distilled.

GENDER PAY GAP REPORT

Closing the gap.

2026 Distilled · 1 July 2025 – 30 June 2026 · 161 employees: 59 female (37%), 102 male (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, and we welcome the opportunity to report transparently on our Gender Pay Gap as part of our ongoing commitment to fairness and accountability.

OUR MISSION

To make buying and selling in Ireland simple.

OUR 2026 RESULTS AT A GLANCE

The gender pay gap is the difference in the average hourly wage of male and female employees across a workforce, regardless of the nature of their work. It is not the same as equal pay for equal work. We report the mean (the average) and the median (the middle value), under the Gender Pay Gap Information Act 2021.

24.4%
Mean hourly pay gap
2025: 26.1% (narrowed)

26.5%
Median hourly pay gap
2025: 24.8% (up 1.7 pts)

7.6%
Mean bonus pay gap
2025: 13% (narrowed)

-84.4%
Median bonus pay gap
Favourable to female employees (2025: -2%)

Our mean hourly pay gap has narrowed, while our median hourly pay gap has increased slightly by 1.7 percentage points.

Our mean bonus pay gap has narrowed (13% to 7.6%), while the median has moved further in favour of female employees (-2% to -84.4%).

BONUS AND BENEFIT IN KIND: SHARE OF EMPLOYEES RECEIVING EACH

	Female	Male
Receiving a bonus	32% (2025: 23%)	59% (2025: 48%)
Benefit in kind take-up	80% (2025: 79%)	75% (2025: 79%)

Benefit in kind take-up rose slightly for female employees (79% to 80%) and fell for male employees (79% to 75%).

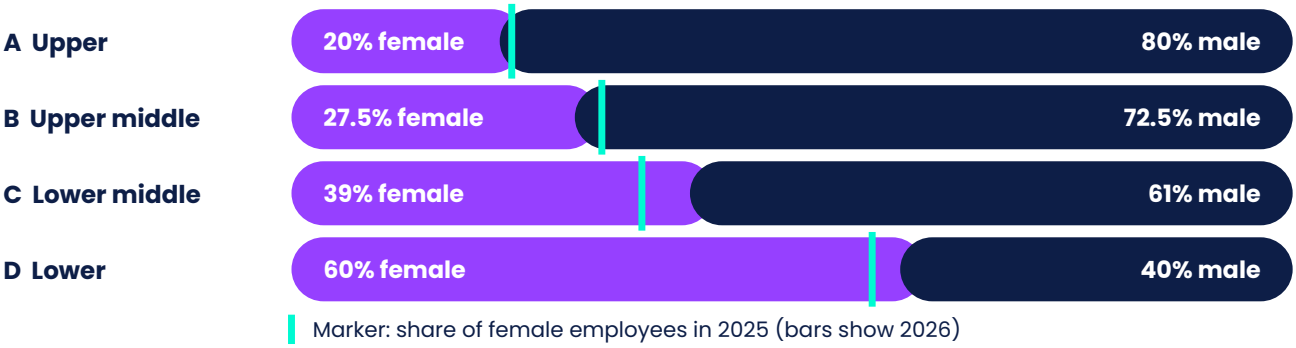
BIK health insurance is available to all employees; the figures show take-up. Part-time and temporary employees are included in the overall figures. To protect individual confidentiality we have not reported their hourly pay separately, and Distilled only reports on groups with at least ten employees, provided each group includes a minimum of three male and three female employees.

THE RESULTS IN DETAIL

Pay bands, and what drives the gap

WHERE FEMALE EMPLOYEES SIT ACROSS OUR PAY BANDS

Female employees account for 37% of our workforce and 20% of employees in the upper pay quartile. With 60% representation in the lower quartile, we recognise an opportunity to support greater female representation in higher-paid positions and across all levels of the organisation.



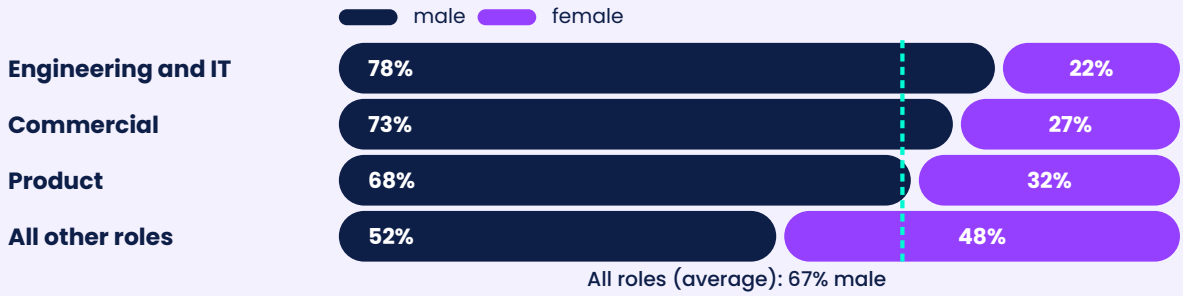
Compared with 2025, the female share fell in the two upper quartiles (22% to 20%, 31% to 27.5%) and rose in the two lower quartiles (35% to 39%, 58% to 60%).

WHY THE GAP EXISTS

The gender pay gap reflects, in part, the distribution of female and male employees across our pay bands. This is influenced by wider industry trends, the availability of talent and female representation in the sectors in which we operate. Our Engineering team, our largest, operates within the highly competitive technology industry, where women remain under-represented: women account for approximately 24% of ICT specialists in Ireland (Eurostat, 2024), compared with 19.5% across the EU, and approximately 12% of the engineering profession (Engineers Ireland). Our motor brand operates in a traditionally male-dominated industry, where SIMI's Women@SIMI research (2022) highlights under-representation of women, particularly at senior levels.

In line with external trends, our gender pay gap is also influenced by internal factors. Female employees are under-represented in Tech and Commercial roles, reflecting broader industry patterns, while bonus and commission schemes are concentrated in functions where male employees make up the majority. However, where we can compare like-for-like, starting salaries and base-pay progression show no systematic difference by gender.

Our applicant data shows the same pattern: males continue to make up the majority of candidates in Engineering and IT (78%), Commercial (73%) and Product (68%), compared with 52% in all other roles.



34 open roles during the period (7,223 applications), by department. Figures are approximate averages across roles. Sources: Eurostat, ICT specialists in employment, 2024 (Ireland 24.4%, EU 19.5%); Engineers Ireland, women in engineering (approximately 12% of the profession); SIMI, Women@SIMI research, 2022.

WHAT WE DO YEAR ON YEAR

Our ongoing practices

Closing the gender pay gap is year-on-year work. The practices below were set out in our 2025 report and continue to apply today. The actions that follow are new this year.

Inclusive recruitment

- Gender-neutral job descriptions focused on core skills and competencies
- Roles advertised across diverse job boards, with our DEI commitment in every posting
- Referrals encouraged from all employees and diverse networks
- Objective shortlisting criteria, so every application is assessed on its suitability for the role

Wellbeing and inclusion

- Flexible, hybrid and remote working
- Flexible return-to-work options (see Family friendly by design below)
- Unlimited GP care and an Employee Assistance Programme
- Engagement surveys reviewed by gender, and employee resource groups that support inclusion and mentoring

Training and awareness

- Regular people management and recruitment skills training for hiring managers
- Unconscious bias and interview skills training for everyone involved in hiring
- Training content reviewed regularly to meet employment law and equality standards

Candidate experience

- Flexible interview options (online or in person) and flexible scheduling
- Adjustments for accessibility or other needs
- Constructive feedback for unsuccessful candidates, and candidate feedback used to keep improving

FAMILY FRIENDLY BY DESIGN

Attracting and keeping women means supporting people through life's big moments. Benchmarked against Irish market data from Linea Leader and Robert Walters, our family leave is ahead of or in line with most employers.

- **Parental leave:** Maternity and adoptive leave are paid at 100% of basic salary. Paternity (4 weeks at 100%) and parent's leave (2 weeks at 100%) are ahead of market.
- **Specialist leave:** We lead on pregnancy loss, fertility treatment, surrogacy and menopause leave.
- **Health cover:** HealthGuide 2 includes enhanced maternity and fertility benefits.

We want this to be a reason women choose to join Distilled.

Sources: Linea Leader Series 4.0 (Sept–Oct 2026; 174 Irish employers, HR-reported); Robert Walters UK and Ireland guide, 3rd edition (3,100+ professionals; SME figures, 1–250 staff). Used for direction rather than exact rates. Distilled figures: Benefits Booklet 2026, Distilled Policies and Family Leave at a Glance.

OUR BEHAVIOURS

Our behaviours, Create with Impact, Play Your Part and Thrive Here, guide how we hire, develop, recognise and support employees at every stage of their journey.

WHAT WE DO YEAR ON YEAR

Pay transparency, and what we've added

PAY TRANSPARENCY

We are constantly working to improve pay transparency. Practices we already have in place include:

- Pay bands benchmarked twice a year (January and July) against market data, by role and level rather than by individual, with each function's leadership owner
- The pay process explained to all employees in a recorded session and slide deck
- Managers trained on an ongoing basis to hold clear pay conversations
- Published career maps and Growth Plans, so expectations at each level are visible to everyone
- Set promotion criteria and twice-yearly promotion cycles, with input from multiple stakeholders
- HR attending calibrations to challenge and keep ratings consistent

NEW THIS YEAR

Strengthening Recruitment Practices

Competency-based scorecards and a common question bank for every candidate, with gender-diverse, cross-functional interview panels. 3 female candidates have been hired into roles where they were a minority of applicants, demonstrating progress in our efforts.

Removing barriers

The "Duvet Day" policy rewarded employees for taking no sick days. We removed it in March 2026 because employees who need to take sick leave, particularly pregnant and menopausal employees, could miss out on the reward. Removing it means no one is disadvantaged for taking sick leave when they need it. We also reviewed reward and recognition for balance, and offered employees HealthGuide 2, with enhanced maternity and fertility benefits (see Family friendly by design).

Developing female talent

Seven female employees promoted in the period. We invest in female talent through Growth Plans, career maps, our Women's Network and the Emerging Leaders Programme, so more female employees are ready to step into senior roles.

Women's Network

Workshops and sessions focused on connection, development and shared learning, including an AI session exploring how women can embrace and make the most of AI in the workplace.

Inclusion training

People Champs attended a three-hour Equality, Diversity and Inclusion session covering gender equality, cultural awareness and inclusive language.

LOOKING AHEAD

What we will do

- Commit to taking targeted actions to attract more female talent to our open roles, with the aim that by 30 June 2027, at least 25% of applicants for Engineering and IT roles and 35% for Commercial roles are female, up from 22% and 27% respectively in 2025/26. We will report on our progress.
- Keep tracking retention, progression and pay outcomes, and report on them in future years.
- Monitor promotion outcomes by gender every cycle, looking at rates as well as shares, and report the results.
- Keep developing female talent through our Women's Network and our Emerging Leaders Programme, which launched on 30 September 2026 with female participants making up 37.5% of its first cohort.
- Introduce AI Buddies and AI training for employees returning from maternity leave, to support their return to work.

Developing female talent and strengthening recruitment practices to attract more female talent are central to closing the gender pay gap. Increasing female applications is only the starting point: our longer-term objective is to improve representation at every level, particularly in senior and higher-paid positions. Through our Women's Network, the Emerging Leaders Programme, twice-yearly promotion cycles and continued focus on fair, inclusive recruitment practices, we are building a stronger pipeline of female talent and future leaders. We will continue to measure our progress and identify opportunities to improve.