



IRELAND GENDER PAY GAP REPORT 2025



Foreword

In Ireland, we are committed to promoting an inclusive workplace where everyone has the opportunity to thrive. Our culture is rooted in respect and collaboration, ensuring that all employees – regardless of gender – are supported in their careers.

We recognise that closing the gender pay gap is a long-term effort. Our latest data shows a 10.4% mean and 2.8% median hourly pay gap, largely driven by a greater proportion of male partners in more senior, higher-paying roles. By focusing on inclusion across our organisation, we continue to nurture a workplace where everyone can succeed.



A handwritten signature in black ink, reading 'Meliosa O'Caoimh'.

Meliosa O'Caoimh
Country Head, Ireland



A handwritten signature in black ink, reading 'Ciaran O'Hare'.

Ciaran O'Hare
Head of Human Resources, Ireland

Our 2025 Gender Pay Gap Results

CHART 1: HOURLY PAY AND BONUS PAY GAP

ALL RELEVANT EMPLOYEES			
HOURLY PAY GAP %		BONUS PAY GAP %	
MEAN	MEDIAN	MEAN	MEDIAN
10.4	2.8	33.5	12.7

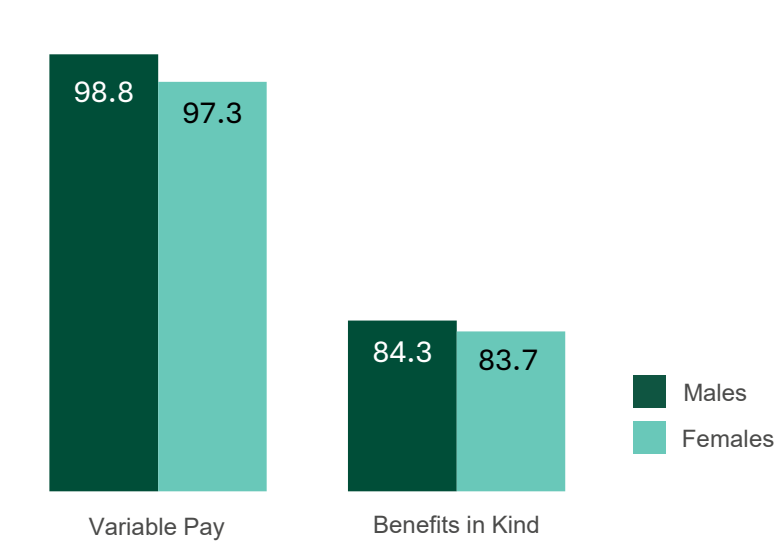
CHART 2: HOURLY PAY GAP

PART TIME		TEMPORARY CONTRACTS	
HOURLY PAY GAP %		HOURLY PAY GAP %	
MEAN	MEDIAN	MEAN	MEDIAN
21.8	17.3	-17.8	0.0

CHART 4 – PAY QUARTILES



CHART 3: PERCENTAGE OF PARTNERS RECEIVING VARIABLE PAY AND BENEFITS IN KIND



Hourly Pay Gap

The hourly pay gap shows the difference between the hourly pay of male and female partners, expressed as a percentage of male hourly pay. This is calculated both at mean (i.e., the average hourly pay of all male and all female partners in our Ireland population) and at median (i.e., the midpoint of all hourly pay values in the male and female populations).

Bonus Pay Gap

The bonus pay gap shows the difference between the bonus pay of our male and female partners, expressed as a percentage of the male bonus pay. This is calculated both at mean (i.e., the average bonus pay of all male and all female partners in our Ireland population) and at median (i.e., the midpoint of all bonus pay values in the male and female populations).

Pay Quartiles

Pay quartiles are calculated by ranking all partners in our Ireland population based on their hourly pay and dividing them into four groups of equal size. The highest paid partners are grouped in the “upper quartile” and the lowest paid in the “lower quartile”, with two further groups between these two. Within each group, the percentage of male and female partners is calculated.



Why Our Gender Pay Gap Exists

- The pay gaps recorded across Northern Trust Management Services Ireland Limited are the result of a greater proportion of male partners in more senior, higher-paying roles. This is reflected in our upper quartile (Chart 4) which reflects our most senior and highly paid positions. 56.5% of partners in this quartile are male.
- At the snapshot date of 30 June 2025, the mean hourly pay of female partners is 10.4% lower than that of male partners, and 2.8% lower at median (Chart 1). While the percentage of male and female partners receiving a bonus is comparable (Chart 2), female partners' mean bonus pay is 33.5% lower than males' and 12.7% lower at median (Chart 1). Again, this is the result of males occupying more senior positions in the organisation.
- It is important to note that temporary contracts and part time workers represent a smaller subset of the larger population and, as such, results for these cohorts may be subject to larger year-on-year fluctuations. For those on temporary contracts, the mean hourly pay of female partners is 17.8% higher than males', with no pay gap at median. This is due to higher paid, senior females on temporary contracts. For part time workers, the mean hourly pay of females is 21.8% lower than males' and 17.3% lower at median (Chart 2). While most part time workers are female, part time male employees tend to be in more senior and therefore higher paid positions, skewing the mean and median in their favour.



What We Are Doing To Address It

We are committed to understanding, valuing, and recognising the unique knowledge and talents of individuals to foster a corporate culture rooted in inclusion. We regularly conduct fair pay analyses, and where these identify differences that cannot be explained by objective factors (e.g., performance or scope of role), adjustments are made.

Over the past 12 months, we have continued to deliver a range of initiatives aimed at increasing the representation of women across our Irish offices. These include:

- Working towards our gender representation targets as part of our commitment to the Ireland Women in Finance Charter. Since joining the Charter in 2022, we have increased female representation in senior management from 44% to 48%. We remain focused on sustaining this progress and achieving our target of 48% by December 2025.
- Supporting leadership development through programmes such as our bespoke EMEA Diverse Leaders Programme, designed to empower women at mid-management levels with the tools and networks needed to thrive and progress within our organisation.
- Participating in industry-wide initiatives like Triple FS (Females Fast Forward in Financial Services), which aims to increase female leadership in financial services in Ireland through targeted mentorship and engagement opportunities.
- Building a diverse talent pipeline through our Inclusive Hiring Strategy. As of September 2025, 52% of all hires in Ireland were female, with women making up 56% of senior management hires.
- While we have strong Inclusion initiatives, we will continue to evaluate the underlying drivers of our gender pay gap and remain focused on implementing targeted actions that support long-term progress.