

November
2025



Gender Pay Gap Report 2025



MSS Buliding Services Ltd

Summary

At **MSS Ltd.**, diversity and inclusion are integral to our culture, values, and the way we do business. As a small company based in Ireland, we believe that fostering an inclusive and respectful workplace is key to our continued growth, innovation, and success. Our mission is to create a workplace where every team member feels valued, supported, and empowered to contribute their best.

This year marks the **first time MSS is required to report under the Gender Pay Gap Information Act 2021**, reflecting our commitment to transparency and equality. We recognise that understanding and addressing our gender pay gap is an important step toward ensuring fair and equitable opportunities for all employees, regardless of gender.

We see gender pay gap reporting not only as a compliance exercise, but as an opportunity to learn, reflect, and take action to strengthen our practices in line with our values.

Anita Pryzmont

Anita Pryzmont
HR Manager
MSS Building Services





Gender Pay Gap Data

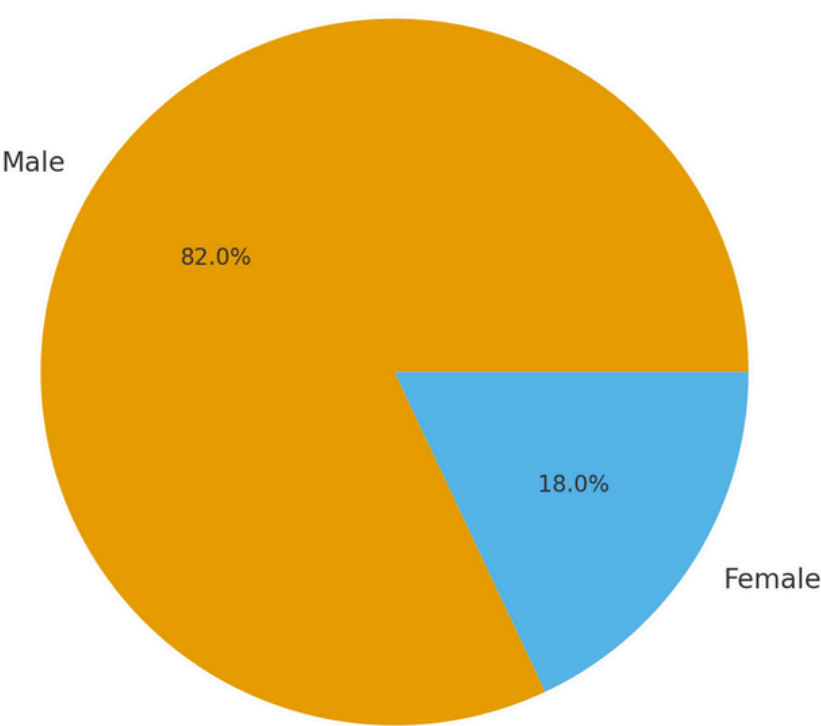
Metric	Result
Headcount	50
Mean hourly pay gap	14.2%
Median hourly pay gap	-6.4 %
Mean bonus pay gap	19.6%
Median bonus pay gap	0.0 %
Mean bonus pay gap	19.6%
Median bonus pay gap	0.0 %
% of men receiving a bonus	92.7%
% of women receiving a bonus	77.8%
% of men receiving benefits in kind	0.0 %
% of women receiving benefits in kind	0.0 %

Snapshot Day 15th June 2025

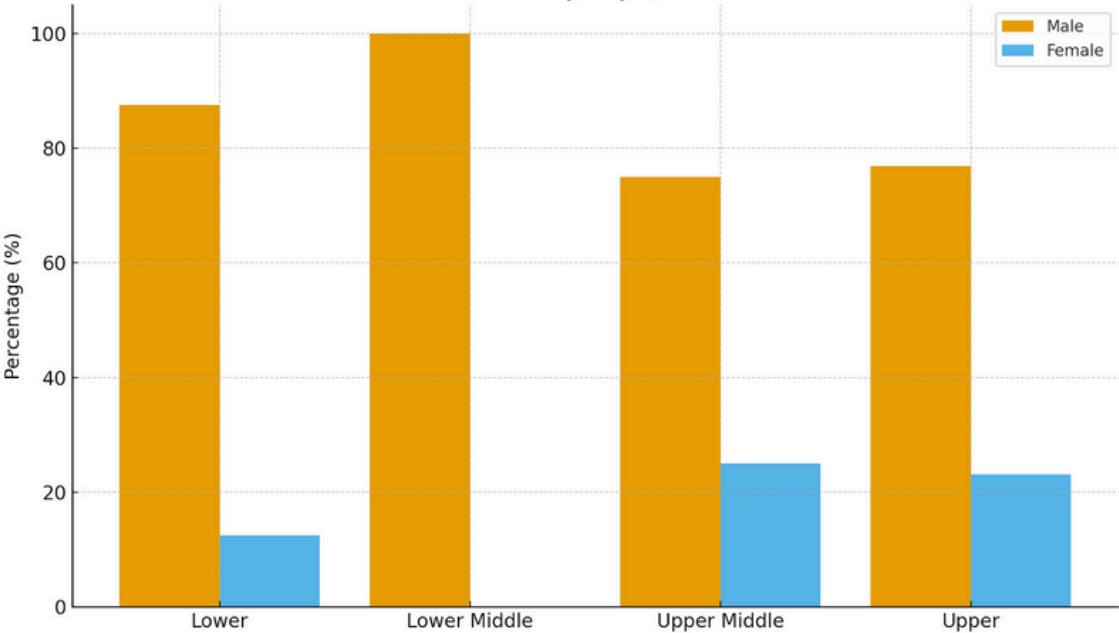
Gender Representation

Headcount on snapshot date: 50 (Male: 41, Female: 9)

Gender Distribution (Overall)



Gender by Pay Quartile





What Is Driving Our Gender Pay Gap?

As a small organisation, our gender pay gap results are naturally more sensitive to changes in our workforce. With a relatively small number of employees overall, even a single new hire, promotion, role change, or change in bonus eligibility can have a noticeable impact on the pay averages and medians reported for each gender.

During the reporting period, MSS Building Services Ltd. welcomed several new team members, including women who joined the organisation in the months leading up to the June 2025 snapshot date. As a result, some of these female colleagues had not yet met the service requirements to qualify for the annual bonus cycle. This timing factor has influenced the reported bonus gap, not because of differences in bonus policy, but simply due to eligibility windows based on start dates.

In addition, our gender pay gap is influenced by:

01

Role distribution across the organisation

02

Certain technical, supervisory, and specialist positions currently have a higher proportion of male employees.

03

Length of service variations

04

Many of our longer-tenured employees – who may have progressed through incremental pay increases – are male.

05

Small workforce size

06

With fewer than 60 employees, individual movements and career progression decisions have a proportionally greater statistical effect.

As we grow, and as more recently hired employees become eligible for progression and bonus cycles, we expect greater alignment in average figures over time. MSS remains committed to ensuring that pay, promotion, training, and career development decisions are fair, transparent, and based on merit.

Closing our Gender Pay Gap

MSS Building Services Ltd. is committed to maintaining a fair and inclusive workplace where everyone has the opportunity to develop and progress. While our gender pay gap reflects our current size, structure, and recent hiring activity, we are focused on taking practical steps that support fairness and long-term improvement.

Our ongoing actions include:

- **Flexible working and family-friendly supports**

We continue to offer flexibility where possible to help colleagues balance work and home life.

- **Fair and consistent recruitment and promotion processes**

We review our hiring and development practices to ensure decisions are based on skills, experience, and merit.

- **Regular pay reviews**

We assess pay periodically to support consistency and address any gaps that may arise.

- **Training and development opportunities**

We provide learning, mentoring and on-the-job development to help all colleagues grow in their careers.



Looking Ahead

As our organisation continues to develop and as recently hired employees progress through our pay and bonus structures, we expect our gender pay outcomes to evolve. Our commitment remains clear: to foster an environment where every employee is valued and supported to achieve their full potential.