

Gender Pay Gap Report 2025



ding

Foreword

We're pleased to present our first gender pay gap report under the **Pay Gap Information Act 2021**.

Ding is a diverse organisation with colleagues from many nationalities and a gender split of 40% women and 60% men—above the average for technology businesses in Ireland. Representation, however, is only one step toward a more equitable and inclusive workplace and we are committed to continually improving gender equity at Ding.

Creating an environment where everyone has the opportunity to progress and be fairly rewarded for their contribution is essential to innovation and long-term growth. This report is an important first step in achieving more equitable outcomes—by understanding where we stand today, we can better identify where to focus our efforts.

While we are fortunate to have fantastic female talent across the company, we want to see more women in leadership roles. Greater representation and a broader range of perspectives at every level will strengthen our culture and support better business outcomes.

Our values guide this work: *We are here to make a difference; We are thinkers, linkers and doers; We imagine boldly and build fast; and We win together.* These principles remind us that inclusion and progress are intentional—achieved through ongoing action and shared accountability.

We are proud of the diverse and inclusive culture we are building, while recognising that more remains to be done to close our gender pay gap. Meaningful change takes sustained focus, and we look forward to advancing the initiatives outlined in this report as we continue to build a more balanced and equitable Ding.



ding

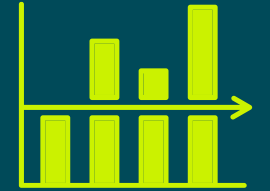
Introduction

- * The gender pay gap measures the difference in average hourly earnings between men and women across our organisation, regardless of role or level.
- * It helps us understand the balance of representation and opportunities across Ding, rather than comparing equal work.
- * In 2025, organisations with 50+ employees must report on the gender pay gap.
- * In addition to publishing certain pay gap data, employers are required to explain the reasons behind any gaps and outline measures being taken or planned to reduce or eliminate them.
- * This analysis is based on the 12-month period preceding the 30th June 2025 and consists of a total headcount of 90 employees.
- * At Ding, equity and fairness are fundamental to how we hire, reward, and support the growth of our people.
- * Publishing our Gender Pay Gap report reflects our commitment to transparency and continual progress.

Key Metrics

The Mean Pay Gap

The mean gender pay gap measures the difference in average hourly earnings between women and men



The Median Pay Gap

The median gender pay gap is the measure of the midpoint difference in hourly pay between men and women

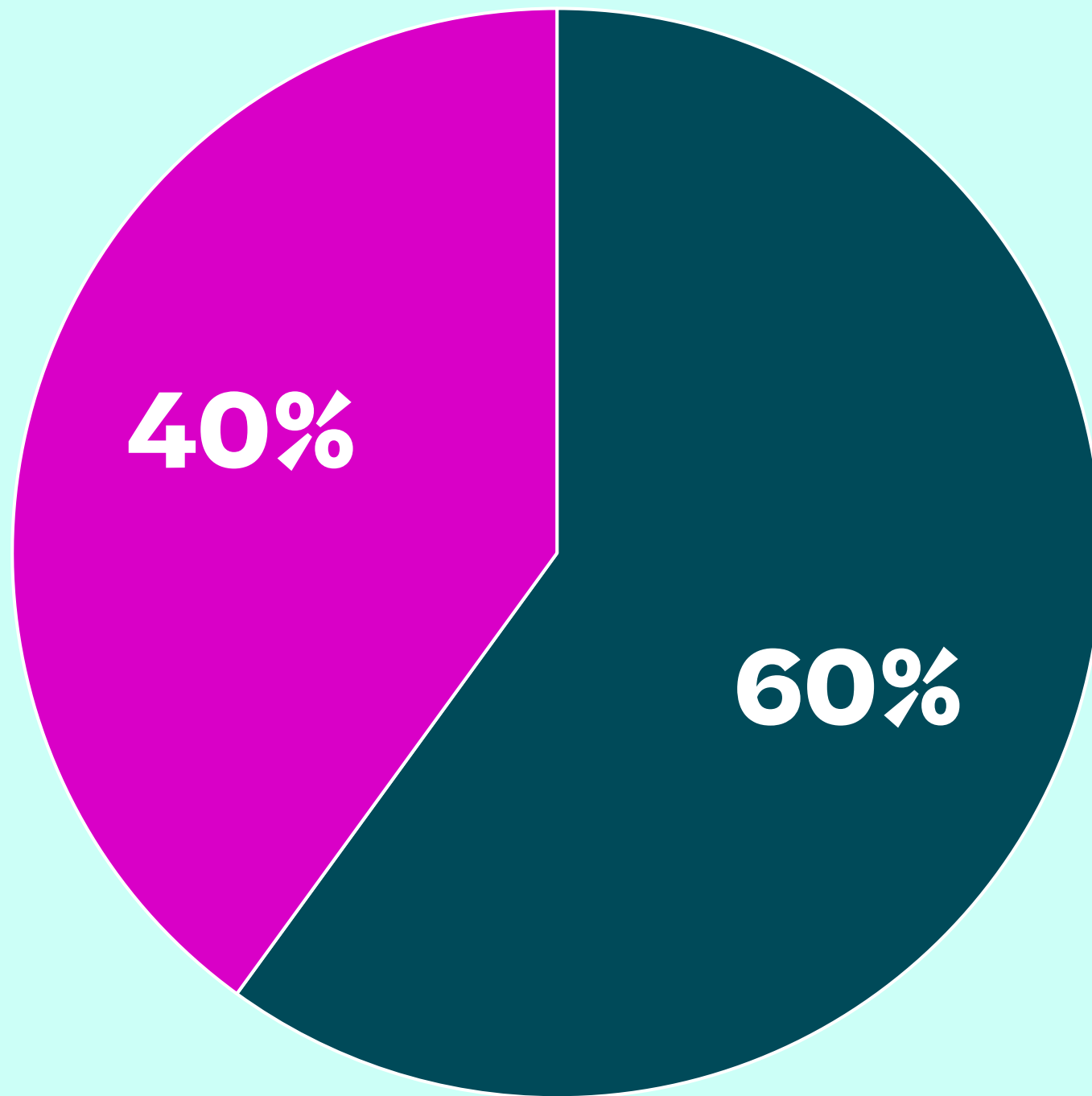


The Quartiles

Pay quartiles show the proportion of men and women in each of four equally sized groups when the workforce is divided into quarters from lowest to highest hourly pay



Population Breakdown by Gender



■ Women ■ Men

Mean and Median Pay Gap

37%

Mean Pay Gap

41%

Median Pay Gap

- * On average, men earn 37% more per hour than women.
- * This reflects the higher concentration of men in senior leadership and specialist technical roles.
- * Men also tend to have longer average service in areas that have traditionally been male dominated.
- * The median is less influenced by outliers but highlights a continued imbalance in role seniority and representation at upper pay levels.



ding

Mean and Median Bonus Gap

54%

Mean Bonus Gap

50%

Median Bonus Gap



- * The gender bonus gap measures the difference in total bonus received between men and women, regardless of role or level.
- * Our mean bonus gap is higher than the median largely due to a greater number of men holding senior roles with higher bonus potential.
- * Bonus eligibility is also influenced by join dates and part-year participation, which can have a disproportionate impact in a smaller organisation.
- * We are currently reviewing our bonus eligibility criteria and enhancing consistency in how performance-based awards are applied across all levels.

Bonus payment by Gender

96%

Of men received a bonus

78%

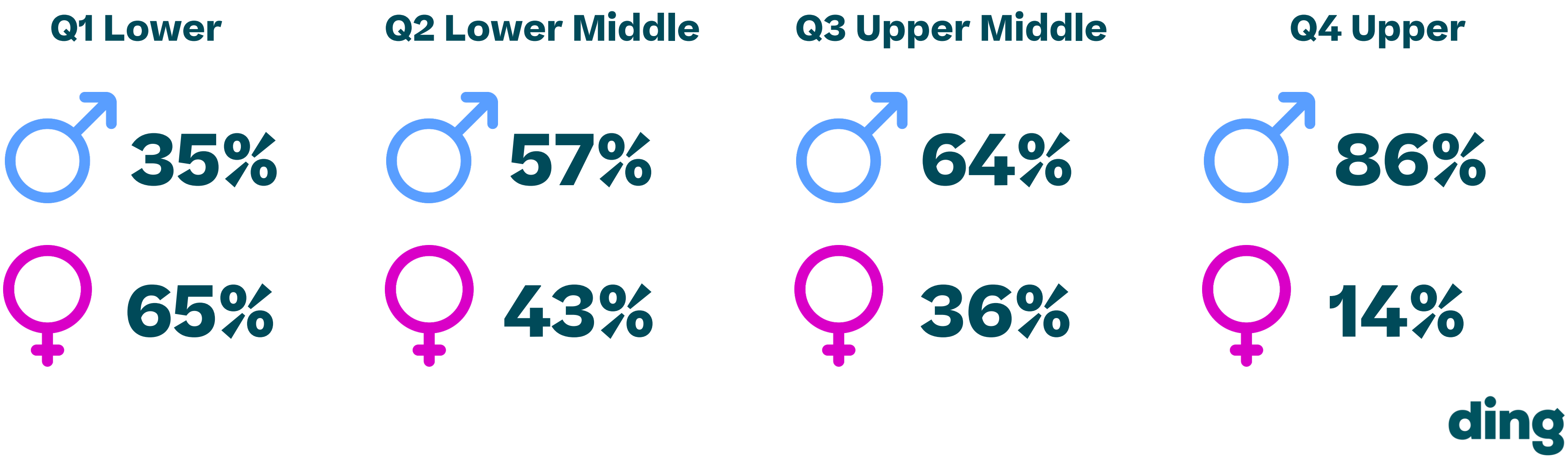
Of women received a bonus



- * The number of men receiving a bonus payment is higher than the number of women receiving a bonus (+18%).
- * Figures are affected by a number of employees who worked only part of the year and therefore receive a prorated bonus of a lower amount.

Quartiles

- * Pay quartiles show the proportion of men and women in each of four equally sized groups when the workforce is divided into quarters from lowest to highest hourly pay.
- * At Ding, women make up a higher proportion of the lower pay quartile, while men are more represented in all other quartiles.
- * This pattern reflects role distribution, with more men currently occupying senior and technical positions.



Pay Gap of Part Time Employees

- * Due to confidentiality requirements and the small size of the sample group, we are unable to report on this statistic.



Proportion of benefits in kind

96%

Men



81%

Women



- * From day 1 of employment, employees are eligible to enroll in our benefits, which provides access to medical, pension and gym membership.
- * Participation is voluntary and data would reflect our new joiners that have yet to opt into our benefits at the time.

Addressing the Pay Gap

We recognise that achieving gender equality requires continuous focus, accountability and action. The following initiatives are central to how we're driving progress across Ding.



Talent Acquisition

- * Strengthen gender representation in hiring pipelines with particular emphasis on technical and senior leadership roles.
- * Embed inclusive hiring practices, ensuring balanced shortlists and diverse interview panels.
- * Offer flexible working options to attract and retain talent from a wide range of backgrounds and life stages.

Development & Progression

- * Expand leadership and capability programmes that support women's growth and readiness for promotion.
- * Calibrate performance and progression discussions to identify and mitigate potential bias.
- * Provide training on unconscious bias for all managers to drive fair and consistent decision making.
- * Continue to embed gender equity checks into promotion and performance decisions, using benchmarking to measure progress and ensure alignment with industry standards.

Networks & Mentorship

- * Grow our "Women at Ding" network, creating a space for mentorship, visibility, and professional development.
- * Highlight female internal role models through storytelling, spotlights and speaker series to inspire and empower our future leaders.

Culture & Engagement

- * Continue open dialogue on inclusion, equitable reward, and belonging through company wide discussions and feedback sessions.
- * Invite female leaders from across the tech and fintech industries to share their experiences and insights.
- * Foster a flexible, supportive workplace culture that enables everyone to thrive, regardless of role, background or personal circumstance.

Accountability & Measurement

- * Use data and benchmarking to track progress and ensure continued alignment with both our internal goals and wider industry standards.
- * Report regularly and transparently on our pay equity journey to maintain momentum and shared accountability.

As a relatively small organisation, even minor changes in our workforce can significantly influence results. However, we remain committed to transparency and accountability by continuing to publish our gender pay gap data annually.