

Philip Lee LLP Gender Pay Gap Report 2025

30 November 2025

philiplee.ie

PHILIPLEE

DUBLIN | LONDON | NEW YORK

Introduction

2025 is the first year Philip Lee is required to report on gender pay gap statistics, following a decade of rapid growth from 46 to over 180 employees.

Our Commitment to Equity, Diversity and Inclusion

At Philip Lee, transparency and accountability are at the heart of our commitment to building a truly inclusive workplace. This Gender Pay Gap Report marks an important milestone in our ongoing journey to ensure fair representation and opportunity for all colleagues, reflecting our dedication to equity, diversity, and inclusion.

2025 is the first year Philip Lee is required to report on gender pay gap statistics, following a decade of rapid growth from 46 to over 180 employees. This expansion demonstrates our commitment to attracting the best talent regardless of gender and building a high-performing, inclusive firm.

Over the past year, we have focused on increasing female representation at senior levels and strengthening our equality, diversity and inclusion initiatives. Publishing this report is not just a statutory requirement; it is an opportunity to reflect honestly on our progress, identify areas for improvement, and reaffirm our dedication to closing the gender pay gap.

We report a mean gender pay gap of 28% and a median gap of 54%, in favour of male employees. These figures do not reflect unequal pay for equal work, but rather the current distribution of roles across the firm. They highlight the reality of our growth journey, a strong intake of exceptional graduates, many of whom are women entering the firm in early-career roles, while senior leadership remains more male-dominated due to historical patterns.

Far from contradicting our values, this data reinforces our long-term vision. It reflects the early stages of a talent pipeline that is already shifting the balance. As our new cohorts progress, we expect the gap to narrow organically. To accelerate this, we are investing in targeted initiatives such as our Women in Leadership Programme and enhanced parental support policies.

This report is not a confession, but a commitment. It marks the beginning of a transparent and accountable journey toward equality. We are proud of our culture and the talented individuals who shape it, and we remain determined to ensure equal opportunities for everyone at Philip Lee.

Driving Change and Looking Ahead

Our progress is further supported by our active membership in the 30% Club, a global campaign that advocates for greater representation of women at board and senior management levels. Through our involvement, we collaborate with other leading organisations to share best practices and drive meaningful change across the professional services sector.

We are proud to announce that, from January 2026, Philip Lee will be led by a female chairperson for the first time in our firm's history. This appointment marks a significant milestone in our ongoing commitment to gender equity and the advancement of women into senior leadership roles.

We are confident that this appointment will inspire future generations of leaders and reinforce our commitment to creating a workplace where everyone has the opportunity to succeed. The new chairperson's leadership will help shape the next chapter of Philip Lee's growth, ensuring that our values remain at the forefront of everything we do.

“Professional services is a demanding environment for achieving gender balance. We address this challenge by prioritising flexibility and creating an environment where people can thrive. Currently, we have approximately 46% female representation at partner level.

What truly sets us apart is that our exceptional talent is matched by the importance we place on maintaining an inclusive, positive, and collegial culture. At a time when many global professional services firms are stepping back from their commitments to diversity and inclusion, we remain steadfast in upholding our values. We believe an inclusive firm is a stronger, better firm.”

Jonathan Kelly, Managing Partner

What Does the Data Contain?

Snapshot Date

30 June 2025

Equity Partners Excluded

This exclusion allows for clearer visibility into pay structures across employee levels and avoids skewing the data due to partnership remuneration models.

Headcount Growth

Since January 2025, Female employee numbers have increased by 10%, while male headcount has grown by 8%

Hiring Trends

A significant proportion of female hires have been in junior and business support roles, which influences the overall average hourly pay rate. This reflects our strategic investment in early-career talent and long-term leadership development.

BIK

Benefit in Kind (BIK) refers to non-cash benefits provided to employees by their employer, which are considered taxable income. These are perks or advantages given in addition to salary.

Mean

The mean is the average of a set of numbers. It is calculated by adding all the values together and dividing by the number of values.

Median

The median is the middle value in a list of numbers arranged in order. If there is an even number of values, the median is the average of the two middle numbers.

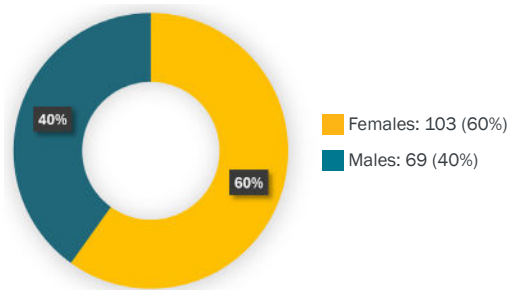
Our Journey to Equity

Our **Women in Leadership Programme** is more than a pathway, it's a **promise**. By providing structured development and clear routes to equity ownership, we are actively shaping the next generation of leaders. Diversity at the top strengthens every level of our firm, and this programme ensures that talent and ambition are never limited by gender.



Gender Pay Gap Data 2025

Employee Headcount as of 30 June 2025



Gender Pay Gap - All Employees

Gender Pay Gap	2025
Mean Gender Pay Gap	28%
Median Gender Pay Gap	54%

Gender Bonus Gap Summary

Gender Pay Gap	2025
Mean Gender Pay Gap	23%
Median Gender Pay Gap	30%

Gender Pay Gap Data - Part-time and temporary employees

Gender Pay Gap	2025
Mean Gender Pay Gap	1%
Median Gender Pay Gap	2%

Quartile Data

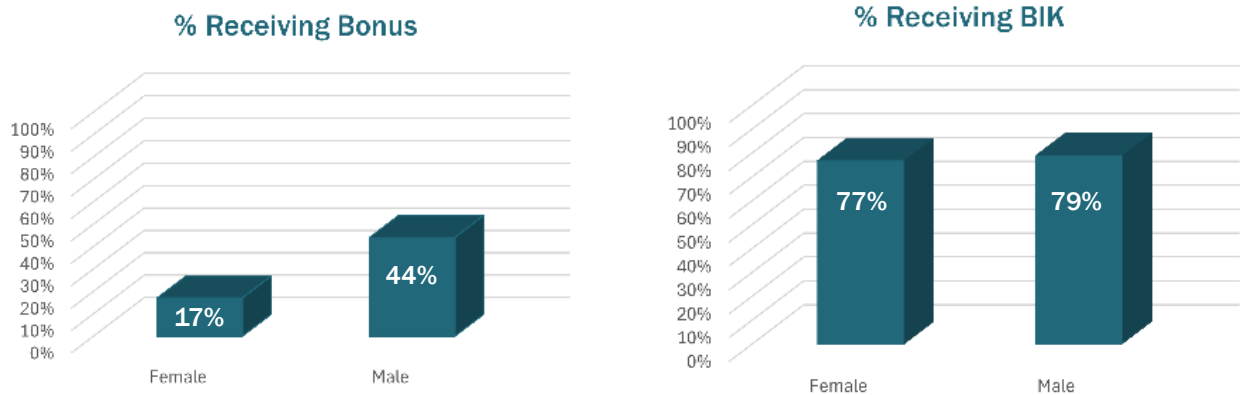
Pay quartiles are determined by ranking all employees by their level of pay and dividing them into four equal groups.

% of employees who fall into	Females	Males
Q4 - Upper Quartile	51%	49%
Q3 - Middle Upper Quartile	55%	45%
Q2 - Middle Lower Quartile	82%	18%
Q1 - Lower Quartile	67%	33%

Bonus and Benefits in Kind

We are obligated to disclose the proportion of male and female employees who receive bonus payments and benefits in kind throughout the year.

Our bonus structure is designed to recognise the impact of client-facing work while ensuring all contributions across the firm are valued and appreciated.



Our Journey to Equity

At Philip Lee, data tells our story of progress. With female headcount up **10%** since January and **46% representation at partner level**, we are not just reporting numbers. We are building a future where equity and opportunity are measurable realities.

Pathways



Leadership Development and Career Progression

- **Women in Leadership Programme:** Supports advancement of female Senior Associates and Junior Partners through structured leadership development and pathways to equity ownership.
- **Executive Coaching:** Available to all senior professionals, regardless of gender, to foster inclusive leadership and long-term success.
- **Succession Planning:** Integrated with leadership development to ensure alignment with firm strategy.



Summer Internship Programme

- A 10-week immersive experience across departments, offering real insight into our work and culture.



Newly Qualified Solicitors

- Six trainees qualified in January 2025 (five females and one male) and will continue their careers at Philip Lee in the Litigation, projects, corporate and media departments.
- Six trainees qualifying in January 2026 (four males and two females) and will continue their careers at Philip Lee in the Corporate, Litigation, Projects and Construction departments.

At Philip Lee, leadership is built on opportunity. Through programmes like Women in Leadership, executive coaching, and transparent succession planning, we are committed to developing talent and creating clear pathways to success.

Philip Lee Action Plan



Diversity & Inclusion (D&I) Work

- **D&I Committee:** Established summer 2025, a formal structure now drives initiatives across gender, ethnicity, background, orientation, and thought.
- Key Events Hosted:
 - » D&I Masterclass
 - » Unconscious Bias Training
 - » National Inclusion Week celebration
 - » National Black History Month: Black & Irish: Legends, Trailblazers and Everyday Heroes with Pierre Yimbog, co-founder of Black & Irish, an organization that highlights their experiences and advocates for equality.



2026 D&I Strategy

- **Vision:** Embed D&I into every aspect of firm culture, operations, and leadership.
- **D&I in Leadership:** Launching January 2026, targeting partner-level accountability and community engagement.



Monitoring and Accountability

- Annual reviews will track progress and refine strategies to reinforce gender equity and inclusive growth.



Supportive Workplace Practices

- **Return-to-Work Programme:** Offers flexible arrangements, career guidance, and reintegration support for new parents.
- **Promotion Frameworks:** Governed by transparent Development Frameworks to ensure fairness and consistency.



Celebrating and Supporting Women at Philip Lee

- **Menopause Awareness:** June 2025 workshops with Sinead Sharkey-Steenson, Founder and Director of Generation Women, provided open discussion spaces for both women and men. Feedback was overwhelmingly positive.

At Philip Lee, diversity and inclusion shape how we lead and support our people. From bias training to flexible return-to-work programmes, we are committed to creating a workplace where everyone can thrive.



PHILIPLEE

DUBLIN | LONDON | NEW YORK