



BROWN THOMAS | ARNOTTS

Gender Pay-Gap Report

2022

A NOTE FROM OUR MANAGING DIRECTOR



Donald McDonald
Managing Director

At Brown Thomas Arnotts, people are the heart of our business. We firmly believe that a great customer experience starts with a great people experience, which is one of the many reasons why we promote an inclusive culture where creativity and learning are valued.

We appreciate the perspectives and the experiences our diverse team bring to our business. As a business, we are making progress to imagine and create a sustainable future. Part of that is ensuring that we continue to support equitable outcomes across our organisation, including reducing our gender pay gap.

Meaningful progress will only be made by working together as a team. In addition to our annual Employee Opinion Survey, in 2021 we issued a Cultural Assessment to gauge the sentiments of our team members in relation to Equity, Diversity, and Inclusion (EDI). This feedback has been a rich source of inspiration for us as we continue to explore how we can make Brown Thomas Arnotts a more inclusive space where everyone feels a sense of belonging. Those insights tell us that we are progressing in the right direction.

Most of our team members are women, a fact we are incredibly proud of. While we do have a small gender pay gap, we have successfully reduced both our mean and median gaps over the past year and aim to continue to do so through meaningful interventions that support fair and equitable outcomes for all.

In this, as in all things, we are inspired by our values. We are committed to doing the right thing, which includes ensuring that we take action to identify and mitigate inequalities where we find them.

Awareness is the first step towards action, and we know we are on a journey. We are committed to working together to craft a more inclusive culture that supports positive change for our team members and our communities. With everyone at Brown Thomas Arnotts united by this common goal, I have every confidence that we will continue to build upon the progress we have made to date. I look forward to sharing more in next year's report.

Sincerely,

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. As two iconic brands, we 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 – eight 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

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.

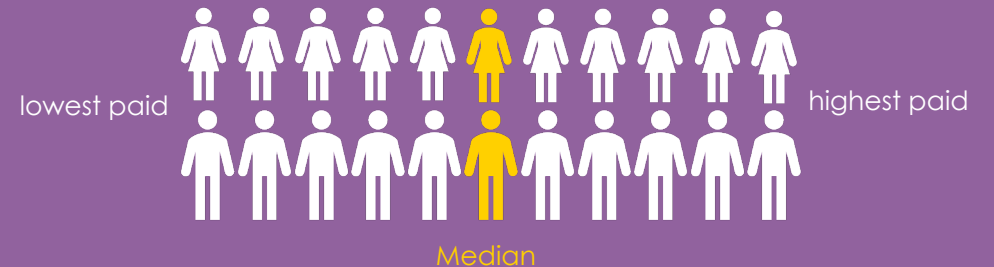
Many factors can contribute to the existence of gender pay gaps. These include differences between men and women in educational attainment and qualifications, occupations, career progression, prevalence of full-time and part-time working, and responsibility for caring roles.*

* Source: Gov.ie

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

THE 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.



THE MEAN DIFFERENCE

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

GENDER PAY GAP

This is our first year publishing our gender pay gap report, and it is a positive story. Advancing gender pay equity has been a focus for us as part of our wider EDI agenda since the formation of our EDI board in 2021.

We are **pleased to have reduced our mean gender pay gap by 8.5% from 2021 and our median gender pay gap has reduced by 1.7% from 2021**. This has been achieved through increasing female representation in leadership roles. In 2021, the proportion of females in our top 10 earners increased from 3 to 5, making the gender balance of that group equal and supporting a reduction in our gap.

Our median gender pay gap is **effectively 0**, indicating a high degree of gender pay equity across the organisation. We have almost no gender pay gap in our Retail teams. In our Head Office teams, our gender pay gap has some variance, reflecting the greater diversity of roles, experience, and specialist skills in these departments. We have a positive gender pay gap across our part-time team members.

While a higher proportion of females received bonus pay in 2021, we do have a gender bonus gap. This is primarily due to having more females than males in part-time positions, resulting in prorated bonuses or commissions; and executives who receive incentive payments in line with their responsibilities as part of an international retail group.

Snapshot Date
24 June 2022

Mean
(average)

Median
(middle)

10.6%

0.2%

	All	Part Time	Temp
Mean	10.6%	-14.7%	2.8%
Median	0.2%	-16.4%	-1.5%

% of Employees Who Received

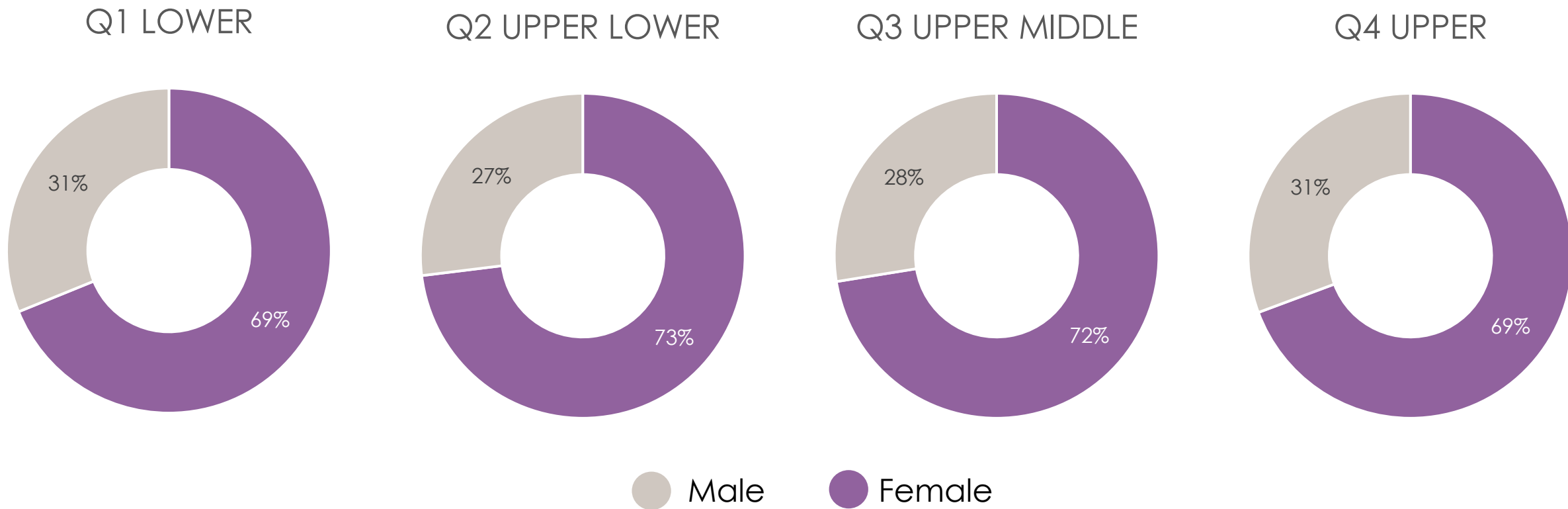
Gender Bonus Gap

	Bonus Pay	Benefit In Kind (BIK)	Mean (average)
MALE	71.5%	2.8%	48.5%
FEMALE	79.5%	2.2%	23.9%
			Median (middle)

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**, with the same gender distribution in both our Lower and Upper quartiles.



REINVENTING RETAIL, REDUCING THE GAP

We will continue to focus on implementing best-in-class recruitment and development practices, as well as formalised pay and progression structures, to establish greater governance around our progression and promotions. As part of this, we will continue to review succession plans and challenge ourselves on the talent mix in our pipeline. More information about our focus areas over the coming year can be found on the next page.

OUR COMMITMENTS

We will

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. (Ongoing)

We will

introduce structured role levels tied to Career and Capability Frameworks and reward to ensure that progression pathways are transparent and achievable. (Q2 2023)

We will

provide unconscious bias training to all hiring managers. (Q2 2023)

We will

continue to review our recruitment assets and employer branding channels to ensure that our language and positioning reflects the inclusive nature of our business and attracts a diverse candidate pool. (Ongoing)

We will

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. (Ongoing)

We will

require gender-diverse candidate panels from our recruitment partners and agencies. (Q1 2023)

We will

continue to drive greater visibility of female role models in the business to showcase progression and development opportunities. (Ongoing)



Shelly Corkery
Fashion Buying
Director



Ciara Crilly
Interim Marketing and
Creative Director

WOMEN IN BROWN THOMAS ARNOTTS

We are incredibly proud of the significant role that women play in 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 visibility of, and opportunities to advance into, leadership positions. We are fortunate to have excellent female role models in our business, with **women holding 7 out of 9 roles on our Executive team and 5 out of 8 of our store General Manager roles**. Below executive level, 60% of our succession plans for Executive and Executive -1 roles are female.



Claire Priestley
Finance Director



Julie Sharp
People Director



Pippa Casey
Head of Digital



Triona McGinley
Beauty Buying
Director



Audrey Owens
Director of
Enterprise



Rachel Morgans
Living Buying
Director



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

OUR JOURNEY SO FAR

We are committed to being a workplace where equal opportunity and unbiased treatment forms the foundation of our EDI strategy. In April 2021, we launched BTA's EDI Board with 14 members, including 7 Senior Leadership Team and 7 non-executive team members from across the business.

The Board, in partnership with the wider business, is tasked with advancing our EDI agenda, which focuses on 6 strategic areas, or 'Matters':

- o Roots Matter
- o Gender Matters
- o Ability Matters
- o Pride Matters
- o Family Matters
- o Age Matters

Following the establishment of the Board, we commenced EDI Roadshows to share our approach with our BTA teams to garner feedback to ensure that we understood the diversity and sentiment within our business. To make informed decisions, we understand the importance of using data to drive meaningful outcomes. We undertook several measures to gather team feedback, which included our

annual Employee Opinion Survey; a Cultural Assessment; and a team member survey as part of our successful Investors in Diversity Silver accreditation. In addition, we encouraged our teams to voluntarily register their demographic data on our people system. These inputs have given us a baseline to measure our progress as we continue to learn, iterate, and create a more inclusive culture.

DEVELOPING TALENT

All Brown Thomas Arnotts team members have access to our industry-leading Learning & Development programme and resources. In addition to our in-house learning platform, SkillsBASE, we offer team members a wide range of courses and learning paths through leading platforms like edX and Coursera to support career development.

In 2021, we launched our refreshed Future Leaders Programme with 20 participants from across the business, 70% of whom were female. Developed in conjunction with the Irish Management Institute (IMI), the BTA Future Leaders Programme is an immersive experience that empowers high potential managers within our business with the skills to



lead in a changing and dynamic industry. For our retail teams, each store has a representative on an Emerging Retail Leaders programme, with 100% of the current participants being female. We also piloted a Transition Year programme to introduce students to a career in retail and target early careers talent. In terms of self-directed development, 80% of participants in our 2022 Invest In You learning campaign were female.

We appreciate the importance of recruitment and talent development in supporting equitable outcomes within our business as it relates to EDI. We are reimagining the full Talent lifecycle and have evolved our structure to bring all Talent activities – including recruitment, induction, training, development, and talent management - into one team.

AN EXPERIENCE AS UNIQUE AS YOU ARE

We take a holistic view of our People Experience, understanding that, in order for our team members to bring their whole selves to work, our benefits, programmes, and policies must reflect where they are on their life or

career path. Creating that sense of belonging and authenticity extends to our wellbeing programme, as well. Building on our achievement as the first retailer to receive the Ibec KeepWell mark, we drive for excellence in team wellbeing, embedding a culture of inclusive wellness through physical, mental, emotional and cultural activities.

Launched in 2022, our People Experience Offering is a framework that outlines the inclusive supports available to team members. Under four themes – Career, Life, Balance, and Celebrations – our benefits, policies and practices are highlighted.

Over the past year, we have worked to introduce new policies and resources that support our inclusion and wellbeing efforts. These have included the BTA Wellplayer, a platform featuring resources and courses to support our team's physical, mental, nutritional and financial wellbeing; and the introduction of three new policies and associated team supports. These include an Assisted Fertility Policy, for team members undergoing fertility

assistance either themselves or as a partner; a Pregnancy Loss Policy, for team members who experience a pregnancy loss either themselves or as a partner; and a Menopause Policy to support retention and opportunities for women who are experiencing menopause or perimenopause.

Within BTA, we have developed an empowered culture through agile working that facilitates a great people experience, whether in-store, in the office, or through hybrid working. Delivering a reimagined workplace experience for our team members has been an ongoing focus for us as a business and we have completely redefined our Head Office team's ways of working over the past two years. Now, the majority of our Head Office teams balance periods of flexibility and focus working remotely with valuable collaboration time in our offices and stores, bringing the best of both worlds to our team experience with a focus on purposeful work.



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