

BROWN THOMAS | ARNOTTS

Gender Pay Gap Report

2025

A NOTE FROM OUR CEO



Donald McDonald
Chief Executive Officer

At Brown Thomas Arnotts, people are at the heart of everything we do. Our purpose of enriching customers' lives begins with enriching the lives of our team. We believe that fairness, inclusion, and equity are the foundation of a thriving, innovative, and dynamic organisation.

This year's Gender Pay Gap Report shows that both our mean and median gender pay gap are in line with with last year's results, and our median gender pay gap has in fact decreased further and is now negative. Progress is rarely linear, but our focus remains constant: to build a workplace where everyone can succeed and thrive.

We are proud of the strong representation of women across our business. Women make up over 70% of our total team, 77% of our Executive team, and 60% of our extended leadership team. These figures reflect our long-standing commitment to gender equality and leadership diversity.

Our ambition to reinvent retail goes hand in hand with our ambition to create a truly inclusive culture. It is not only about transforming how we serve our customers; it is about transforming how we support, develop, and empower our people.

Our values — doing the right thing, driving creativity and innovation, and going above and beyond — influence everything we do. They ensure that diversity and inclusion remain central to who we are. Our Investors in Diversity Gold certification from the Irish Centre for Diversity reflects this commitment, as does the fact that 86% of our people say Brown Thomas Arnotts recognises and respects diversity and individual differences, a positive trend that continues to grow year on year.

There is always more we can do, but we are confident that we are on the right track. Together, we are building a workplace where every individual feels valued, respected, and empowered to reach their full potential — because when our people thrive, so does our business.

Thank you,



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

Reinventing Retail

OUR PURPOSE

Enriching Our Customers' Lives

OUR VALUES

Driving Creativity & Innovation
Going Above and Beyond
Doing 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*

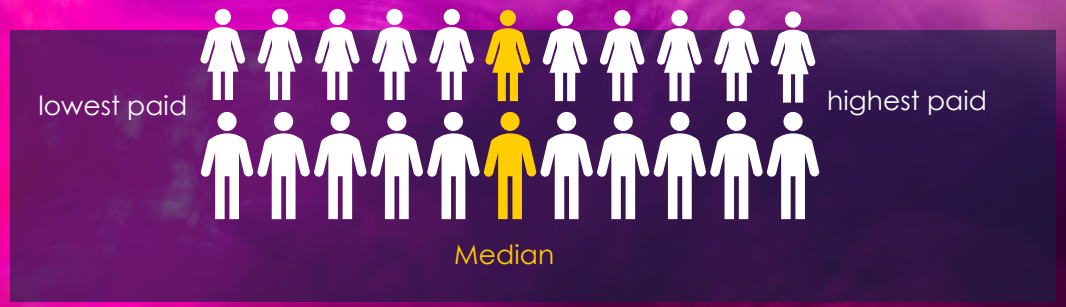
There are two different ways the gender pay gap is reported:

THE 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.





Our Results

GENDER PAY GAP

We have recorded a mean gender pay gap of 11.2% and median gender pay gap of -0.9% this year. This is the first year since we began reporting on our gender pay gap that we have a negative median gap.

The percentage of both men and women receiving bonus increased this year. Our mean gender bonus gap increased to 43.6%, while our median gender bonus gap decreased to -11.4%. This is primarily due to the composition of our workforce, with a substantially higher proportion of women in hourly paid entry level roles, which typically have a lower bonus opportunity than more senior roles.

Snapshot Date
24 June 2025

	Mean (average)	Median (middle)
	11.2%	-0.9%

	All	Part Time	Temp
Mean	11.2%	-8.7%	7.4%
Median	-0.9%	-6.7%	2.5%

% of Employees Who Received

	Bonus Pay	Benefit In Kind (BIK)
MALE	85.4%	5.9%
FEMALE	91.4%	5.3%

Gender Bonus Gap

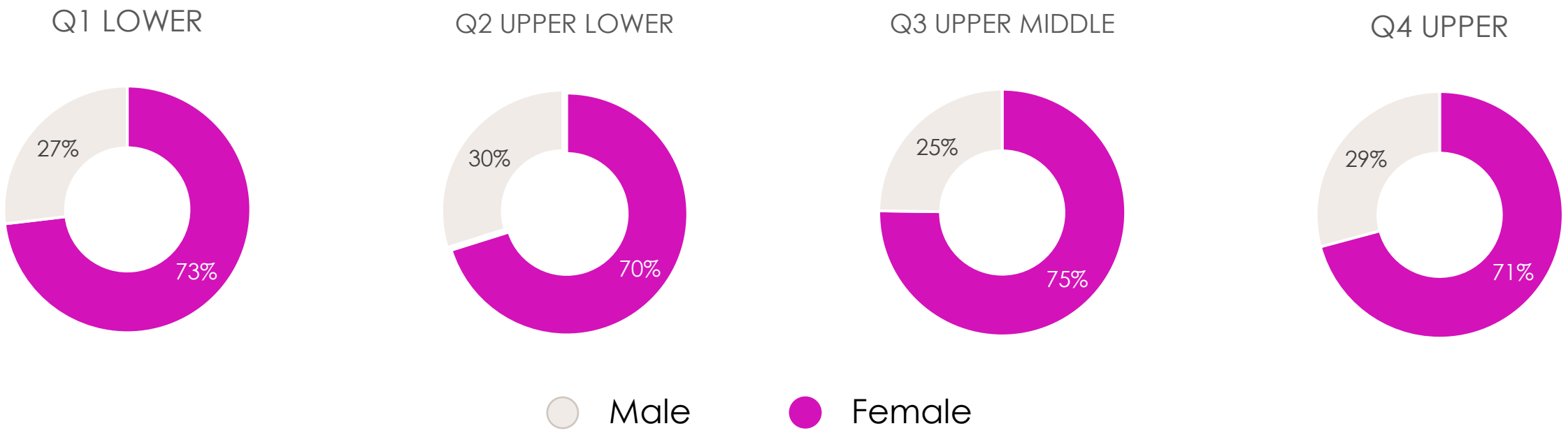
Mean (average)
43.6%

Median (middle)
-11.4%

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.

We continue to have relatively balanced gender representation across the quartiles; and saw an increase in female representation in our Q1 Lower, Q3 Upper Middle, and Q4 Upper quartiles this year.



Brown Thomas Arnotts is an equal opportunities employer and gender does not form any part of our hiring, promotion, or pay decisioning.

We work to ensure equitable opportunities, regardless of gender, through progressive policies and practices across three pillars: recruitment and attraction; talent management; and talent development. These are regularly reviewed and improved to ensure that bias is mitigated, processes remain transparent, and equitable outcomes are consistently upheld across the organisation.

BROWN THOMAS | ARNOTTS

Investors in Diversity | GOLD





NATIONAL DIVERSITY & INCLUSION AWARDS 2024 WINNER