



Gender Pay Gap Report

Reporting period
12 months to June 2025



1. About Us

RED C is a full-service research consultancy with international reach across market research, behavioural insight, customer experience, brand strategy, and innovation. Our teams in Dublin and London help ambitious brands grow through delivering clarity on the human behaviours that determine their success.

We deliver clarity on the human behaviours that unlock growth. In a complex world, businesses need to understand what truly drives customer decisions. The 'C' in our name stands for Clarity – helping you see more clearly and act with confidence.

We focus on deep insight, decoding behaviour to uncover the human truths that drive decisions. For over 20 years, we've combined behavioural science with strategic thinking to deliver insight that drives action, not reports that sit on shelves. We build client partnerships based on trust, use human intellect supported by AI, and share compelling stories that make our clients more successful.

RED C are one of Ireland's premier providers of political polling and research-based consultancy services. Founded in Dublin in 2003, we have been providing high quality research-based consultancy services both nationally and internationally for many years.

2. Our People

In Ireland over 130 highly experienced and skilled staff look after the insight needs of companies worldwide. From this base we conduct research around the world, in at least 30 countries during 2020.

In our Dublin office we have 30 staff that are client facing consultants, trained to understand and disseminate people, business and markets, in order to help drive growth for our customers. Supporting these consultants are a series of experts managing the operations side of the business, with experienced fieldwork and quality managers across face-to-face, telephone and online approaches, plus a strong team of data processing experts, statistical advisors and data visualisation managers. Finally supporting data collection are a large number of interviewers who work either door to door, in central location such as airports or shops, and in our call centre in Dundalk,

Through this team we ensure we can provide the best levels of service throughout the projects we run, from the quality of each individual interview or survey, to the detail and expertise in analysing the findings, and clearly telling the story that is uncovered from the information we collect.

3. Diversity and Inclusion

At RED C we strive to do the right thing across a range of business issues from how we recruit and treat our employees, to how we treat respondents, clients, suppliers and indeed the planet with our sustainability policies. We also believe as an employer we have a responsibility to the wider community within which we work and how we can give back to our community.

RED C are a diverse organisation across all levels of the business in terms of gender, ethnicity, disabilities. "We are committed to creating an inclusive environment where the only barriers to progress are personal choice and professional competence."

To this end we commit to...

1. Gather statistics annually on pay and where it is found dismantle pay discrimination based on gender and ethnicity.
2. Work towards ensuring our staff are representative of the full diversity of our business locations, initiatives have included engaging with a local Deis school, unemployment, migrant and disability bodies in the area.
3. Work towards the achievement of targets for the representation of women and minority ethnic groups at senior management and board level



4. Improve the recruitment of a representative intake with initiatives that support schools, universities and apprenticeship programmes. RED C have an annual engagement with many of the schools and universities to talk on research to those considering or progressing in a career in business.
5. Create a safe place to work for all, committing to: comprehensive Dignity at Work which includes training to employees on diversity and inclusion to increase awareness, understanding and empathy. This training also includes our code of conduct on sexual harassment including how we proactively encourage a culture that supports whistle blowing, train staff to recognise those who need help for stress or mental health and wellbeing and create appropriate support systems.
6. We have ongoing engagement with staff and conduct exit interviews with staff who are leaving RED C as a source of learning and improvements.
7. We continually strive to do better as a business and review annually to identify areas for improvement.

RED C were early signatories to the MRS Inclusion Pledge. The MRS Inclusion Pledge is an initiative launched in 2018 specifically for the market-research / insight sector.

Its aim is to ensure that organisations (agencies, consultancies) in research and insight — which provide data and understanding about people — are themselves inclusive, diverse, fair and representative of the populations they study. The Pledge is positioned as a “Manifesto for Opportunity.” By signing it, agencies / consultants signal a public commitment to equity, inclusion, and fairness.

4. Understanding the Gender Pay Gap

The gender pay gap compares the average hourly pay of women and men across the organisation, regardless of role, seniority, function, or experience.

It is not the same as equal pay. Equal pay refers to paying men and women the same for the same or similar work, a principle fully embedded in our compensation policies.

- The gender pay gap highlights representation patterns:
- Who holds senior roles
- Who works part-time or full-time
- How talent progresses through the organisation

Understanding these patterns helps us identify where action is needed.

This report outlines our gender pay gap data for 2025, as required by the Gender Pay Gap Information Act 2021. The reporting period for this data is 12 months to 30 June 2025

How the Gap Is Calculated

Mean pay gap

The mean represents the average hourly pay for all women versus all men. It can be influenced by extremes, such as very high or low earners.

Median pay gap

The median compares the midpoint hourly pay for men and women. It is not influenced by outliers and often better reflects the “typical” employee experience.

Both measures are required under the Gender Pay Gap Information Act 2021.



5. Gender Pay Gap Data

The below results reflect differences in average earnings between male and female employees and include hourly pay, bonus payments, benefits-in-kind (BIK), and pay quartile distribution.

5.1 Hourly Pay Gap

Mean Hourly Pay Gap - is the average of all hourly pay rates. It's affected by outliers (very high or very low earners).



- All employees: Women earn 3.2% less than men on average.
- Part-time employees: Women earn 11.7% more than men on average.

The results indicate that in the mean gap shows a small difference in favour of men among all employees, while when part time employees are included, women earn significantly more than men.

When reading the data it is worth bearing in mind some key factors in the business that help explain these results.

1. Two senior people in the business the MD and Head of Operations, both of which were high earners exited the business during the year and so are not included in the figures. This has pulled the mean data in favour of men.
2. RED C face to face and telephone interviewers are included in the analysis, as they are treated as employees, even though they work on an "as and when" contract basis. This works tends to be somewhat more attractive to women looking for part time roles and impacts on the overall positive pay towards women among part time employees.

Median Hourly Pay Gap – this is the middle value when reviewing all pay from lowest to highest, i.e. it identifies the mid-point. It's not affected by outliers.



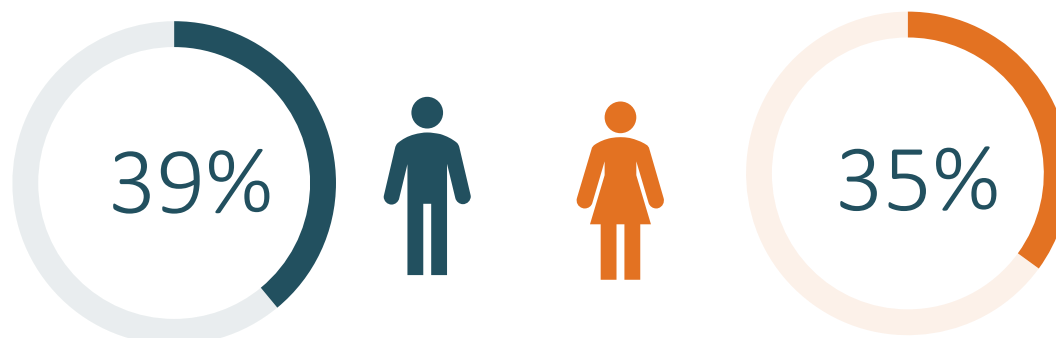
- All employees: The median hourly pay for women is 23% higher than that of men.
- Part-time employees: The median hourly pay for women is 21% higher than that of men.

These results indicate that, at the midpoint of the pay distribution, women in RED C earn more than men both at an overall level and within part-time roles.

5.2 Bonus Pay Gap

The bonus pay gap looks at the bonuses paid by the business to understand whether men or women are more likely to be paid bonuses, and to what level these bonuses are paid. In RED C bonus payment are made to all staff, but not to our interviewers who work on an "as and when" contract.

Proportion of Employees Receiving a Bonus



- 39% of male employees received a bonus (17 out of 44).
- 35% of female employees received a bonus (26 out of 74).

A slightly higher proportion of men than women received a bonus during this period. This again reflects the fact that a higher proportion of our interviewers who work on an “as and when” contract basis are women and do not receive bonus payments.

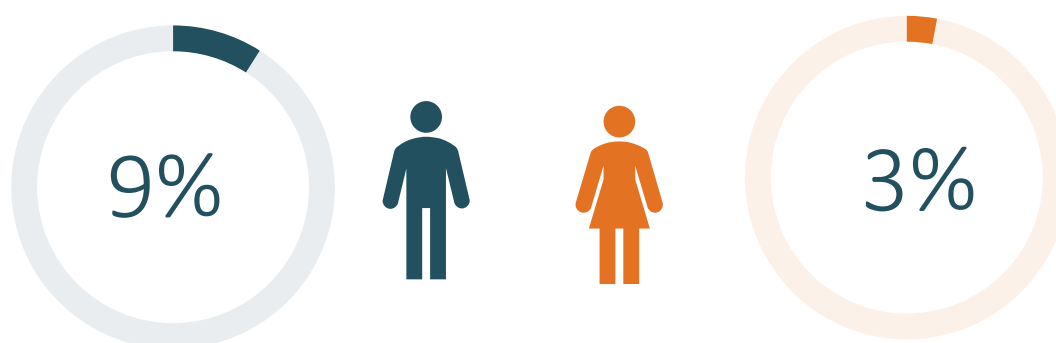
Mean Bonus Pay Gap: Women receive 16.2% less in average bonus pay than men.

Median Bonus Pay Gap: Women receive 2% more than men at the median level.

The results indicate from the mean gap that a relatively large difference in favour of men among all employees, this is due to outliers where significant bonus payments were made to very senior female staff that have left the business before June 2025, so depressing the mean for women. However the median data shows that bonus levels across the company are very well balanced when outliers are removed.

5.4 Proportion of Employees Receiving Benefits-in-Kind (BIK)

The analysis of benefit in kind reviews non-cash benefits provided by an employer to an employee, which are considered taxable income. Common examples of items and perks that typically attract BIK include aspects such as health insurance, company cars, accommodation, preferential loans, gym memberships etc.



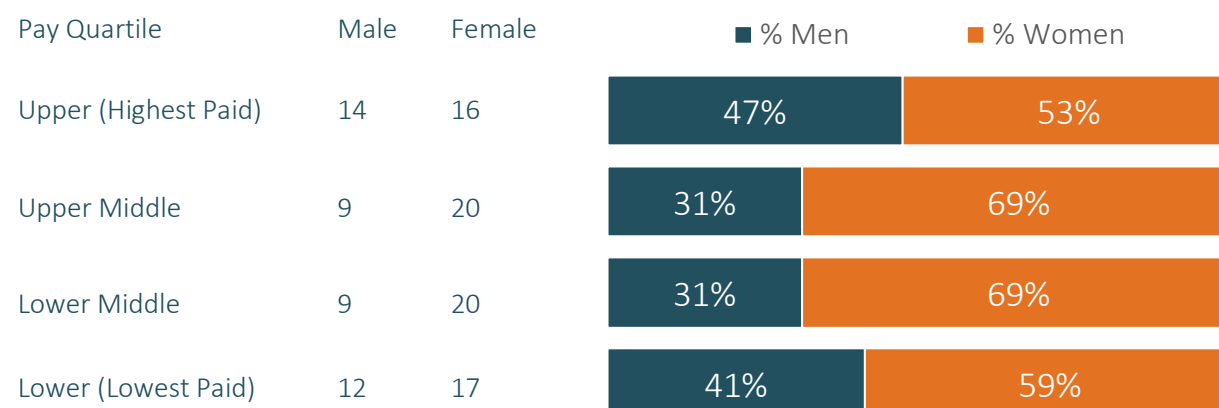
- 9% of male employees received BIK (4 out of 44).
- 3% of female employees received BIK (2 out of 74).

A slightly higher proportion of men than women received non-cash benefits in the year to end June 2025.



5.5 Pay Quartile Distribution

Women are overrepresented in all of the pay quartiles at RED C, and in the higher-paid quartiles (53% in the upper and 69% in the upper-middle quartiles. This is the opposite of more typical gender pay gap patterns where men dominate senior and higher-paid positions. Women are successfully reaching and occupying senior, higher-paid positions in RED C.



While this is a very strong result across all quartiles of the business, given the overall distribution of women to men in the business, the aim must be for women to further increase as a percentage of the upper quartile if possible in the years ahead.

6. Conclusion

RED C demonstrates a strong commitment to gender equality and inclusive employment.

Our data reveals that women are well-represented in senior and higher-paying roles, and the balance of pay is pretty good at all levels. More can be done however to improve the balance of pay in the upper quartile, and we expect this to be addressed in next year's report with changes in senior staff this year. We also need to possibly review the balance of BIK between male and female employees who receive them.

Our ongoing priorities include:

1. Establish regular employee consultation mechanisms - schedule recurring consultations with employees on gender equality and policy development to ensure voices are heard in decision-making.
2. Continue widening candidate pools to ensure balanced shortlists for all roles, especially senior and specialist positions.
3. Continue sponsoring and mentoring initiatives to support female employees into senior roles.
4. Continue normalising flexible work for senior roles to reduce career penalties for caregiving responsibilities
5. Enhance diversity and inclusion training - expand and refresh D&I training programmes across all levels, with specific focus on unconscious bias and inclusive leadership.

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