

GENDER PAY GAP REPORT & STATEMENT 2025

ABOUT FUEL: #1 EXPERIENCE AGENCY IN IRELAND

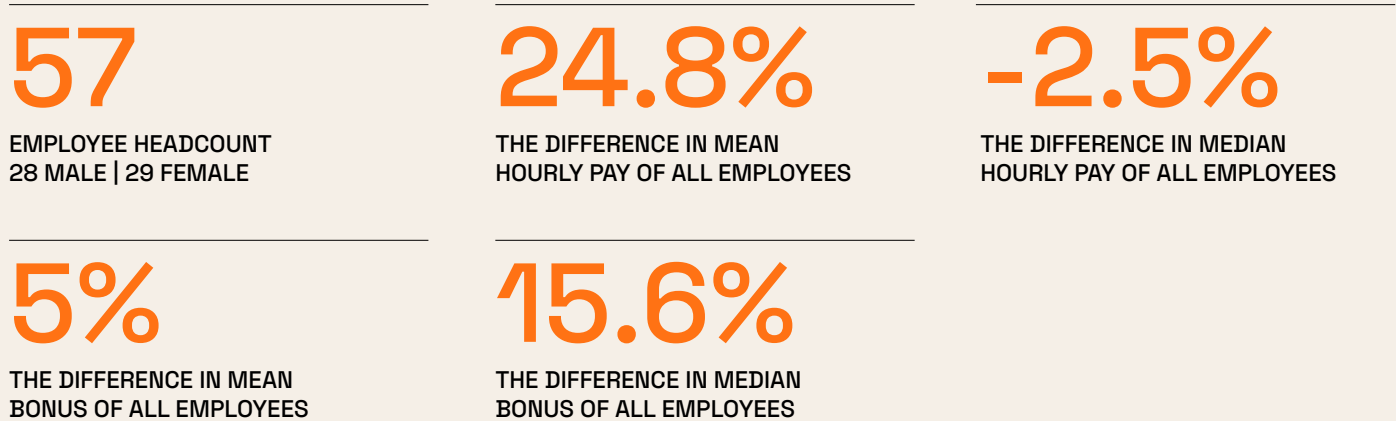
FUEL is a multi-award-winning global leader in Brand Experience, Employee Experience, and Content Creation. Headquartered in the heart of Dublin with teams across the US and UK, FUEL has grown from a small founding team in 2013 into a passionate collective of over 70 experts.



As pioneers of an exclusive Employee Experience (EX) Framework, FUEL doesn't just deliver excellence for global clients like Google, Meta, and PayPal - they live it. With a 98% employee satisfaction rating and a 2025 Great Place to Work™ certification, FUEL's culture is defined by four core values: Love People, Deliver Excellence, Stand Proud, and Champion Change.

2025 SNAPSHOT: THE GENDER PAY GAP DATA

PERIOD: 2025

SNAPSHOT DATE: 24/06/2025



 MALE	88%	THE PERCENTAGE OF EMPLOYEES WHO WERE PAID A BONUS	72%	 FEMALE
	53%	THE PERCENTAGE OF EMPLOYEES WHO RECEIVED A BIK	47%	
	46%	LOWER QUARTILE	54%	
	57%	LOWER MIDDLE QUARTILE	43%	
	36%	UPPER MIDDLE QUARTILE	64%	
	57%	UPPER QUARTILE	43%	

EMPLOYER STATEMENT: ANALYZING THE FINDINGS

Our analysis confirms that FUEL does not demonstrate unequal pay for equal work. The report reflects strong overall gender representation and close parity in median hourly pay. Overall, the gender pay gap is primarily the result of role distribution and career progression patterns rather than unequal pay within equivalent positions.

WHY DOES A 24.8% MEAN GAP EXIST?

- **Structural Distribution:** The gap is driven by "occupational clustering," where men are currently more concentrated in higher-paid senior roles and specialised technical functions.
- **Seniority Impact:** While leadership is diverse - with some departments noting up to 65% female leadership - small differences in distribution at the highest executive levels can still heavily influence average pay outcomes.
- **Median Parity:** The -2.5% median gap indicates that individuals performing similar roles at comparable levels receive consistent and fair pay.

PLAN OF ACTION: BRIDGING THE GAP

In line with our value of "Championing Change", FUEL is committed to a multi-year strategy to improve access to senior and technical roles. This strategy will focus on the below initiatives that support equitable role allocation, advancement and long-term career development.

- **Detailed Role and Pay Analysis**
We will conduct a granular review of job grades and functions to identify areas where gender representation becomes uneven. This will allow for targeted interventions where male concentration in higher-paid categories is driving the gap. In addition, we will introduce annual regression-based pay equity analysis to confirm that no unexplained pay disparities exist within roles.
- **Support for Women's Advancement**
To strengthen representation in higher-paid and specialist positions, the organisation will expand leadership development initiatives for women. This includes mentoring and coaching programmes, skills development opportunities, and clearer pathways into technical or strategically critical roles. Increasing visibility around progression opportunities - particularly in functions historically dominated by men - will be a key focus.
- **Recruitment and Promotion Transparency**
Structured recruitment and promotion processes, introduced in 2025, will continue to support consistent and bias-free decision-making. Clear criteria for advancement, aligned with business needs and confirmed pipelines, will help employees understand how they can progress into higher-earning roles. A more structured and transparent narrative around promotion decisions will remain central to this approach.
- **Flexible and Hybrid Working Policies**
Maintaining and strengthening flexible and hybrid working options will support retention and progression, especially for employees with caregiving responsibilities. Evidence across sectors shows that flexible working helps sustain women's participation at mid-senior levels and reduces the risk of attrition during key career stages.
- **Inclusive Data and Monitoring**
From 2025 onward, we will support robust gender-identity reporting structures, in line with legislation and our organisational commitment to promoting equal opportunities. Accurate data collection will ensure all employees are represented meaningfully in workforce and pay analyses.
- **Ongoing Pay Gap Monitoring**
We will review gender pay gap trends annually and assess progress against our action plans. Transparent reporting will support accountability and allow us to measure the effectiveness of our initiatives. Regular monitoring will also ensure continuous improvement and the timely introduction of additional measures where required.

CONCLUSION

The organisation has strong foundations in gender representation, fair bonus distribution, and equal median pay. The primary contributor to the remaining gender pay gap is the concentration of men in higher-paid roles rather than unequal pay within equivalent positions. Reducing the gap will require sustained focus on career development, transparent progression pathways, and inclusive workforce planning. With continued commitment, we are confident that FUEL will further strengthen fairness, opportunity and representation at all levels.