

WILLIAM FRY

2025

William Fry

Gender Pay Gap Report

Introduction

At William Fry, diversity, equity and inclusion are fundamental to who we are. We are committed to building a workplace where everyone has the opportunity to thrive.

Our goal is to ensure fairness and opportunity across all aspects of our business. Guided by our values — **Big Thinking, Energetic Engagement, and Powerfully Principled** — we strive to serve our clients with integrity and innovation.

By empowering our people and fostering an inclusive culture, we strengthen our ability to deliver excellence and make a lasting, positive impact in our communities.

This report not only fulfils our statutory obligations under gender pay gap reporting but also reaffirms our commitment to transparency and continuous improvement.



Stephen Keogh
MANAGING PARTNER

“At William Fry, we are committed to building a diverse and inclusive culture that drives our success and positively impacts our communities. Achieving gender balance and pay equity is central to this commitment and to our long-term business performance.

Diverse teams make better decisions, deliver stronger outcomes for clients, and foster innovation across our practice.

We will continue to embed inclusion into every aspect of our strategy and hold ourselves accountable to measurable progress. By doing so, we strengthen both our culture and our performance, ensuring William Fry remains a place where talent can thrive at every level.

Our progress is steady, and we are moving in the right direction — forging a path toward a brighter, more inclusive future.”

Pay Data

The Gender Pay Gap Information Act 2021 requires organisations to report on their gender pay gap across a range of metrics. William Fry has two legal entities, William Fry LLP (the “**Firm**”) and Frymount (the “**Company**”). We have presented the information required on a consolidated basis, combining the data for the Firm and the Company.

We have chosen the snapshot date of 30 June 2025 for the purpose of our reporting.

The gender pay gap is not the same thing as equal pay for equal work but instead measures the difference between the gross pay of males and the gross pay of females across an entire organisation.

A negative figure is positive in this context, indicating that the mean or median for female employees is higher than for their male counterparts.

In William Fry 63% of our employees are employed in legal services (**Firm**) and the remaining 37% are employed in business services functions (**Company**). There are 391 employees in scope of this report — 70% of our employees are female and 30% are male.

Partners

As self-employed taxpayers, partners are not required to be included in our gender pay gap calculations. However, in the interest of transparency, **the mean gender pay gap for partners is 28%**. When partner data is combined with employee data, the overall mean gender pay gap is 37%.

This represents a decrease on 2024. This gap is influenced by a higher number of male partners at senior levels, many of whom have longer tenure. Currently **38% of our partners are female**, and this is an area we are committed to addressing.

Senior Leadership

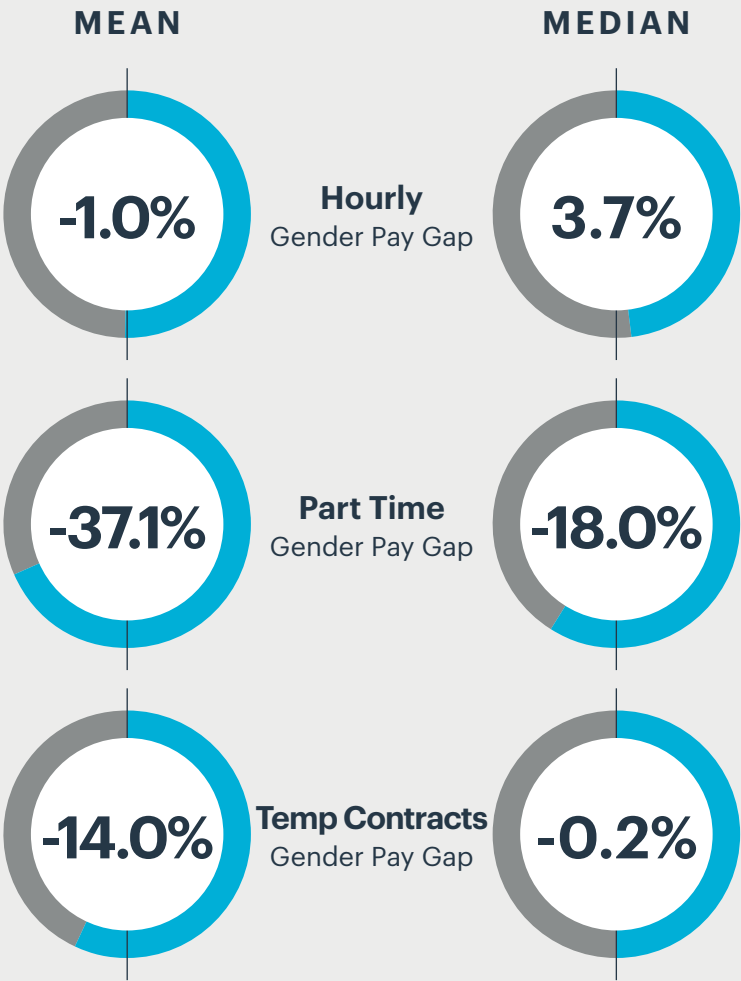
At William Fry, we believe that diverse leadership drives better decision-making, greater innovation and stronger outcomes for our clients.

Our Senior Leadership group — comprising of our Partnership, Executive, and Management Committees — is currently **39% female and 61% male, down 1% in female representation since 2024.**

We remain committed to building a strong and sustainable pipeline of women leaders through **mentorship, leadership development, and inclusive succession planning.**

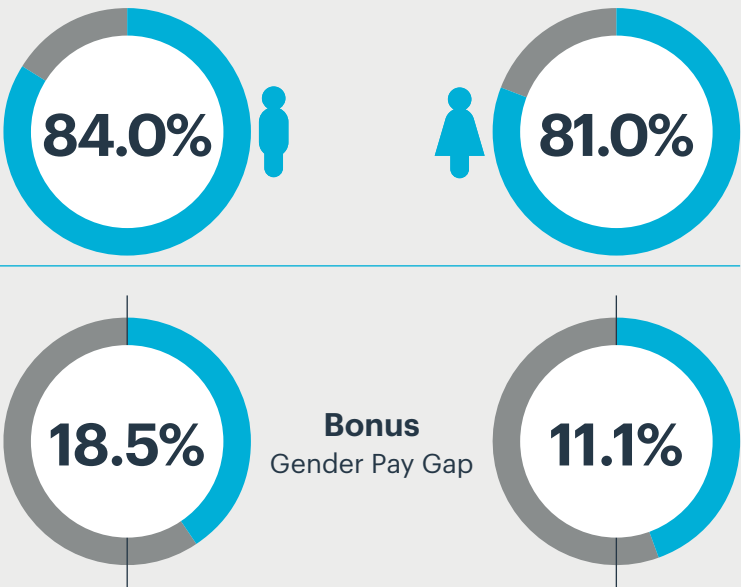
Gender Pay Gap Summary

Our 2025 analysis shows a mean hourly gender pay gap of -1%, which compares to -0.3% in 2024.



Proportion of Employees Receiving Bonus

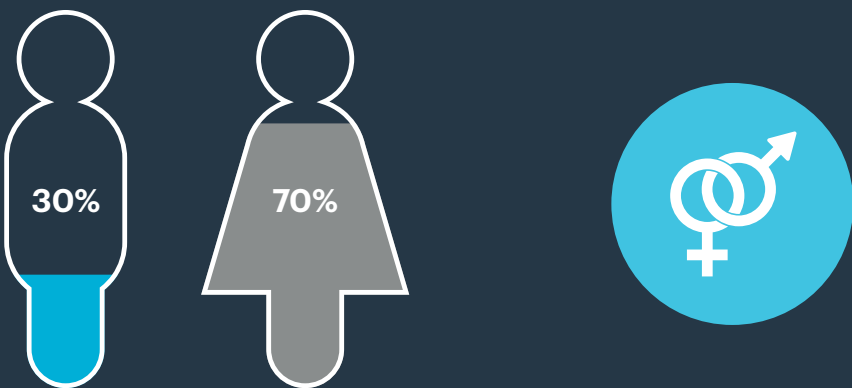
Calculations are comprised of annual performance bonuses (general performance and achievement of financial targets for lawyers) and Christmas bonus payments.



Our bonus gender pay gap continues to narrow, showing a decrease of 4.4% against 2024.

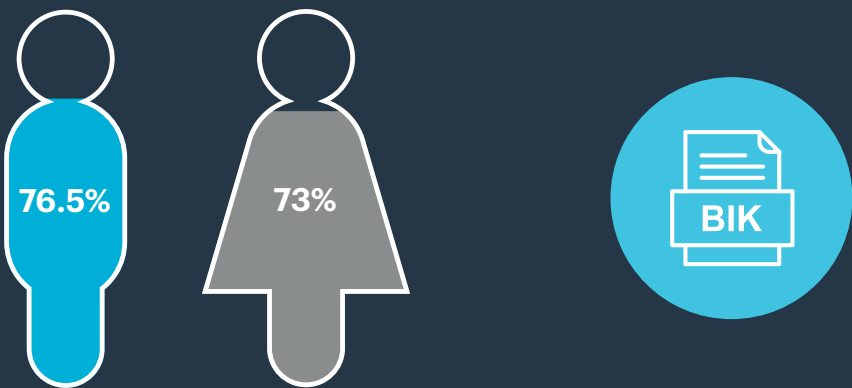
Gender Breakdown

Gender breakdown across all employees is 70% female, 30% male. The quartile reporting should be considered in this context.



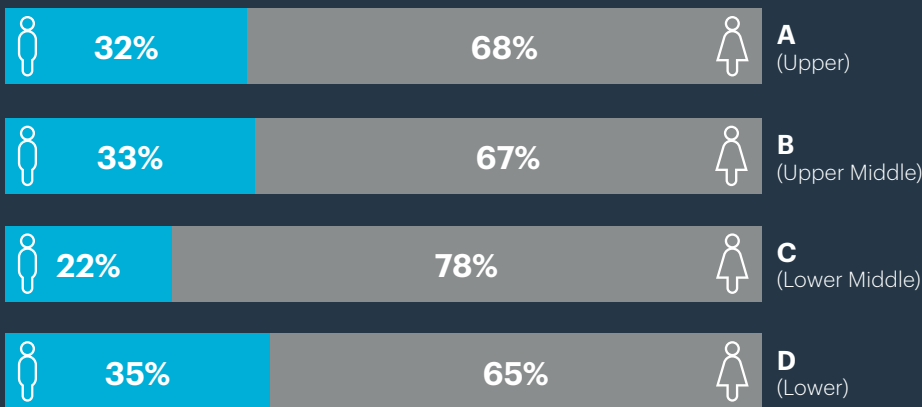
Proportion of Employees Receiving BIK

Calculations are largely comprised of long service vouchers and travel pass subsidy, along with a healthcare contribution. Our benefit in kind schemes are operated on an equal opportunity basis.



% in Each Quartile

Pay quartiles are determined by dividing employees into four equal groups based on their pay levels. The proportion of male and female employees within each quartile illustrates gender representation across different pay bands within the Firm. This approach is used in gender pay gap reporting to highlight how men and women are distributed across each quartile.



Our Ongoing Actions

Our overall goal is to have gender balance at every level of our Firm, especially in senior leadership and business services. We recognise that meaningful and sustained change is a journey – one that requires time and dedication. While we acknowledge there is still much to be done, we remain deeply committed to advancing gender balance through ongoing actions and fresh commitments.



Continuing to provide dedicated and enhanced coaching and support to our people during and after periods of family leave including skills workshops for working parents.



Ensuring that our recruitment processes are fair, balanced and open to all.



Continuing to report on quarterly job exits to the executive committee to commit to action against potential bias.



Promoting the value of our **Speak Up** programme with ongoing training for all of our people and empowering our **Speak Up** advocates and colleagues to intervene as upstanders when our values are not being lived.



Creating more transparent and accessible pathways to senior partnership and leadership roles.



Continuing to anonymously survey colleagues and identify actions to improve our culture.



Continuing to provide enhanced family friendly policies and coaching programmes to support working parents. Providing hybrid and flexible working options with a right to request flexible working.



Mentoring, coaching and developing talent for senior leadership roles.



Our engagement with the 30% Club continues to remain strong, including participation in the Professional Services Firms working group.



Continuing to ensure we reach and maintain a 40:60 female to male representation at Senior Leadership level.



Commitments for the year ahead



Continuing to roll-out a career framework to make our paths to leadership roles more transparent and explain the career steps available. Promote pathways in our development programmes for lawyers and tax professionals.



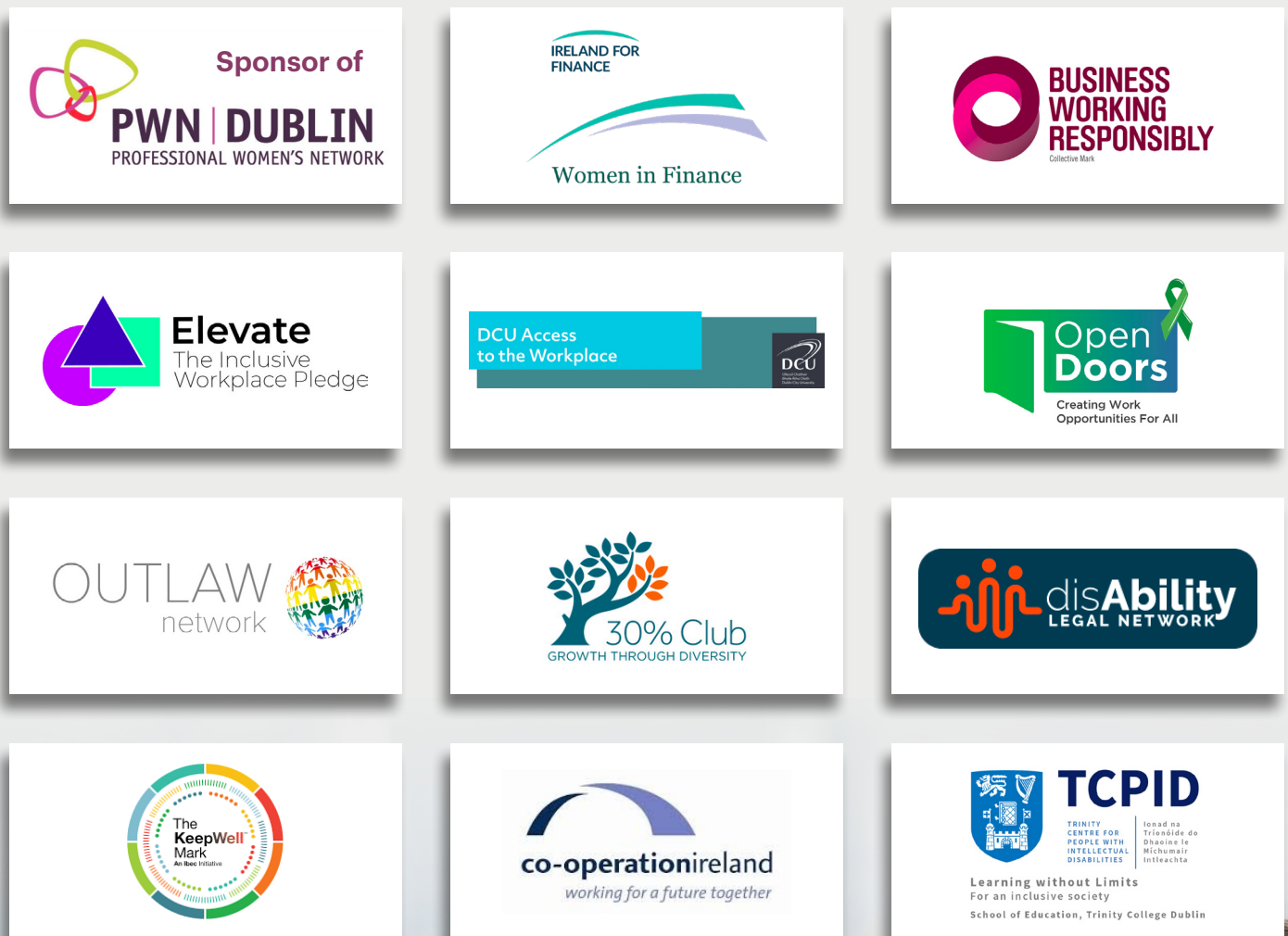
Roll-out our new programme to accelerate the development of senior female leaders to include mentorship, strategic career guidance and tailored support.



Participation in the Professional Women's Network (PWN) - supporting the professional and personal development of women in business through networking, mentoring and skill-building opportunities.

Our Alliances

We champion diversity, equity and inclusion across our business, with support from the leading networks below. It will continue to be a priority focus for our Firm to reflect the diversity of our communities and clients at all levels and in all roles.



WILLIAM FRY

williamfry.com

DUBLIN

CORK

LONDON

NEW YORK

SAN FRANCISCO

William Fry LLP | **T:** +353 1 639 5000 | **E:** info@williamfry.com