach their full potential. We facilitate our staff’s further education, at all levels, and their development and progression in the Firm. We want our staff to have rewarding careers, while allowing a reasonable balance between professional demands and their personal lives.

The purpose of the Gender Pay Gap Information Act 2021 and related legislation, is to require certain employers, including Dillon Eustace, to publish the differences between what we pay our staff, in order to highlight whether there are differences based on gender, to explain the reasons for any differences that exist, and to set out the measures, if any, that we have taken or will take, to eliminate such differences. We welcome this opportunity.

The area of gender equality, and in particular, the representation of female solicitors at more senior levels within our firm, and within our profession, is one that needs to be improved. This requires ongoing and continuous work on our part, and we are committed to this.



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Gender Pay Data

Overview

The mandatory gender pay gap reporting required under the Gender Pay Gap Information Act 2021 and the employment Equality Act 1998 (Gender Pay Gap Information) Regulations 2022 (the “Regulations”) is now in its 4th year of reporting and for Dillon Eustace with over 150 employees, this is our second year of reporting.

We are required to choose a snapshot date in June 2025, so as with 2024 we have chosen 30 June 2025. The reporting deadline for this year is five months after this date therefore our report will be published by 30 November 2025. The data we are required to report on is for the 12-month period immediately preceding and including the snapshot date, being 1 July 2024 to 30 June 2025.

It is important to understand that the Gender Pay Gap is not the same thing as equal pay for equal work. Equal pay is the right to be paid at the same level of pay for 'like work, work rated as equivalent and work of equal value'. The main theme of this report, however, is the Gender Pay Gap which measures the difference between the gross hourly wage (which includes all remuneration) of males and the gross hourly wage of females across a workforce i.e. it compares the pay of all working men and women, not just those in similar jobs.



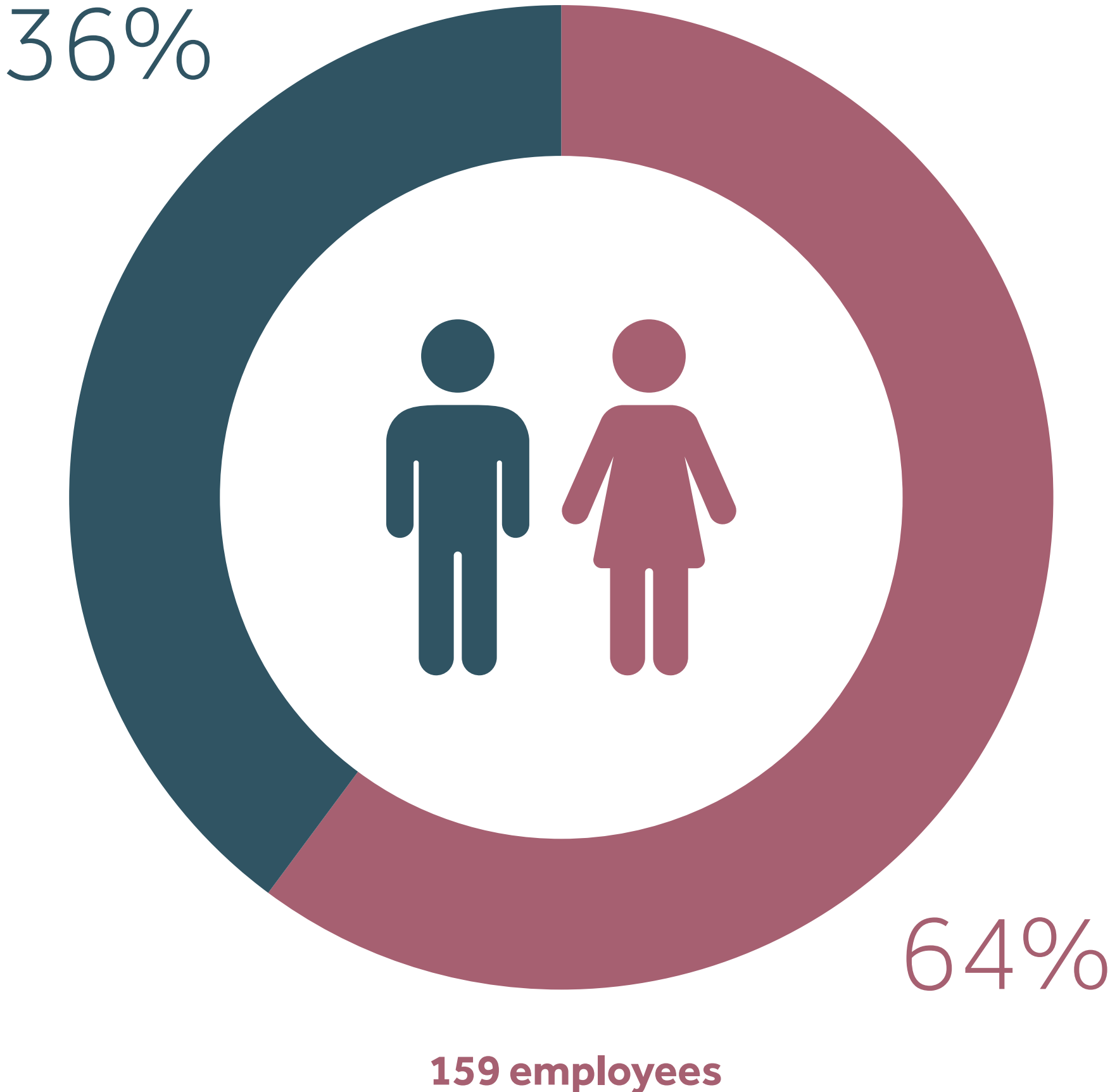
Our Gender Breakdown

There are 159 employees included in the scope of the 2025 report, with a gender breakdown of 64% female and 36% male. The % gender breakdown remains the same as it was in our 2024 report.

57% of our staff are employed in providing legal and professional services and 43% of staff are employed in the business support functions, in comparison to a 67% and 33% split respectively for the 2024 reporting period.

The gender split for 2025 is 61% female and 39% male in legal and professional services (this includes staff who work in our legal practice areas, the company secretarial and listings departments), and 70% female and 30% male in the business support functions. From the 2024 figures, there has been an increase of 4% in the number of females represented in the legal and professional services functions, with a decrease of 7% in the number of females represented in the business support functions.

Our compensation structure recognises years of post-qualification for solicitors, and for all staff we measure performance against objective criteria, and rewards are made based on achievements against these criteria regardless of gender.



Our Gender Pay Gap

Our Gender Pay Gap figures are laid out below

Our Mean Gender Pay Gap

The mean gender pay gap is calculated by taking all the earnings of each employee, converting these to an hourly rate (by dividing this figure by the total number of hours that each employee is contracted to work) and adding these figures up for males and females respectively. The difference between the mean (average) pay for male and female colleagues is then calculated and expressed as a % of male's pay.

All our part-time workers are female, so the mean and median gender pay gap for part-time staff was not possible to calculate.

Our Median Gender Pay Gap

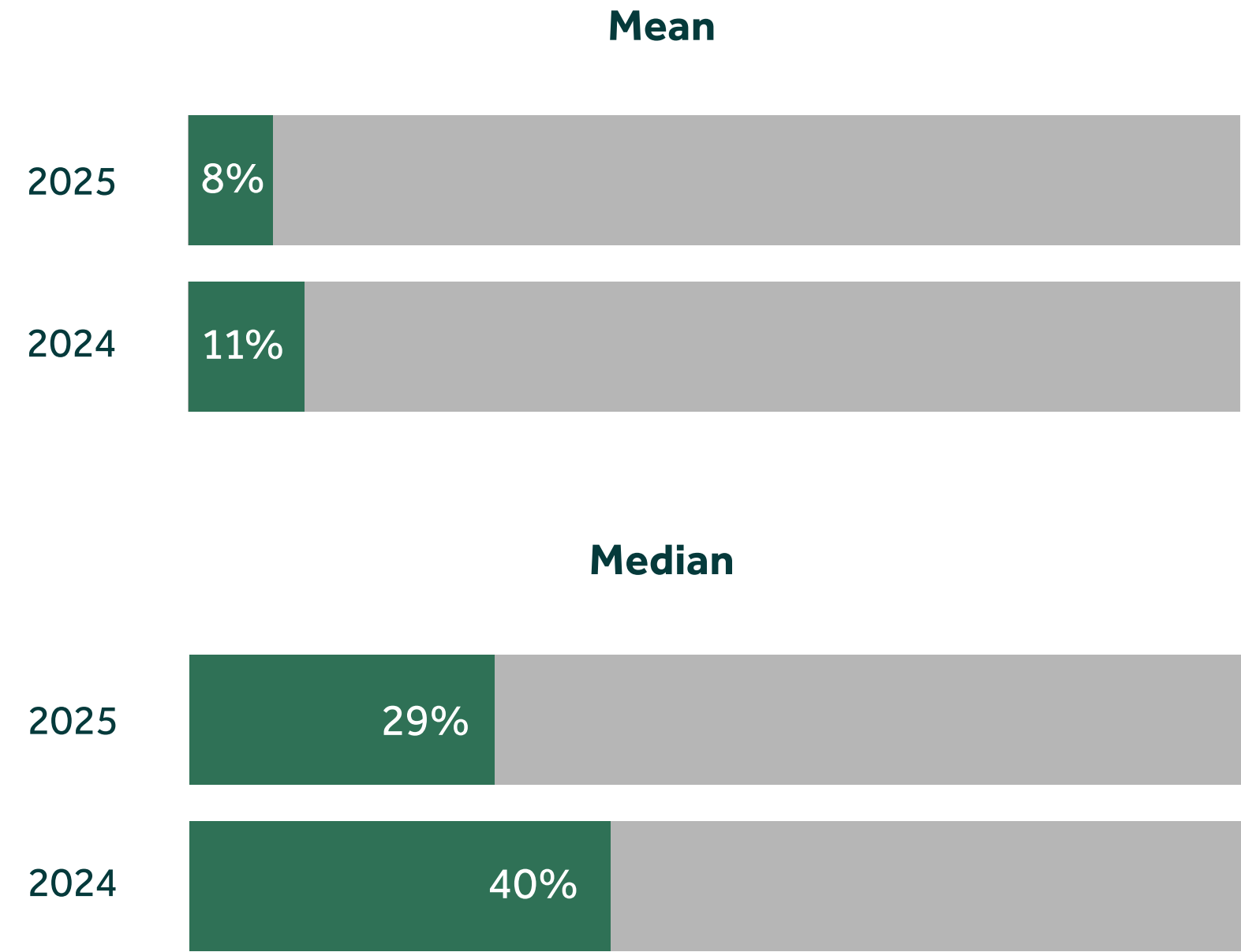
The median gender pay gap is calculated by sorting the hourly earnings rate for males and females from highest to lowest respectively. The difference between the middle paid hourly rate of males and females is then expressed as a % of the male's median pay.

	Mean		Median	
	2025	2024	2025	2024
All staff	-3.26%	7.16%	25.0%	21.7%
Part-time staff	n/a	-43.0%	n/a	-16.0%
Temporary staff	-15.45%	7.5%	0%	-4.0%

Our Mean & Median Gender Pay Gap

Our Gender Pay Gap

Our Bonus Gap



The Benefit in Kind Overview

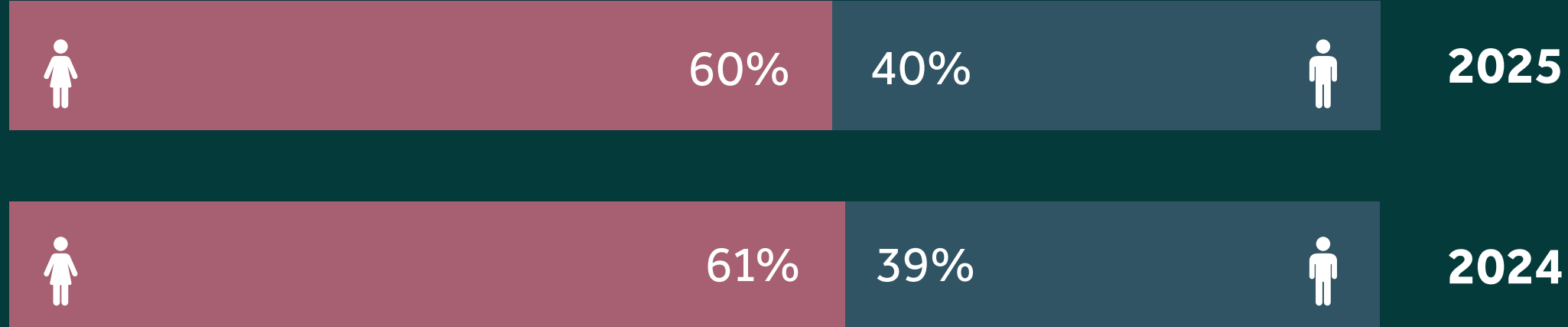
As outlined in our report last year, we have a comprehensive benefits programme in place which is provided to all our staff and includes life cover, income protection, serious illness cover, health cover, pension membership and a Christmas gift voucher. Some of these benefits carry a benefit in kind, such as serious / critical illness cover, and all staff are included for cover in this scheme. This is reflected in the positive parity statistics for the mean BIK figure of 100% for both males and females.



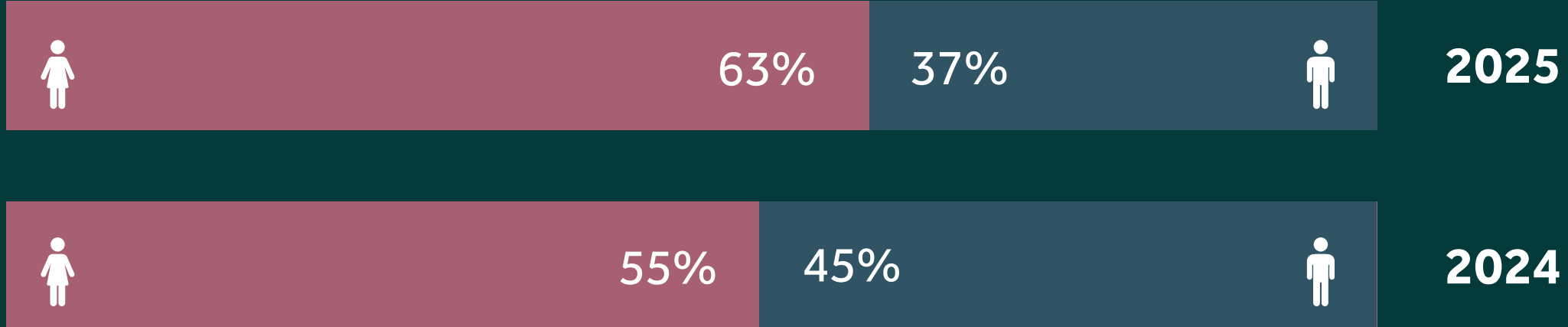
Our Gender Pay Gap

Gender percentage for Full-time staff in each Quartile

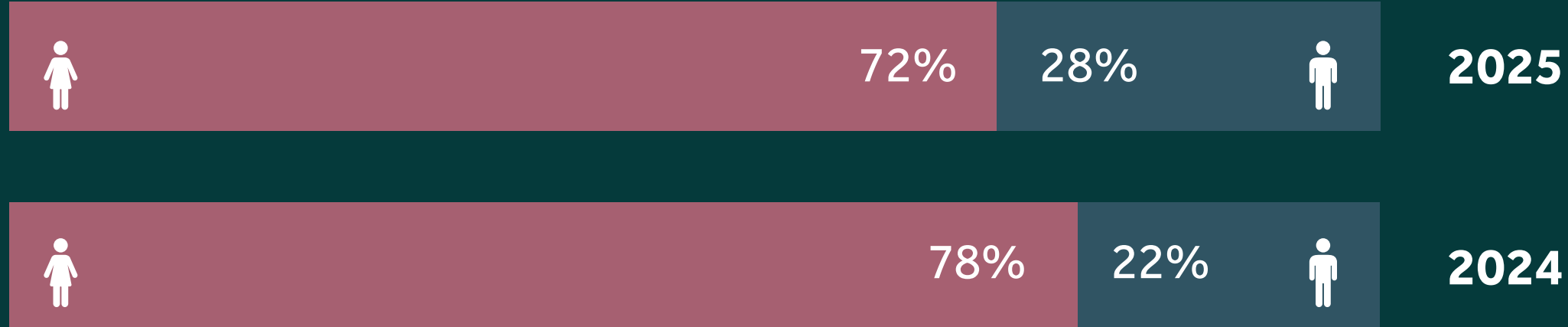
Lower



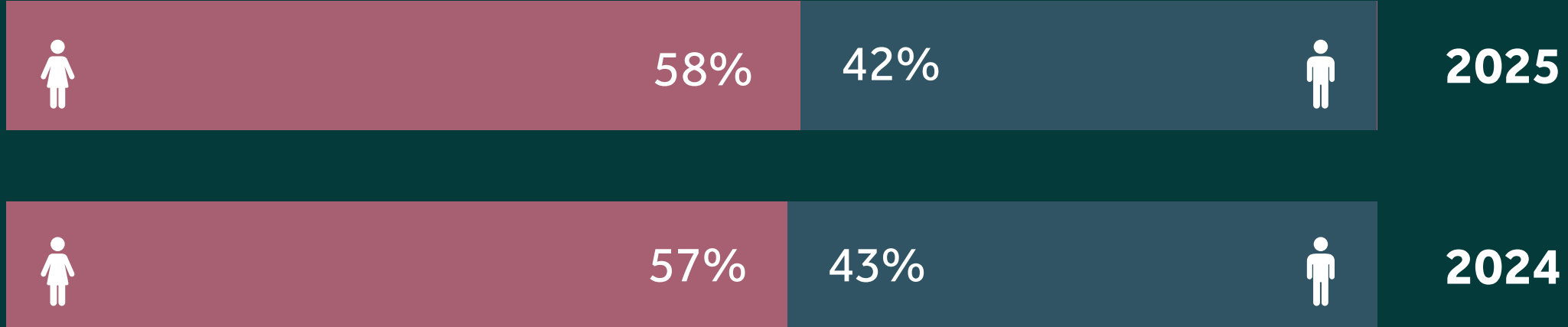
Upper Middle



Lower Middle



Upper



Brief Analysis

At Dillon Eustace a high percentage of female candidates join the Firm as Trainees. Most of these Trainees qualify with the Firm and over time progress to build careers leading to Associate, Senior Associate, Of Counsel and / or Partner positions. From Solicitor to Of Counsel, we have close to parity of males and females (52% and 48% respectively, similar to 2024), with a clear progression route from this level to Partner level. At the Partner / Head of Function level we have a majority of females at 58% and 42% are males.

Our staff are rewarded based on merit and achievements, and all have equal opportunity to develop their skills and progress through the Firm, and this is reflected in our mean pay gap for all staff in 2025 at -3.25% in favour of females, compared to a +7.16% pay gap in 2024.

For the hourly quartile breakdown :

The quartile reporting should be considered in the context of the gender split across the business support functions, which is 70% female (a decrease of 7% in 2024) and 30% male (an increase of 7% in 2024).

Our representation of females in the lower and lower middle quartiles has shifted slightly from 61% in the lower quartile in 2024 to 60% and, in the lower middle quartile, decreased from 78% in 2024 to 73% in 2025. Our females continue to be well represented in the upper middle and upper quartiles, at 63% and 58% respectively, which again illustrates the career progression open to both male and female staff in the legal and professional services roles to progress through the various levels up to Partner and Head of Function level.

The representation of our female population in the lower quartile has dropped by 3% to 66%, from last year's figure of 69%.

This has also been reflected in a resulting reduction in the gender pay gap for the mean bonus for 2025, from 11% to 8%, and a lowering of the median bonus pay gap of 29%, down from 40% in the 2024 report.



Summary

At Dillon Eustace we have good representation of female candidates joining the Firm in our legal and professional services roles including our company secretarial functions, with 61% female representation, building careers as they progress to Senior Associate, Of Counsel and / or Partner level, and more senior company secretarial roles. 65% of those at Of Counsel, Partner and Head of Function level are female.

Employees in our Business Support services are primarily female, at 70% , with the majority at this level in secretarial and administration roles. This, however, is a reduction of 7% from our 2024 figure of 77%, so a higher % of females are now in our legal and professional services category.

As we did for 2025, for the coming year Dillon Eustace will continue to focus on the following initiatives and programmes:



Equality, Diversity & Inclusion initiatives

We continue to focus on creating an inclusive and welcoming working environment, where all individuals are valued and respected. In doing so, we will continue to support our Diversity and Inclusion team initiatives and participate in various D&I activities throughout the year.

Recruitment & Selection

The Firm is committed to fostering a working environment in which outstanding people are attracted to the Firm and given the opportunity for career progression and development regardless of gender. We value diversity of background and experience at all levels and our recruitment and selection practices will seek to recruit from a diverse talent pool. We work to ensure that no job applicant or employee receives less favourable treatment or is disadvantaged in any way that conflicts with the Firm's values of equality, diversity and inclusion.

Learning & Development

In our recruitment process we select the best qualified person for each role to ensure we are providing the highest quality professional service to our clients. Having done so, it is also a priority for the Firm to ensure that this talented pool of staff, regardless of gender, continues to perform to the highest standards and so staff are encouraged and supported to reach their full potential at every stage of their career. Their development is supported through a broad range of internal and external training programmes including our Induction programme; our internal Continuing Professional Development (CPD) programme; our Education Sponsorship programme and our Trainee Solicitor programme; as well as many short-term training courses relevant to particular roles.

Career Progression

Key to the success of the Firm and its continuing growth is our investment in our people to develop talent and to give greater clarity and support for career progression. For solicitors, we have in place clear pathways to progress from Solicitor to Associate to Senior Associate and to Of Counsel and /or Partner which outline the criteria, responsibilities, competencies and expectations required for each level. We do understand that there is a reluctance on the part of some of our female employees to pursue promotion to more senior roles, and this is something that the Firm needs to better address with a view to encouraging female employees to continue their career progression. To address this issue and to provide an alternative career path for those who may not want to pursue the partner path, in 2024 we introduced the Of Counsel role, and 80% of those appointed to the position in the first year were female.

Performance & Salary Review processes & Bonus Scheme

These processes continue to be conducted and managed in line with our equality, diversity and inclusion principles.

Family Friendly Policies

As part of our continuing review of our family friendly policies we made improvements to the financial support we provide to our staff under our maternity, adoptive and paternity policies. As well as providing for maternity, adoptive and paternity leave, the Firm strongly supports requests for parental leave, parent's leave, to work part-time and other requests for flexibility where it is consistent with our business needs. Compassionate and force majeure leave is also provided to deal with personal emergencies.



