Gender Pay Gap Report
(Ireland)

November 2025

Executive Summary

MD7's 2025 Gender Pay Gap Report provides a transparent view of average earnings between men and women in our Republic of Ireland operations.

As with many organisations, our reported gender pay gap reflects the distribution of roles across teams and the varying levels of variable compensation associated with different job families. These headline figures are often misunderstood as indicators of unequal pay. However, like many organisations, MD7 practices equal pay: employees performing equal roles receive equal pay regardless of gender.

Women are well represented across higher-tier roles, including middle and senior management, and hold a slight majority of positions in the two highest-paid quartiles. This demonstrates strong gender balance across our leadership and higher-earning functions. The key structural driver of the pay gap lies instead in the administrative job family, where women make up a significantly higher proportion of roles. These positions have lower variable pay opportunity when compared to sales and management roles, which tend to be more male-represented and offer higher bonus and commission potential.

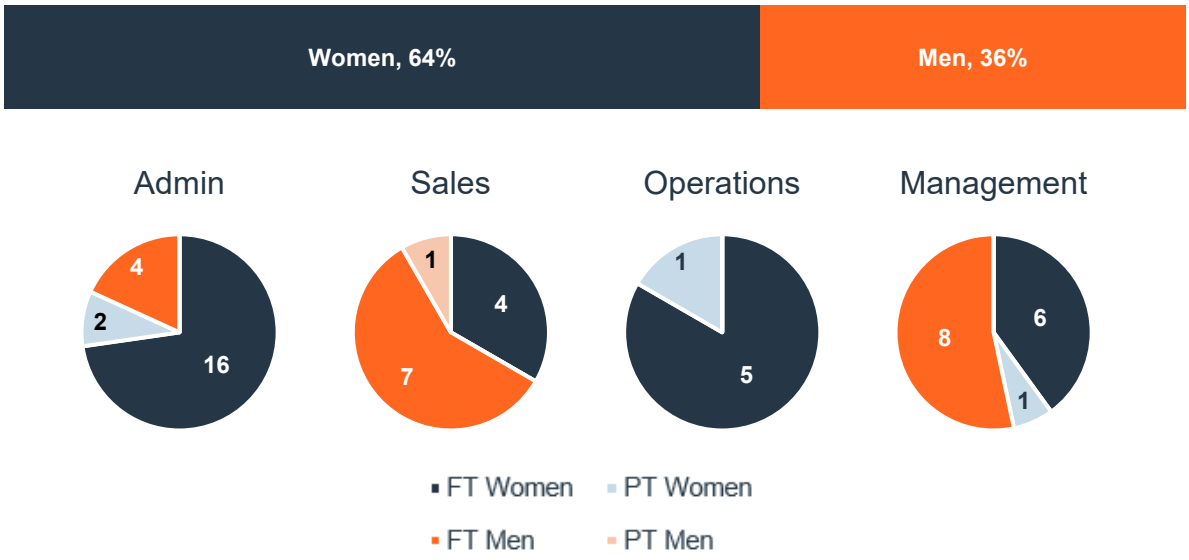
A second factor significantly influencing the mean pay and bonus gaps is the presence of one high-earning male employee outlier, whose performance in the reporting period resulted in earnings far above those of any other individual in the organisation. While MD7 is obligated to report figures inclusive of all earners, this background, especially given the site of our data set, provides valuable context to help employees, candidates, and the public understand what lies behind the numbers.

MD7 continues to invest meaningfully in long-term measures that support a fair and inclusive workplace. This includes strengthening recruitment fairness through gender-neutral job design and bias-reduction training; expanding bonus structures so that a wider range of roles can benefit from performance-based rewards; enhancing leadership capability through ongoing managerial training in communication, evaluation, and people development; and introducing a structured career progression framework in 2026 that will provide clear pathways for advancement across all job families. Together, these initiatives reflect MD7's long-term commitment to ensuring that every employee has a fair and structured chance to progress, while continuing to recognise and reward exceptional performance, wherever it occurs.

Introduction

MD7 employs approximately 400 employees in six offices across Ireland, Germany, Netherlands, and the United States. We employed 55 people within the Republic of Ireland (ROI) as of our snapshot date on the 11th of June 2025. In accordance with The Gender Pay Gap Information Act 2021, this is the first year MD7 will provide a formal gender pay gap report.

Figure 1.0 Employee Gender Ratios



MD7's workforce in the ROI is made of 91% full-time employees and 9% part-time employees with 35 women (64%) and 20 men (36%). All but one employee is on a permanent contract. For privacy of the employee and integrity of this report, the employee on a temporary contract will be considered with the general population metrics, rather than being individually assessed.

Explanation of Metrics

The **gender pay gap** is the difference in the average hourly pay of men and women across an organisation. This report considers each employee in our Irish office, rather than comparing those of similar roles or tenure.

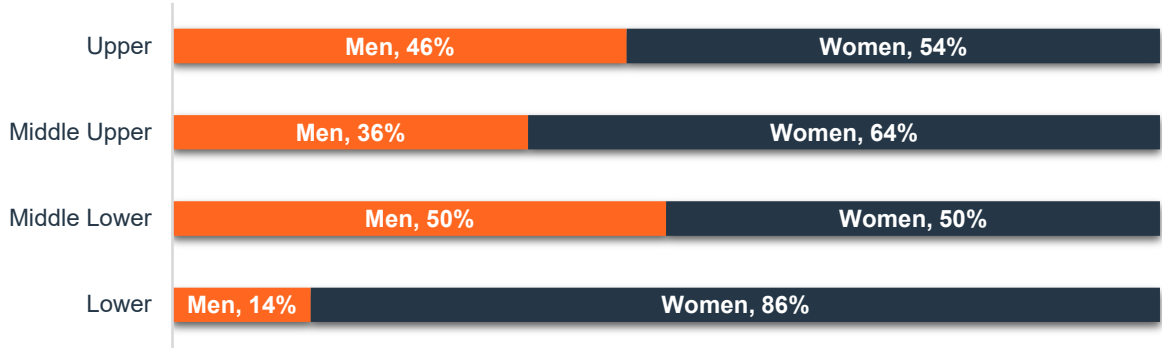
It is important to note that gender pay gap and **equal pay** are different. While employees of all genders in the same role or perform work of equal value are paid equally at MD7, the gender pay gap accounts for differences in bonuses and benefits, in addition to salary, between men and women.

As required in the current legislation, MD7 calculated the **mean pay gap**, **median pay gap**, **mean bonus gap**, **median bonus gap**, proportion of employees **receiving bonuses**, proportion of employees availing of **benefits in kind (BIK)**, and divided employees into **four even pay quartiles** based on their overall hourly wage to evaluate our gender pay gap. The results of these calculations are found below.

2025 Results

Pay Quartiles: Percentage of men and women divided into four quartiles based on lowest to highest hourly remuneration.

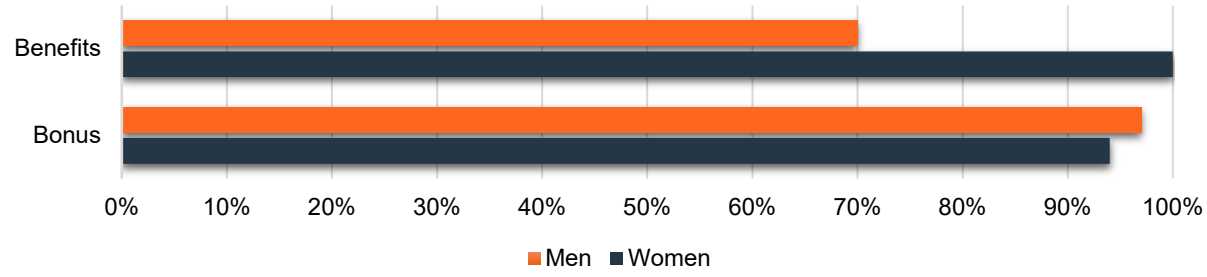
Figure 2.0 Pay Quartiles



As shown above, women represent half or more of each quartile. Women represent 86% of the Lower Quartile, which can be attributed to the high number of women working in administrative positions, of which salaries and bonuses are lower than that of their sales and management colleagues.

Bonus and BIK: Proportion of men and women who received a bonus and benefit in kind per gender.

Figure 3.0 Bonus and Benefits in Kind Ratios



Out of 55 total employees, 53 **received a bonus** in the reporting period. The two employees who did not receive bonuses were part of the operations department with no current bonus structure due to the nature of their individual roles.

The number of women who **availed of benefits in kind** is higher than men. Notably, all Irish employees are offered the same elective benefits, such as private health insurance, PRSA, and commuter benefits.

Pay Gap: The mean and median gender pay gaps of 15.4% and 12.5% respectively are primarily influenced by a higher proportion of men in sales and management positions, which offer higher bonus and commission rates than that of their administrative colleagues, 82% of whom are women.

Figure 4.1 Pay Gap: All Employees

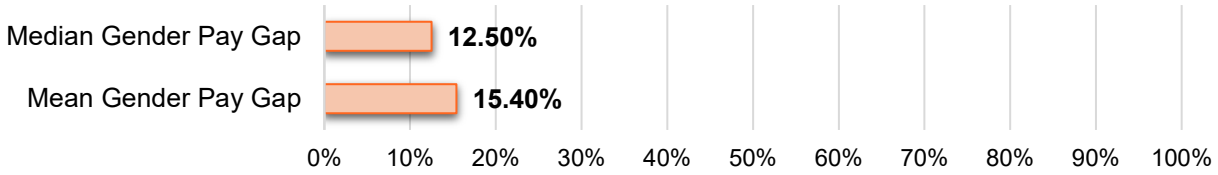
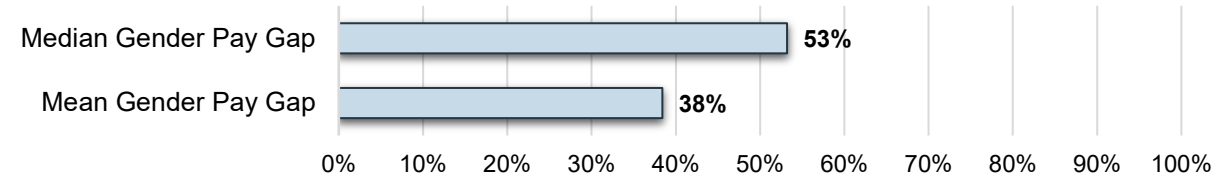


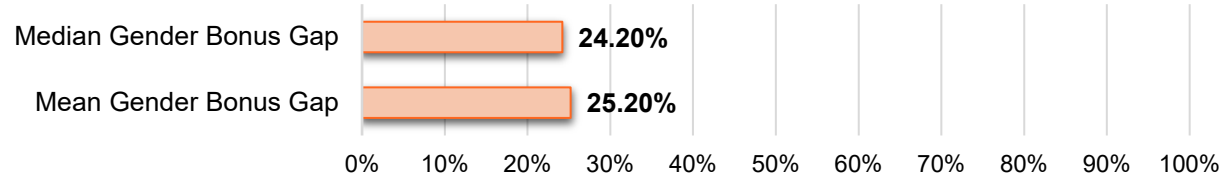
Figure 4.2 Pay Gap: Part-Time Employees



As previously stated, **part-time employees** make up a small portion of our overall headcount in MD7. Out of 55 employees, we have five part-time employees. With four part-time women spread across 3-of-4 pay quartiles and only one part-time male employee in our employment, the below data is statistically unreliable due to the sample size.

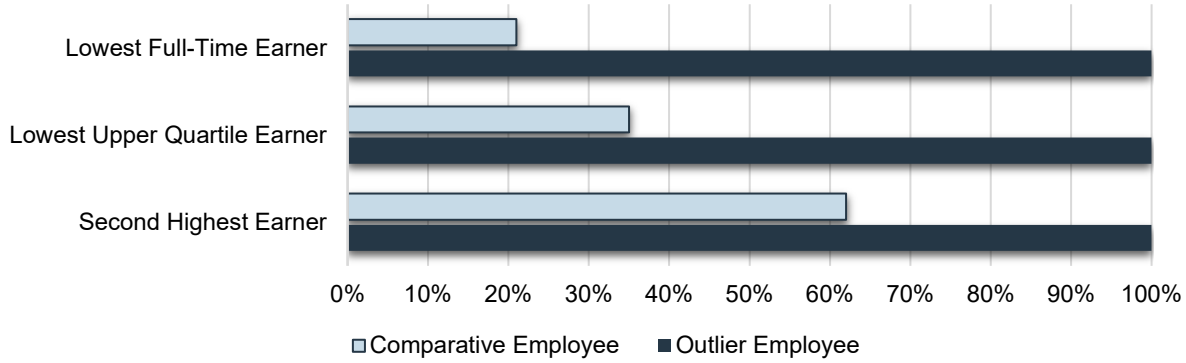
Bonus Gap: At MD7, sales commission is uncapped, which has the potential to significantly impact an employee's bonus pay. The mean and median gender bonus gap of 25.2% and 24.2% respectively are primarily influenced by a higher proportion of men in sales positions. Employees in sales positions are eligible for higher bonus rates than their administrative colleagues based on the nature of their job.

Figure 5.0 Bonus Gap: All Employees



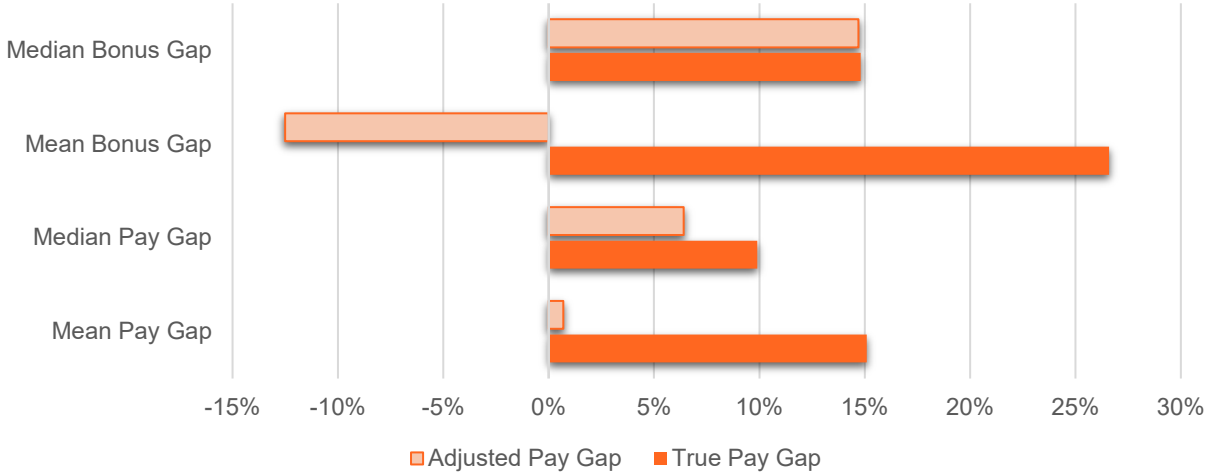
Outlier: While we acknowledge and accept there is a pay disparity amongst our men and women employees, we would like to take a moment to address an outlier within the organisation that tips the scales further. Our highest earner overall is a male employee who earns nearly 40% more than the second highest earner and nearly 80% more than the lowest full-time earner (Figure 6.1) based on his scope of work and high performance.

Figure 6.1 Outlier Employee Comparison



Without his earnings included, the results of the mean and median pay gap calculations would amount to 0.7% and 6.4% respectively, and a mean and median bonus gap of -12.5% (in favour of women employees) and 14.7% respectively. The difference in the true pay gap compared to the pay gap without this single employee included is shown below in Figure 6.2.

Figure 6.2 True Pay Gap vs. Adjusted Pay Gap



Interpreting the Findings

Role Distribution: More men occupy sales and management positions, which offer significantly higher bonus and commission potential. More women work in administrative roles with lower variable pay opportunity.

Bonus and Commission Structure: Uncapped commission in sales teams results in higher total compensation potential for roles where men are more represented.

Impact of Earnings Outlier: Our analysis shows that one exceptionally high-earning sales role held by a male employee has an outsized influence on the overall averages.

Part-Time Roles: With only five part-time employees (four women, one man), statistical reliability for part-time pay analysis is low.

Our Commitment and Actions

Recruiting Efforts: Like much of our work, our success starts with our people and how we recruit. MD7 takes pride in our use of software like BetterAds AI to appeal to a variety of applicants through gender-neutral language in our job ads. Our applicant tracking system uses minimal automated disqualifying workflows for only critical requirements such as language fluency and right to work in an effort avoid potential AI biases often found in complex systems. MD7 also provides interview training to managers about avoiding hiring biases during the selection process.

Bonus Structures: While our sales teams are rewarded for their negotiation efforts with an uncapped commission structure, we acknowledge the workload our administrative teams carry to bring such successes over the finish line. In the last years, we have introduced and continue to develop bonus structures that reward employees who achieve and exceed their KPIs. We host continuous performance check-ins for each employee and provide training to ensure bonuses can be availed of.

Leadership Supports: Our leadership team is currently participating in monthly trainings to provide a strong foundation for our managers to build upon and, in return, fully support their teams. Whether it be through communication skills or fair performance evaluations, MD7 believes that leaders are an integral part of reducing our gender pay gap. With such trainings and accountability for implementing their learnings within projects, we aim to empower our leaders to help drive this change.

Investing in Training: In 2025, MD7 was awarded a generous training grant from the IDA to support employee development. With topics such as emerging technologies, sales tactics, workplace software, leadership skills, and more, our goal is to use this grant to support employees' professional growth by providing access to new training opportunities.

Career Progression Planning: In 2026, MD7 will implement a career progression plan that outlines how employees at each level can advance into new or more senior positions throughout the company. Standardising skills and experience will allow for more transparency around how promotions are approved and ensure that management make data informed decisions.