



Gender Pay Gap Report 2026

Direct Medical · A Vivisol Company



INTRODUCTION

At Direct Medical, our people are at the heart of everything we do.

At the time of our Gender Pay Gap analysis, we employed 60 people — 32 women and 28 men. Our workforce brings together a diverse range of clinical, technical, sales and support expertise, with people working across a variety of roles, responsibilities and professional backgrounds.

We believe that fairness, equality and opportunity should be part of everyday working life. Every person who joins Direct Medical brings different skills, experience and ambitions, and we want our employees to feel valued for the contribution they make.

We are committed to empowering our people to develop, grow and build rewarding careers. We celebrate progression, recognise achievement and encourage our employees to take opportunities to learn new skills and take on new responsibilities.

Over the past year, Direct Medical has continued to grow, increasing our headcount by two employees, including one new female colleague. As we grow, we remain committed to creating an inclusive workplace where everyone has the opportunity to contribute and develop.

Our Gender Pay Gap Report gives us an opportunity to look objectively at our workforce, understand our pay data and consider where we can continue to strengthen our approach to equality.

Our ambition is to create a workplace where people feel supported, valued and empowered to grow — both professionally and personally.



Dave Sherman

General Manager, Direct Medical

OUR GENDER PAY GAP

60 employees · 32 women · 28 men

Median Gender Pay Gap

-26.91%

Mean Gender Pay Gap

-2.95%

BONUSES AND BENEFITS IN KIND

Mean bonus gap **16.84%**

Median bonus gap **-250.32%**

PAY DISTRIBUTION IN QUARTILES

Who sits in each pay band

Female Male



REPORT SUMMARY

At Direct Medical, we are proud of the strong representation of women, particularly in specialised clinical roles. Their qualifications, expertise and responsibilities are reflected in their remuneration and are an important factor in understanding our Gender Pay Gap results.

Median Pay Gap **-26.91%**

Our median hourly pay gap of -26.91% means that the median hourly rate for women is higher than for men.

This is strongly influenced by our workforce composition, with women highly represented in professionally qualified clinical roles, while our predominantly male homecare technician workforce generally operates at a lower hourly remuneration level. The result reflects the distribution of employees across different roles rather than differences in pay for the same or equivalent work.

Mean Pay Gap **-2.95%**

Our mean hourly pay gap of -2.95% means that, on average, women receive a higher hourly rate than men.

The difference between the mean and median highlights the impact of workforce composition and the distribution of employees across different roles and pay levels, particularly the influence of our specialised clinical workforce.

REPRESENTATION

80%

women, upper-middle quartile

60%

women, upper quartile

Our pay quartiles provide further context. Women represent 80% of the upper-middle quartile and 60% of the upper quartile, reflecting their strong representation in higher-paid, professionally qualified clinical positions.

Men represent 70.59% of the lower quartile, reflecting our predominantly male homecare technician workforce. This occupational distribution is an important factor in understanding our Gender Pay Gap.

BONUS GAP

16.84% – 250.32%

mean

median

Our bonus results differ from our hourly pay results and are influenced by the distribution of bonus payments across our workforce.

Our significant representation of women in specialised clinical positions is an important factor when considering these results. These roles require professional qualifications, specialist expertise and clinical responsibility, which can influence remuneration and bonus arrangements where applicable.

WHAT WE DO

Our commitment to our people

For Direct Medical, equality is about more than a percentage.

It is about creating a workplace where people can build careers, develop their skills, feel supported and enjoy coming to work.





GREAT PLACE TO WORK

For the last two years, Direct Medical has been recognised and awarded Great Place to Work, reflecting our ongoing commitment to our people and the culture we strive to create.

We are proud of this recognition because it reflects the importance we place on listening to our employees, supporting their wellbeing, recognising their contribution and creating an environment where people feel valued and respected.

Being recognised as a Great Place to Work reinforces our commitment to making Direct Medical a place where people can develop, grow and build rewarding careers.

CAREER PATHWAYS

We want people to see Direct Medical as a place where they can build a career rather than simply have a job.

We encourage development, learning and progression, and we recognise the different ambitions and strengths that our employees bring.

Whether someone develops within their existing role, takes on additional responsibility or moves into a new area of the organisation, we want to support their journey.

MENTAL HEALTH AND WELLBEING

Employee wellbeing is an important part of our culture.

Our Mental Health and Wellbeing Group provides a focus for positive conversations around mental health and wellbeing and helps us continue building an environment where employees feel supported.

Our ambition is to create a workplace where people want to stay, for our culture, our people, our wellbeing support and the benefits of being part of Direct Medical.





GOING THE EXTRA MILE (GTEM)

Every quarter, we celebrate an employee who has truly Gone the Extra Mile (GTEM). The initiative recognises people who go beyond their day-to-day role — whether through supporting colleagues, showing initiative, helping others or making a positive difference to the team.

It's our way of celebrating the kindness, collaboration and commitment that make a real difference every day. Each quarterly winner receives a €250 One4all voucher as a thank-you.

Most importantly, GTEM reminds our people that going the extra mile doesn't go unnoticed.

LOOKING AFTER OUR CUSTOMERS

Our responsibility begins with our customers. Our clinical, technical, sales, oxygen, sleep and support teams all play an important role in delivering the service our customers rely on.

We recognise that healthcare is personal, and we are committed to providing a professional, respectful and compassionate service.

Celebrating the women who make a difference

We are proud of the women across Direct Medical who contribute to our organisation every day.

From Sales and Oxygen to Sleep and our wider teams, women play an important role in supporting our customers and helping our business grow.



SPOTLIGHT

Kay Dunne

Customer Service Agent, Sleep

I have been working with Direct Medical, a Vivisol company, since 2014, with over 12 years of experience as a Patient Support Agent. My role involves supporting patients who contact us for advice, assistance and guidance, ensuring they feel listened to, understood and supported.

Empathy, understanding and a genuine desire to help others are the qualities I value most in my role. The most rewarding part of my work is knowing that I can make a positive difference to someone who needs our support.

During my time with Direct Medical, I have seen the company grow from a small team of around 12 people to more than 50. I have also experienced significant changes and developments in the services we provide, making my time with the company both varied and rewarding.

I am proud to be part of a supportive team, both in the office and within the wider community, where teamwork and strong working relationships are highly valued.

Outside of work, I enjoy walking and keeping fit through regular gym sessions, which helps me maintain a healthy work-life balance.



SPOTLIGHT

Lisa Downes

Patient Manager, Sleep

I joined Direct Medical in 2013, initially on a part-time basis. At the time, there was no established Direct Medical presence in the North West of Ireland, and as a solo parent raising two boys, the role provided an ideal balance between family and professional life.

Having previously worked with the HSE, I had developed close working relationships with the Respiratory and Sleep Consultant team in Letterkenny. This experience provided a strong foundation for establishing Direct Medical's services in the region.

My role initially involved conducting sleep studies in the hospital each morning and supporting patients with the introduction of CPAP therapy in their homes. Over the years, the service grew significantly, becoming one of Direct Medical's strongest areas of growth. I progressed to working full time, and eventually a second Patient Manager was appointed to support the North West region.

One of the most rewarding aspects of my role is supporting patients throughout their entire journey — from initial investigation and diagnosis of sleep apnoea, through to starting CPAP therapy and achieving long-term compliance. Understanding the impact of sleep deprivation and seeing the positive changes in patients as they become established on treatment has been incredibly fulfilling.

For the past 13 years, educating patients, problem-solving challenges and helping them adapt to CPAP therapy has been a significant source of professional fulfilment and purpose. Seeing the difference effective treatment can make to a patient's quality of life continues to be one of the most rewarding aspects of my work.

As Direct Medical has grown, so has the wider team, bringing increased opportunities for training, collaboration and knowledge sharing. Access to new technologies and equipment continues to keep the role evolving, providing ongoing opportunities to develop professionally while enhancing the support and care we provide to patients.



SPOTLIGHT

Louise Nolan

Accounts

I first started working for Direct Medical in 2013 in the Finance Department, when it was a small, family-run business. I have been lucky enough to have worked with the company for over 13 years, and it has been great to see it expand and grow over the years into what is now Direct Medical, a Vivisol company.

My role involves dealing with all aspects of accounts, including hospitals, the HSE and patients, both private and public. I deal with patients over the phone and also work closely with the HSE on a daily basis. I provide support and advice to patients regarding any queries they may have. It is important to understand and support each patient, as everyone has their own individual circumstances and needs.

I work with a great team of people and really enjoy working with them on a daily basis. I have seen the company develop into a very successful business, and I am proud to be part of that journey

Climbing the ladder

Claire Wyper

Catherine Conway

Geraldine Hayes



CLIMBING THE LADDER

Claire Wyper

Operations Manager

"I joined Direct Medical in 2007 as an Accounts Supervisor, bringing a financial and administrative experience to the business. In 2017, I progressed to Operations Manager, where I oversee the day-to-day operations for the Home Oxygen service, including staff, depots, warehousing, procurement, maintenance, stock management, quality management, and service delivery."

With over 19 years' experience with Direct Medical, Claire has played a key role in the company's continued development and operational growth.



CLIMBING THE LADDER

Catherine Conway

Customer Service Manager

"I joined Direct Medical in 2017, beginning my career in the Sleep Department as part of a small team of three Customer Service Agents. For six years, I worked closely with patients and healthcare professionals, developing strong relationships and a commitment to delivering a high-quality customer service experience.

In 2023, I was proud to be promoted to Customer Service Manager, taking responsibility for both the Sleep and Home Oxygen services. I now work alongside a team of 11 Customer Service Agents, supporting them in delivering a consistently high

standard of service to our patients, healthcare professionals and wider teams.

Throughout my time with Direct Medical, I have had the opportunity to see the company grow and evolve, while also being part of that journey. Watching our services develop and seeing the positive impact we have on the patients we support has given me immense pride in my role.

I am very proud to be part of Direct Medical and passionate about supporting our teams, developing our services and ensuring that we continue to provide the highest possible standard of customer service to those who rely on us."

CLIMBING THE LADDER

Geraldine Hayes

Clinical Manager



"I joined Direct Medical in 2010 as a Patient Manager, beginning a career that has given me the opportunity to work closely with patients and healthcare professionals across the country.

For seven years, I travelled throughout the community, visiting patients in their homes and helping them get set up with their CPAP and BiPAP devices. I really enjoyed the variety that came with working in the community — meeting different people every day, hearing their individual stories, and helping to make a positive difference to their sleep and quality of life.

In 2017, I was appointed Clinical Manager, a role I continue to hold today. I oversee the day-to-day delivery of our sleep service, working closely with

hospitals, clinicians and our wider team to ensure we consistently provide a high-quality service and meet the needs of the patients we support.

It has been incredibly rewarding to see both my own role and Direct Medical grow over the years. When I joined the company in 2010, we had just three Patient Managers covering the country. Today, that team has grown to 16, reflecting the significant growth of the service and the increasing number of patients we support.

After more than 15 years with Direct Medical, I'm proud to have been part of that journey and to have played a role in the continued development of our sleep service."

A FINAL WORD FROM OUR HUMAN RESOURCES DIRECTOR

Over my seven years with the Sol Group, serving as HR Director for Direct Medical and Vivisol UK and as Project Lead for the Group for Women's Development, I have had the privilege of seeing first-hand the incredible talent within our organisation. I am genuinely motivated each day by the enthusiasm, capability, and dedication our women bring to their roles.



Jane Norman

Human Resources Director
Direct Medical

A standout highlight of our collective journey has been seeing over 75 women attend our 3-day Women's Development Programme at our head office in Monza since 2024. They are a powerful testament to the extraordinary women across our Group, and we remain fully committed to supporting, empowering, and celebrating every step of their career pathways.

Above all, it is a source of immense pride to work alongside the dedicated team at Direct Medical, whose commitment, empathy, and professionalism make our organisation such a rewarding place to belong.

ABOUT THIS REPORT

This report has been prepared in accordance with the requirements of Ireland's Gender Pay Gap Information legislation.

The Gender Pay Gap measures differences in remuneration across the workforce as a whole. It should not be interpreted as a measure of equal pay for the same or equivalent work.

Direct Medical will continue to monitor its Gender Pay Gap and the underlying composition of its workforce as part of its ongoing commitment to fairness, equality, employee development and wellbeing.