

GENDER PAY GAP REPORT 2025





FOREWORD

Maples and Calder (Ireland) LLP ("M&C") forms part of the Maples Group. In our 15 offices around the globe, we embrace diversity and are committed to equitable policies and processes. As a truly international business, with nearly 3,000 employees, women constitute 58% of our global headcount and we employ 90+ different nationalities across our offices.

At M&C, we focus on equity in our processes and create an environment where all colleagues can thrive, regardless of gender, background or identity.

This is our second annual gender pay gap report. We welcome the very positive progress we have made on key metrics of the mean and median hourly gaps and remain committed to continuing to build on that momentum. To continue to reduce the gender pay gap, M&C will implement targeted initiatives aimed at supporting women's career progression, including mentorship, leadership training and enhanced support programmes.

The report focuses on our activities in the area of gender pay gap under Irish laws and regulations. It is one of a far larger set of initiatives across our Irish office. Our ambition is to create the best environment for all our people, enabling them to flourish, professionally develop and enjoy a long rewarding and meaningful career.

By doing so, we strengthen collaboration, attract and retain the best talent, and deliver better outcomes for our clients.



Peter Stapleton
Managing Partner - Dublin



OUR COMMITMENT TO GENDER DIVERSITY AND REPRESENTATION

Introduction

Our law firm is made up of 38% women at senior leadership level (Partner, C-Suite, Head of departments) and our business and service lines are made up of 42% women at senior leadership level (SVP and above). We continue to monitor gender data across all levels of seniority. Where data shows disparities, we identify and address the barriers that may contribute to them so that all talent can thrive.

In 2024, we appointed Blessing Buraimoh as our Global DEI Lead to work closely with our senior leadership, DEI committees and various teams across all our offices to advise on and evolve our approach to DEI.

Under Blessing's leadership, we undertook our first groupwide DEI survey.

This feedback is shaping our global DEI strategy which will be published and implemented in the coming months.

We have introduced several key initiatives to further our efforts to attract, retain and develop our colleagues irrespective of gender and have outlined in our Action Plan how we will enhance some of these initiatives and develop others.

We will continue to provide opportunities for our teams and clients to come together to share their experiences and perspectives on gender diversity and to learn from each other.

External Partnerships

We actively support and partner with several organisations to drive DEI progress through sponsorships, volunteering, internships, and work experience opportunities, including:

- 100 Women in Finance
- Legal DisAbility Network
- Women in ETFs
- Stretching the City
- Triple FS Cross Company Mentoring Programme
- 30% Club
- Future Leaders
- AHEAD
- Trinity Access Programme
- Business in the Community
- 30% Club



INTRODUCING THE GPG

Why is this report being published?

Under the Gender Pay Gap Information Act 2021, public and private sector employers with more than 50 employees are required to report their gender pay gap between men and women employees.

As stipulated, M&C has chosen the snapshot date of 30 June 2025 for the purposes of our reporting requirements.

What is the Gender Pay Gap?

The gender pay gap measures the difference in average earnings between women and men. 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. The difference between the two is referred to as the gender pay gap.

Is it the same as equal pay?

Gender Pay Gap reporting is different to Equal Pay obligations which prohibit pay difference by reference to gender between men and women carrying out the same work of equal value. A gender pay gap highlights the representation of men and women across all levels in an employer's business.

The gender pay gap is expressed as a percentage of men's earnings. Where a percentage difference is shown, a **positive** value means a percentage difference in favour of males and a **negative** value means a percentage difference in favour of females.

What's the difference between 'mean' and 'median'?

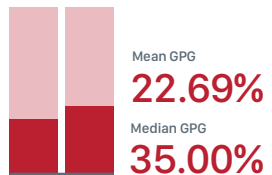
Mean is the difference between the average hourly pay of men and women, expressed as a percentage of men's average pay.

Median is the difference between the middle value of hourly pay for men and women when all employees are ranked from lowest to highest pay.

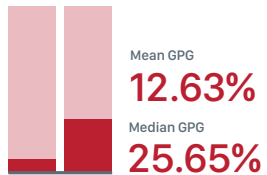
FINDINGS

REMUNERATION

2024

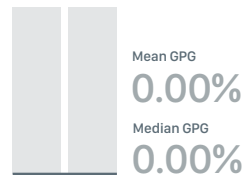


2025

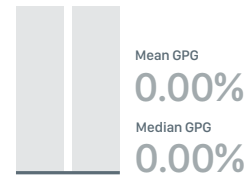


PART TIME

2024

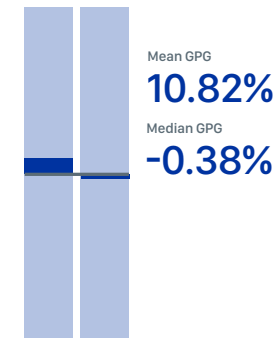


2025

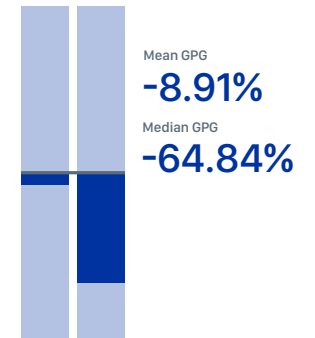


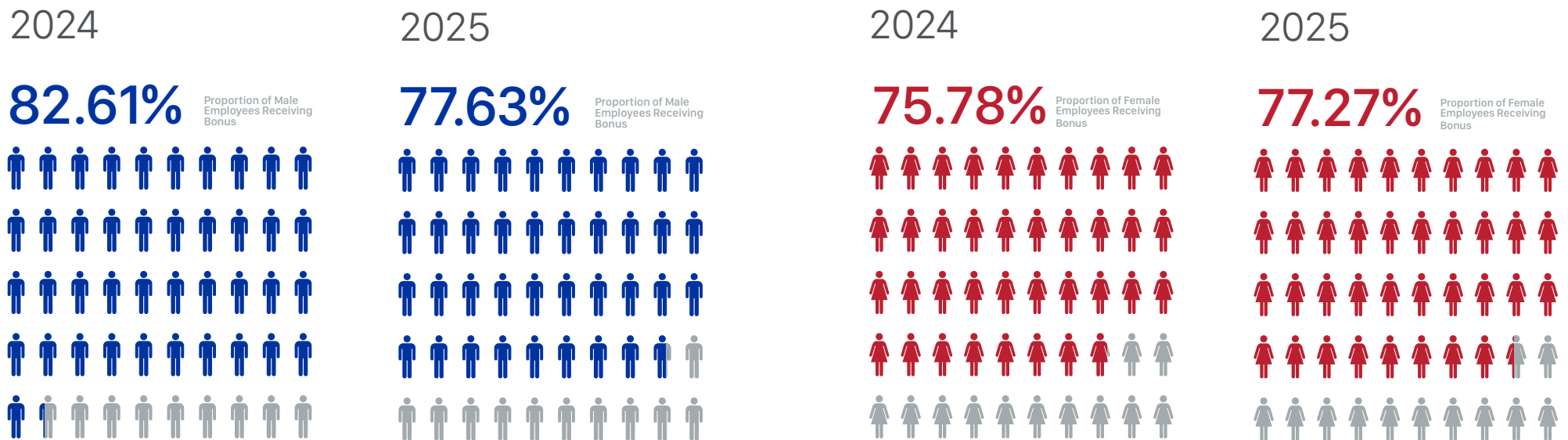
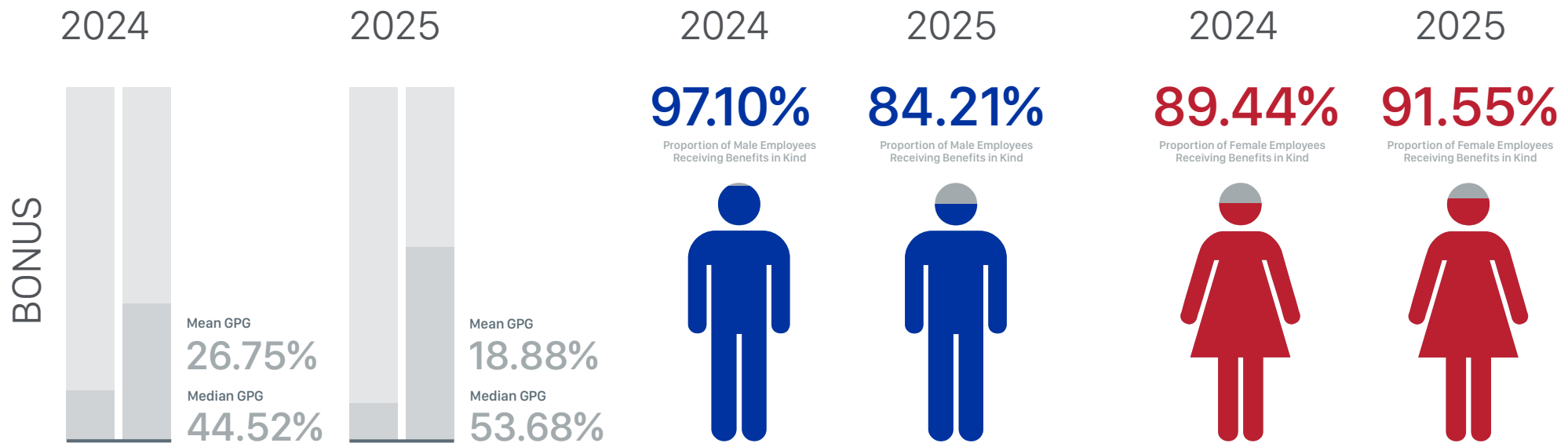
TEMPORARY

2024

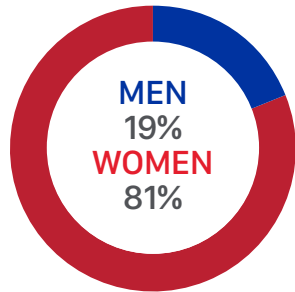


2025



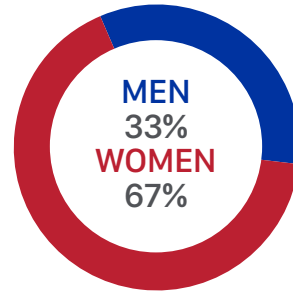


2024



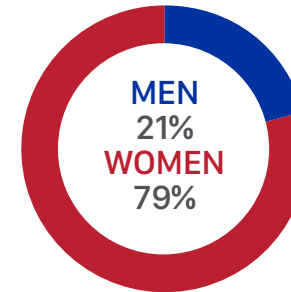
% of Employees
in the First Quartile

2025



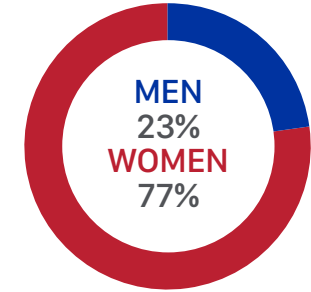
% of Employees
in the First Quartile

2024



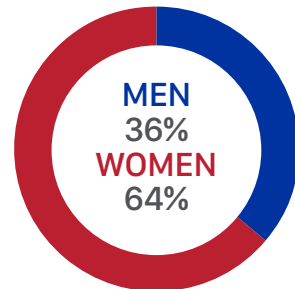
% of Employees
in the Second Quartile

2025



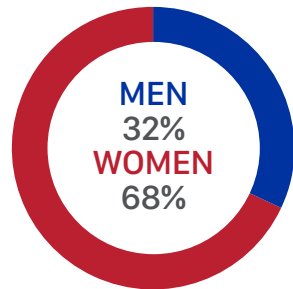
% of Employees
in the Second Quartile

2024



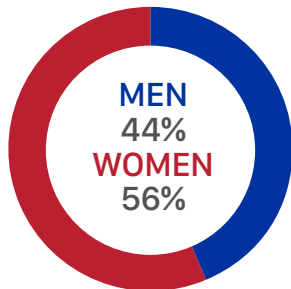
% of Employees
in the Third Quartile

2025



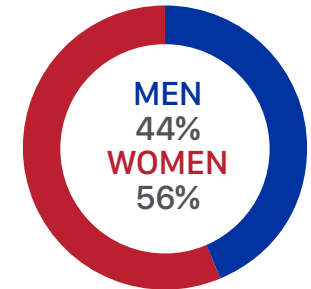
% of Employees
in the Third Quartile

2024



% of Employees
in the Fourth Quartile

2025



% of Employees
in the Fourth Quartile



M&C COMMENTARY

Gender Pay Gap

On our snapshot date of 30 June 2025, M&C had 230 employees of which 67% were women.

In 2025, we report a mean hourly gap of 12.63% and a median hourly gap rate of 25.65% – a decrease in both figures by approximately 10%. While we are proud of our progress, we recognise that there is a further progress to make in this area and are committed to sustained change.

The primary driver of our current gender pay gap is the greater number of female employees in business services and early career roles across the business. Similar to many law firms, these include legal graduates, legal secretarial services and some areas of our professional business services teams.

We rely heavily on strong graduate programmes and professional training courses to build our leadership pipelines. We continue to focus on building our future talent pipeline across both genders via equitable policies and processes. The gender balance will vary from year-to-year based on our interviews and related programmes. At present, a greater proportion of women are represented in our trainee cohort (70%).

We also have strong representation of female employees in mid and senior professional and management roles. This is evident from our gender pay gap that there are more women than men in the upper two quartiles.

The median gap of 25%, down from 35% in 2024, reflects our progress in closing the gap between the proportion of female employees in early career and business services roles and those in senior professional and management roles.

M&C now has two legal entities, Maples and Calder (Ireland) LLP (“LLP”) and MCSC Limited (“MCSC”). For the purpose of coherence and comparison with prior year, we have presented the information required on a consolidated basis, combining the data from the LLP and MCSC. The commentary provided is relevant to employees in both entities.

When we look at the mean gender pay gap of the LLP on its own, this shows a much narrower gap of 6.1%.



M&C COMMENTARY

Bonus Pay Gap

In 2025, our mean bonus pay gap is 18%, down from 26% in 2024 and this reflects the application of our equitable bonus process to the trends noted above. While our efforts to provide gender balanced family leave (e.g., maternity, paternity, adoptive, etc.) have been positive, the ongoing existence of a mean bonus pay gap is largely due to more female employees working a part-time schedule or taking a period of paid or unpaid leave.

The bonus awards to both genders are impacted by periods of leave. This has a material impact on the reported bonus pay gap as the prescribed methodology for calculating gender pay gap does not permit adjustments for periods of family or caring leave or working arrangements.

Similarly, our median bonus pay gap of just over 53% is impacted significantly by the proportion of female temporary employees, maternity leave and new joiner dynamics.

Most roles at our firm are eligible for bonus consideration, regardless of gender. That is why there is a small difference in the proportion of female employees who receive a bonus compared to male employees – both stand at approximately 77%.

Temporary Contracts

This category is made up of our interns, trainees and a small number of others on fixed term contracts. Our mean figure has shifted from 10.82% to -8.91% while our median figure has dropped from -0.38 to -64.84%.

This annual data point is heavily influenced each year by the numbers and gender of fixed term contracts in our support teams each year.

Pay Quartiles

Pay quartiles are calculated by dividing all employees in an organisation into four even groups according to their level of pay. As with 2024, the firm has a majority of women in all four pay quartiles. We are pleased that women are attracted to start, develop and excel in their careers with M&C.

ACTION PLAN

Our continued active participation in these partnerships and initiatives provide opportunities for our valued team members to progress their careers across the Maples Group. We will also maintain focus on actions already in progress and additional initiatives:



Data-Led

- Ongoing employee (colleague) listening through survey and confidential listening sessions to inform and evolve our strategy
- Collection of data to monitor and report on progress and representation



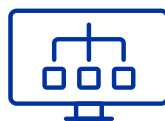
People/Culture

- Further development of our workplace policies
- Increase visibility and communication of inclusive senior leadership role-modelling



Attraction and Recruitment

- Continue to build on accessibility to early careers pathways
- Ensure all involved in recruitment processes are fully trained in inclusive practices to address any potential for bias



Development & Promotions

- Continue to build structured programmes to support development at all career stages
- Launch and monitor pilot sponsorship programme to support talent development and progression



Education & Awareness

- Leverage existing communications channels to increase discussion and communication around DEI journey and gender diversity
- Increase awareness through training on diversity topics

APPENDIX

GENDER %		
Entity	Male	Female
LLP	37%	63%
MCSC	27%	73%
Consolidated	33%	67%

	ENTITY	2025
MEAN GPG	LLP	6.91%
	MCSC	20.73%
	Consolidated	12.63%
MEDIAN GPG	LLP	25.35%
	MCSC	26.92%
	Consolidated	25.65%
PART-TIME MEAN	LLP	00.00%
	MCSC	00.00%
	Consolidated	00.00%
PART-TIME MEDIAN	LLP	00.00%
	MCSC	00.00%
	Consolidated	00.00%
MEAN TEMP	LLP	-7.64%
	MCSC	-43.00%
	Consolidated	-8.91%
MEDIAN TEMP	LLP	-64.84%
	MCSC	-31.87%
	Consolidated	-64.84%
MEAN BONUS	LLP	18.45%
	MCSC	10.54%
	Consolidated	18.88%
MEDIAN BONUS	LLP	34.21%
	MCSC	54.88%
	Consolidated	53.68%
% MALES RECEIVE BONUS	LLP	72.00%
	MCSC	88.46%
	Consolidated	77.63%
% FEMALES RECEIVE BONUS	LLP	72.61%
	MCSC	82.85%
	Consolidated	77.27%
% MALES RECEIVE BENEFIT IN KIND	LLP	76.00%
	MCSC	100.00%
	Consolidated	84.21%
% FEMALES RECEIVE BENEFIT IN KIND	LLP	84.52%
	MCSC	100%
	Consolidated	91.55%



MAPLES
GROUP

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