



BROWN THOMAS | ARNOTTS

Gender Pay Gap Report

2023

A NOTE FROM OUR CEO



Donald McDonald
Chief Executive
Officer

Three years ago, Brown Thomas Arnotts adopted a new vision that is ambitious, bold, and firmly future-focused. Together, we are **Reinventing Retail**.

With our customer at its core and sustainability established as the way, our vision manifests in the constant evolution of the shopping experience, both physical and digital.

Perhaps the most impactful reinvention has been the one going on behind the scenes: we believe that a great customer experience starts with a great people experience.

Brown Thomas Arnotts thrives on the energy and creativity that is generated when diverse minds and viewpoints are brought together. This is why we place a significant focus on supporting inclusion and advancing equitable outcomes across our business,

We are already seeing this positive impact on our team, with 84% reporting in our most recent Employee Opinion Survey that BTA

recognises and respects differences between people, up 4 points in the last year. We continue to use this feedback - and other data sources - to examine the effect of our policies and programmes on advancing our EDI ambitions.

Among these ambitions is our determination to reduce our gender pay gap. Women make up more than 70% of our BTA team members, a fact we continue to be incredibly proud of. Their success is our success, and while our gap is arguably a narrow one, it does exist and we are committed to closing it.

2022 was a year of significant change for our business, and while we have made good progress on our journey so far, we know there is more to do. We are excited to see the results from the many initiatives introduced over the past year, particularly those related to talent and career progression. We remain committed to ensuring that our collective efforts to reduce the gap not alone continue, but succeed.

Thank you,

A handwritten signature in dark ink that reads "Donald McDonald". The signature is written in a cursive, slightly stylized font.

WHO WE ARE

Brown Thomas Arnotts is the business behind two of the most iconic brands in Irish retail. As one business, we have a shared vision and purpose. Our two iconic brands have much in common, such as our heritage, our creativity and our intuitive service.

We have been part of the fabric of Irish society for almost two centuries, constantly evolving and striving to be the best, to inspire and to captivate our customers. We continue this mission today by not only being a leader of change that benefits people and business, but also the planet.

As an Irish brand, we have always put people at the heart of our business and our aim is to cultivate retail environments that are conscious, considerate and community-focused. Through our destinations – seven physical stores across Ireland and two digital destinations – we create enjoyable places, where people socialise, discover, learn and are inspired, and where local communities are enriched.

OUR VISION

Reinvent Retail

OUR PURPOSE

We exist to imagine and create a sustainable future for all.

OUR VALUES

We Drive Creativity & Innovation

We Go Above and Beyond

We Do the Right Thing

WOMEN IN BROWN THOMAS ARNOTTS

72% of our team members are women, and we are incredibly proud of their amazing contribution to our business.

We appreciate that the most effective way we can drive positive change in our gender pay gap is to ensure that women have every opportunity to advance into key leadership positions.

We are fortunate to have excellent female role models, with women holding 5 out of 8 roles on our Executive team and 4 out of 7 of our store General Manager roles. Women make up 15 out of 22 roles on our extended Leadership Team.



Shelly Corkery
Fashion Buying
Director



Ciara Crilly
Creative and
Marketing Director



Claire Priestley
Finance Director



Triona McGinley
Beauty Buying
Director



Pippa Casey
Head of Digital



Laura O'Brien
Head of Marketing



Audrey Owens
Director of
Enterprise



Lisa Connon
Interim Head of
People



Caitriona McGovern
Joint Head of
Home & Lifestyle



Edel Woods
Joint Head of
Home & Lifestyle



Caroline Brown
Head of
Store Design



Vena Doyle
Head of Innovation



Diana Geraghty
Head of
Sustainability



Kate Cremins
Head of Legal



Martina Riches
Head of
Customer Services

WHAT IS THE GENDER PAY GAP?

The gender pay gap is the difference, on average, across a population between men's and women's pay.

The gender pay gap is not only about equal pay for equal work or work of equal value, which is required under the Employment Equality Acts, but it is also about gender representation.

Many factors can contribute to the existence of gender pay gaps. These include differences between men and women in educational attainment and qualifications, occupations, career progression, prevalence of full-time and part-time working, and responsibility for caring roles.*

** Source: Gov.ie*

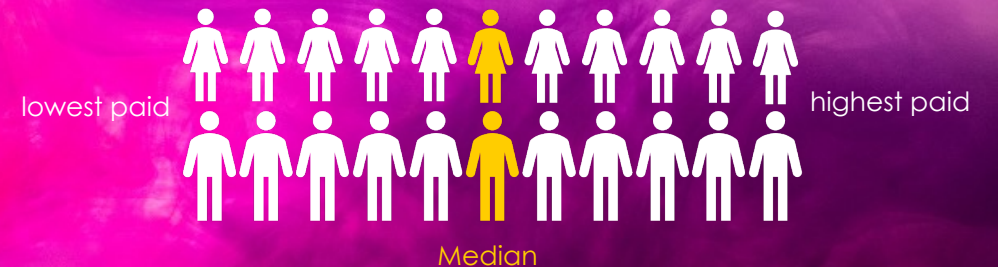
There are two different ways the gender pay gap is reported:

THE MEAN DIFFERENCE

The mean gender pay gap is the difference in the average hourly rate of pay between men and women.

THE MEDIAN DIFFERENCE

If all our team members were lined up in a female and male row, from lowest to highest paid, the median gender pay gap compares the pay of the female or male in the middle of their row.



An abstract, artistic background featuring a large, vibrant splash of purple ink. The ink is concentrated in the center and right side, with various textures and colors ranging from deep magenta to bright, almost white highlights where the ink meets the background. The overall effect is dynamic and organic.

Our Results

GENDER PAY GAP

We have recorded small increases in both our median and mean gender pay gaps since 2022. While still low, our median gender pay gap has increased slightly, 1.2% to 1.4%, and our mean gender pay gap has increased 2.2% to 12.8%.

While this is not the result we would have wanted, we have seen promising progress in many areas and our data indicates that this increase is due to once-off acceleration of payments related to the completion of the sale of the Selfridges Group last year.

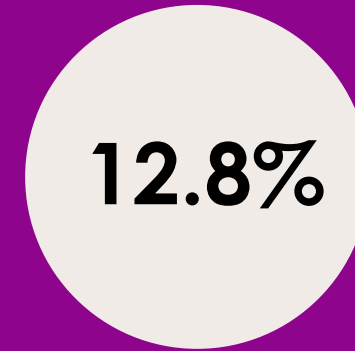
We will continue our efforts to reverse this trend, including supporting female representation in leadership and succession planning. We are pleased to report that we are already seeing progress here, with the proportion of females in our top 10 earners increasing from 5 to 6 in 2022.

The percentage of both men and women receiving bonus increased this year. While we continue to have a gender bonus gap, our median bonus gap reduced by 5.8%. Our mean bonus gap increased 3.4% because of the once-off acceleration of payments outlined above.

Snapshot Date

24 June 2023

Mean
(average)



Median
(middle)



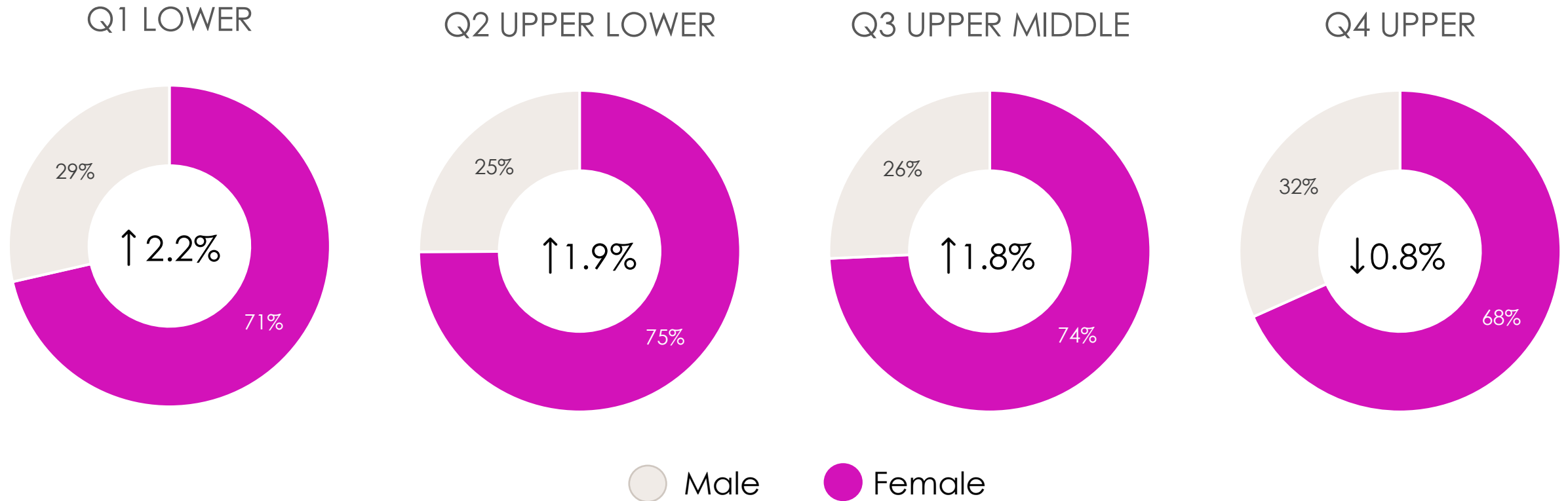
	All	Part Time	Temp
Mean	12.8%	-11.4%	25.4%
Median	1.4%	-14.9%	33.0%

	% of Employees Who Received		Gender Bonus Gap
	Bonus Pay	Benefit In Kind (BIK)	Mean (average)
MALE	73.0%	3.4%	51.9%
FEMALE	80.2%	3.1%	18.0%

GENDER PAY GAP BY QUARTILE

Pay quartiles represent four different salary bands within the organisation, going from lowest to highest. All team members are divided equally into one of the four quartiles. The percentages shown highlight the balance of men and women in each quartile.

There is **relatively balanced representation of female talent across our four quartiles**. While the proportion of males in our Q4 quartile increased slightly in 2023, we noted an increase in female representation in our Q2 and Q3 quartiles, indicating a promising incremental upward progression of female representation in the middle tiers of our organisation.





REINVENTING RETAIL, REDUCING THE GAP

Our efforts to reduce our gender pay gap are primarily aligned under three pillars: recruitment and attraction; talent management; and talent development. We continue to challenge ourselves to be better and improve our progression pathways and opportunities for our talent, and we look forward to realising the positive impact of programmes introduced this year. You can see an update on our progress against our commitments on the following page.

AN UPDATE ON OUR COMMITMENTS

Our Commitments

Update

Introduce structured role levels tied to Career and Capability Frameworks and reward to ensure that progression pathways are transparent and achievable.	In 2023, we introduced the BTA Career Structure, a holistic framework designed to show clear progression and development paths. The Structure is supported by Career and Capability Frameworks, which are comprehensive learning and development programmes designed to facilitate self-directed learning grounded in our competencies.
Provide unconscious bias training to all hiring managers.	We provide required unconscious bias training to all our team members as part of our induction process and we are developing a comprehensive EDI Hub in our online eLearning portal, SkillsBASE.
Continue to review our recruitment assets and employer branding channels to ensure that our language and positioning reflect the inclusive nature of our business and attracts a diverse candidate pool.	We continuously review our recruitment assets to ensure they reflect the inclusive nature of our business. Over the past year, we have worked with community organisations - including the Open Doors Partnership and WorkEqual (previously known as Dress for Success) - to provide career support and pathways for underrepresented groups.
Continue to strengthen and support female representation in leadership positions through regular reviews of succession plans and targeted development opportunities, such as our Future Leaders Programme.	We regularly review our talent and succession plans to ensure that we are facilitating career progression and have seen female representation in our top 10 earners double since 2021.
Actively promote programmes and initiatives aimed at improving support and flexibility for men and women, such as our recently introduced Fertility Assistance and Menopause policies.	As part of the Gender Matters pillar of our EDI strategy, we continue to promote inclusive policies and practices to support a culture of belonging for our team members. In addition to the two mentioned previously, we have also introduced a Pregnancy Loss Policy to provide leave for team members who experience pregnancy loss, either themselves or as a partner. In addition, in 2023 we began providing complimentary feminine hygiene products for our female team members across all locations.
Require gender-diverse candidate panels from our recruitment partners and agencies.	We request gender diverse candidate panels and will be seeking to make this a requirement in 2024.
Continue to drive greater visibility of female role models in the business to showcase progression and development opportunities.	We continue to promote visibility of female leadership in the business and had majority female presenters and panels at our company strategy days and kick-off events in 2023.
Conduct a gender pay equity audit to identify and assess any potential pay discrepancies between genders in the same role.	This is a new commitment for 2023, and we intend to conduct the audit in 2024.



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Diversity

SILVER



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