



Ireland Gender Pay Gap

Report 2025



LOCKTON®

At Lockton Ireland, we are committed to providing an inclusive working environment where every one of our Associates can fulfil their potential. We are also committed to ensuring our associates are paid fairly for work of equal or similar value, irrespective of their gender.

In line with the Gender Pay Gap Information Act 2021, and following the recent legislative change lowering the reporting threshold to 50 employees, Lockton Ireland are now required to publish its gender pay and bonus gap data annually. Our first report covers data as of 30th June 2025. The gender pay gap measures the difference between the average earnings between men and women across the Lockton Ireland business, regardless of role or seniority. This is distinct from equal pay, which compares the pay difference between men and women doing the same job.

We are taking a range of steps to address the gender pay gap, including:

- Targeted hiring, promotion and retention strategies across all levels
- Development programs such as coaching, mentoring and return to work support
- Strategic outreach to accelerate female representation in insurance
- Collaboration with industry networks to address gender balance collectively



2025 Gender Pay Gap results

M:F split



63:37

Upper band M:F



86:14

Upper middle band M:F



79:21

Lower middle band M:F



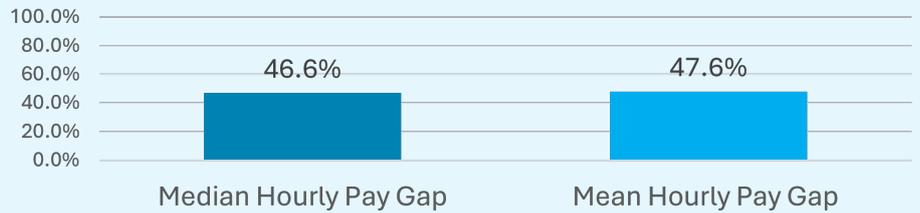
50:50

Lower band M:F



40:60

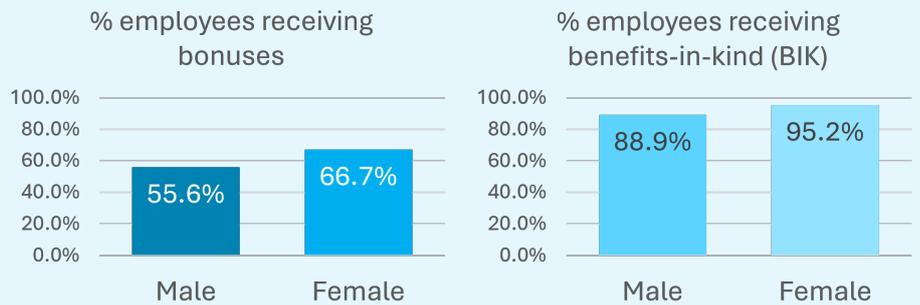
Hourly Pay Gap



Bonus Pay Gap



Bonus & BIK Receivers



Part-time & Temporary Employee Data



Q&A

Why do we have a gender pay gap?

- Like most organisations within financial services, our resulting gender pay gap figures are due to the imbalance of men and women in higher paid positions.
- The pay gap is caused by the mean (average) and median pay for men being higher than women.
- Our results show a mean hourly pay gap of 48% and a median of 47%. Bonus pay gap results indicate gaps of 54% (mean) and 67% (median) respectively.
- This is additionally evident when you look at our pay quartiles; in our highest pay quartile, 86% are men and 14% are women. When you look at our lowest pay quartile, 60% of people are women and 40% are men. This is why the average pay for men is higher than women.
- The part-time pay gap is also significantly impacted by men performing roles in higher paid positions. As these typically relate to phased semi-retirement arrangements, we anticipate the gap closing in future years.
- Gender pay gap results are highly sensitive to shifts in headcount and demographics, so with a relatively small Associate population (of 57 as at 30th April 2025) we anticipate ongoing year-to-year volatility in our figures.

What is Lockton doing to close the gender pay gap?

- Addressing the gender pay gap is a long-term priority for Lockton and the whole industry. Although we still have significantly more senior men in senior positions, as we continue to grow as a business, we are encouraged to see an increasingly strong pipeline of female talent in our early years.
- DEI is a strategic priority, with our DEI Steering Committee accountable for delivery, reporting directly into our Executive Committee. Our DEI activity is not a finite investment, but a long-term, holistic approach, being designed and embedded in our strategy and infrastructure to ensure we are driving tangible change.
- We actively manage and measure the progression of talent from junior to senior roles and are using the proportionality principle to measure our success in our ongoing efforts.
- We have set strategies at each level to hire, promote, and retain key talent and are equipping each of our practice areas with DEI dashboards to challenge any trends and make well-informed, balanced decisions.

What are some examples of initiatives currently in place to address the gender pay gap?

- Reaching, recruiting and retaining more women at entry level to build a pipeline of talent for the future.
- Connecting with industry networks to collaborate on gender balance issues.
- Agile working arrangements and additional leave for working parents and carers.
- Enhanced parental pay policy complimented by return-to-work workshops and coaching for those taking leave.
- Targeted development to address gender imbalances and organisational barriers to women's progression.
- Monitoring the development of our talent and succession planning to drive equal opportunities for progression based on merit.





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