distilled.

DISTILLED

Gender Pay Gap Report 2025

2025 Distilled · 1 July 2024 – 30 June 2025 · 145 employees: 53 women (37%), 92 men (63%)

ABOUT DISTILLED

ADVERTS daft.ie DoneDeal

As Ireland's leading digital media and classifieds business, Distilled plays a key role in connecting people and communities across the country through our trusted online platforms, Daft.ie, DoneDeal.ie and Adverts.ie.

Diversity, Equity and Inclusion (DEI) are central to our culture and success. We are proud of the diversity within our teams and are committed to continuous improvement in how we support our employees and promote inclusion at all levels. One important measure of equality is pay, and we welcome the opportunity to report transparently on our Gender Pay Gap as part of our ongoing commitment to fairness and accountability.

This report reflects all employees within Distilled during the reporting period and includes those who have since left the organisation. It provides valuable insights into our current position and helps inform our efforts to ensure that Distilled remains a workplace where everyone can thrive and develop regardless of gender.

OUR MISSION

To make buying, selling and connecting easier and more transparent for everyone in Ireland.

OVERVIEW OF THE 2025 GENDER PAY GAP ANALYSIS

This report presents Distilled's first analysis of the gender pay gap, based on data extracted from the company's Human Resources system. The data used was for the period 1st July 2024 until 30th June 2025 inclusive, using a snapshot date of 30th June 2025. There were 145 employees in Distilled within the reporting period. 53 were women, 92 were men. This is including employees who may have exited the business within the reporting period.

Our commitment to pay equity is upheld through a structured and transparent compensation framework. All employees in Distilled are aligned to pay bands which are validated using market-leading data from the WTW compensation survey, ensuring consistent and competitive pay for equal work, regardless of gender. Crucially, we hold transparent conversations with employees so they fully understand the data informing their pay band, where they sit within that band and the rationale behind it.

An employee's specific placement is determined solely by individual performance, which we assess using a culture of continuous feedback, input from multiple stakeholders forms a large part of our bi-annual performance reviews and calibration processes. To facilitate career advancement, we provide all employees with development plans to help them reach the next level. Furthermore, our commitment to fairness extends to our twice-yearly promotion cycles, which undergo a thorough, bias-free process to ensure merit-based progression for all.

THE RESULTS

2025 results at a glance

145
All employees
In the reporting period

53
Women
37% of employees

92
Men
63% of employees

26.1%
Mean hourly pay gap
All employees

24.8%
Median hourly pay gap
All employees

13%
Mean bonus pay gap
All employees

-2%
Median bonus pay gap
Favourable to women

Where a percentage is shown as a minus value, it indicates that the median figure for men is lower than that for women, representing a result more favourable to women.

Due to the small number of part-time and temporary employees, and to protect individual confidentiality, we have not reported their hourly pay data separately. Instead, these employees are included in the overall figures. In line with standard practice and data protection considerations, Distilled will only report on groups with at least ten employees, provided that each group includes a minimum of three men and three women.

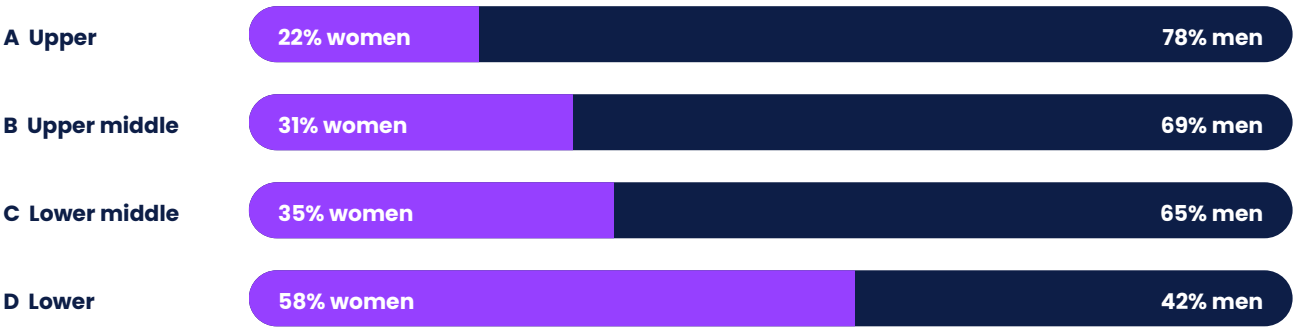
PERCENTAGE OF EMPLOYEES RECEIVING BONUS AND BENEFIT IN KIND

	Women	Men
Receiving a bonus	23%	48%
Benefit in kind take-up	79%	79%

BIK health insurance is available to all employees. The above is the percentage of take up.

PAY QUARTILES BY GENDER

The share of women and men in each quarter of our workforce, from the highest-paid (upper) to the lowest-paid (lower) quartile.



THE 2025 PICTURE

Factors impacting our gender pay gap

WHY THE GAP EXISTS

A significant factor contributing to our overall gender pay gap is the market disparity within the two sectors most critical to our business. Our Engineering team, which is our largest team, operates within the highly competitive technology industry. Industry data reflects that women hold less than a third (around 29%) of roles in the digital sector in Ireland and the challenge is even more acute in core technical roles: for engineers in Ireland, women represent only around 12% of the profession (Engineers Ireland). Recruiting women in Engineering is extremely challenging, yet we have made demonstrable progress and remain committed to increasing the representation of women across all technical roles. Similarly, one of our key brands operates in the Motor Industry, a sector where the gender imbalance is also pronounced. The industry body Society of the Irish Motor Industry (SIMI) acknowledges under-representation of women in the sector.

OUR EFFORTS TO CLOSE THE GENDER PAY GAP

Recruitment

At Distilled, we are committed to attracting a broad and diverse range of talent through inclusive, equitable and unbiased recruitment practices. We achieve this by ensuring the following key elements are embedded throughout every stage of our hiring process.

Job description and advertising

- We draft job descriptions using inclusive, non-discriminatory, and gender-neutral language, with input from diverse stakeholders to ensure balance and accessibility.
- Each job description focuses on the core skills and competencies required for success in the role, rather than individual characteristics or specific backgrounds.
- Roles are advertised both internally and externally across a diverse range of job boards and platforms to reach the widest possible pool of talent.
- We clearly communicate our commitment to diversity, equity and inclusion (DEI) in all job postings to reflect our values and attract candidates who share them.
- We encourage referrals from all employees and across diverse professional networks, rather than relying solely on existing social or professional circles.

Recruitment, continued

Structured recruitment processes

- All shortlisting criteria are designed to be objective and free from discrimination, with each application assessed solely on its suitability for the role.
- We use standardised interview questions and evaluation forms based on the core competencies of each role to ensure consistency and objectivity.
- Diverse interview panels are utilised to bring multiple perspectives, and individual feedback is submitted independently to minimise groupthink and conformity bias. For some roles, we use standardised assessments to support a fair and equitable recruitment process by providing consistent, evidence-based measures of candidates' skills and potential, reducing subjectivity in decision-making.
- Our values and behaviours provide a clear framework that guide fair, inclusive and respectful decision-making, ensuring every recruitment choice reflects our commitment to equity.
- We uphold data privacy and confidentiality throughout the recruitment process, ensuring all candidate information is handled securely, used only for its intended purpose, and treated with the highest level of trust and integrity.

Training and awareness

- All hiring managers complete regular people management and recruitment skills training to strengthen awareness of bias and ensure the consistent application of equitable practices.
- We provide unconscious bias and interview skills training for all employees involved in hiring, with a focus on identifying and mitigating bias and discrimination.
- We are continuously looking at ways to remove bias from our processes. For example, this year we enhanced interview evaluations to improve objectivity, and in the upcoming Performance Cycle, we will require ratings to be submitted in advance to help reduce potential bias.
- We regularly review and update training content to maintain best practices and ensure full compliance with relevant employment law and equality standards.

Candidate experience, feedback and continuous improvement

- Our goal is to create an inclusive and supportive environment where candidates feel comfortable performing at their best, regardless of the recruitment outcome.
- We ensure all candidates have equitable access to the recruitment process by offering flexible interview options (online or in person), flexible scheduling, and providing additional support or adjustments for candidates with accessibility or other needs.
- We provide constructive feedback to unsuccessful candidates, focusing on the requirements of the role and avoiding reference to personal traits or characteristics.
- We gather feedback from both successful and unsuccessful candidates and use their insights to continuously refine and improve our recruitment practices, ensuring they remain inclusive, consistent and aligned with our values and behaviours.

OUR EFFORTS TO CLOSE THE GAP

Pay, performance and wellbeing

COMPENSATION

Distilled ensures fair and competitive pay through bi-annual benchmarking using market data from the Willis Towers Watson (WTW) Tech, Media and Gaming survey.

This process informs transparent, data-driven pay decisions. In 2024, we partnered with WTW for additional consulting support to ensure that all roles were accurately benchmarked in terms of both role and level. This exercise was based on roles rather than individuals, so gender did not come into it. We were then able to use this as our baseline to ensure that all roles were mapped to the correct salary band.

Crucially, we hold transparent conversations with employees so they fully understand the data informing their pay band, where they sit within that band and the rationale behind it.

An employee's specific placement within their band is determined solely by individual performance, which we assess through a culture of continuous feedback. Input from multiple stakeholders forms a central part of our bi-annual performance reviews and calibration processes, ensuring that all pay and progression decisions are fair and consistent.

PERFORMANCE REVIEW CYCLES

Our structured performance calibration process applies consistent, evidence-based criteria to assess all employees, reducing bias and ensuring equitable recognition and promotion. The involvement of multiple stakeholders throughout the process helps maintain transparency and accountability, keeping the process fair and honest. This collaborative and transparent approach promotes fairness and supports balanced representation.

Furthermore, our commitment to fairness extends to our twice-yearly promotion cycles, which undergo a thorough, bias-free process to ensure merit-based progression for all.

EMPLOYEE WELLBEING AND FLEXIBILITY

At Distilled, we prioritise wellbeing and flexibility to foster an inclusive culture where everyone can thrive. Our benefits support balance, health and financial security, helping all employees, particularly women build sustainable, fulfilling careers. We offer flexible, hybrid and remote working options, summer company leave days and social events that strengthen connection and wellbeing.

Employees have access to unlimited GP care, an Employee Assistance Programme and regular wellness surveys supporting mental, emotional, and financial health. Enhanced paid parental leave, full maternity pay, flexible return-to-work options and additional paid leave for key life events reduce career interruptions and promote progression, helping to close gender pay gaps.

Comprehensive benefits, including fully paid health insurance, pension contributions and financial planning support, ensure long-term security and equity for all.

OUR EFFORTS TO CLOSE THE GAP

Engagement, inclusion and behaviours

EMPLOYEE ENGAGEMENT AND INCLUSION

At Distilled, we actively listen to our people through regular engagement surveys that provide valuable insights to drive targeted actions and team-level initiatives. We review engagement data by manager, team, gender, age, and tenure, allowing us to identify patterns and put meaningful actions in place to address any issues that arise.

Our strong culture of trust and fairness has earned us consistent recognition as one of Ireland's top workplaces, including awards for Best Workplaces for Women and Women's Wellbeing (GPTW Ireland).

Through Culture Amp, we measure engagement, inclusion, and wellbeing, achieving a 90% engagement score in our most recent survey. We believe that strong engagement and inclusion foster retention and career progression for women, directly contributing to closing the gender pay gap.

EMPLOYEE RESOURCE GROUPS (ERGS)

Distilled ERGs, including the Women's Network, Coaching Panel, Better Together Group, People Champs and The Distillers foster inclusion, mentoring and growth. These groups play a vital role in strengthening our culture and advancing equal opportunities for growth and leadership across all genders, especially women.

Through mentorship, visibility and professional development, our ERGs actively help remove barriers to progression.

THRIVING AT DISTILLED: OUR BEHAVIOURS AND VALUES

At Distilled, our mission, vision, and values set the direction and inspire our organisation, but it's through our behaviours that these ideals come to life every day.

Create with Impact, Play Your Part, and Thrive Here translate our values into clear expectations and measurable actions, providing a practical framework for a consistent, high-performing, and inclusive culture. These behaviours are a new addition to how we support our people to thrive, shaping how we hire, develop, recognise, and support employees at every stage of their journey.

Create with Impact encourages accountability and purpose, ensuring meaningful outcomes are delivered with fairness, clarity, and pride. Play Your Part empowers individuals to take initiative, share ideas, and elevate others, promoting equity by recognising that every contribution matters. Thrive Here reflects our belief that growth comes from collaboration, learning, and shared ambition, helping all employees feel supported and valued as they develop and grow.

Guided by our core values Simplify, Collaboration, Passion, Make Things Happen, and Growth Mindset these behaviours ensure that inclusion and equity are embedded into every part of our employee lifecycle.

CLOSING STATEMENT

A word from our Chief People Officer

"At Distilled, we know that meaningful change takes time, focus and a collective commitment to progress. While our 2025 Gender Pay Gap results show that there is still work to be done, it also reaffirms our dedication to building a truly inclusive and equitable workplace, one where every person has the opportunity to thrive.

We recognise that closing the gender pay gap is a long-term commitment, one that requires consistent action within our own organisation. Structural and societal factors play a significant role and we know that collaboration across industries, governments and communities will be essential. Within this broader journey, we remain determined to play our part and to lead by example in the ways we can.

This year, we anticipate that our gender pay gap may increase slightly, reflecting market realities and the challenges we have faced in attracting talent in certain disciplines, such as Engineering & Motor. We are transparent about this, because we believe honesty is key to progress. What matters most is our continued focus on sustained, systemic change. From structured pay benchmarking and performance calibration to our ongoing efforts to attract, retain and develop diverse talent across every function and level.

We are proud of the progress we have made and of the culture we continue to nurture. Our recognition as one of Ireland's Best Workplaces and Best Workplaces for Women reflects this commitment, but more importantly it motivates us to keep moving forward.

As we look ahead, we're committed to closing the gender pay gap and continuing to build a workplace where every individual feels valued, supported and empowered to contribute their best. Together, we will foster a culture of shared success, one that celebrates our differences, drives innovation and strengthens Distilled for the future. As with everything we do, we'll also reach out to our employees to gather their ideas and feedback on how we can continue to attract, hire and retain more women."

Laura Doyle

Chief People Officer