

M&S

M&S Ireland

2025

Gender Pay Gap Report



M&S IRELAND GENDER PAY GAP REPORT 2025

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We're pleased to publish our Gender Pay Gap report in line with Irish regulations. It's important to note that the gender pay gap reflects differences in average earnings across our workforce and is distinct from equal pay, which ensures individuals are paid equally for the same role.

We pay our colleagues based on the role they perform, regardless of gender, and remain focused on improving representation at all levels of our business. We recognise that addressing the gender pay gap requires sustained action, and we are committed to making meaningful progress.

Creating an inclusive and performance culture is a cornerstone of our people plan. We continue to listen to our colleagues and ensure their voices shape our plans, while investing in initiatives such as enhancing our family friendly policies.

We know there is more to do, and we are determined to build a workplace where everyone can thrive.

Liz Moran *Ireland Head of People*



We offer many benefits in addition to our competitive rates of pay:



M&S IRELAND GENDER PAY GAP RESULTS



Median Hourly Pay Gap	-0.5%
Mean Hourly Pay Gap	4.1%
Median Hourly Pay Gap: Part-time colleagues	-4.3%
Mean Hourly Pay Gap: Part-time colleagues	-9.3%
Median Hourly Pay Gap: Temporary colleagues	-0.2%
Mean Hourly Pay Gap: Temporary colleagues	0.3%
Median Bonus Pay Gap	11.2%
Mean Bonus Pay Gap	31.8%

Our overall workforce split is 71% women versus 29% men

The percentage of men and women in each of four pay quartiles		
	1 st Quartile	
Men:	32.1%	Women: 67.9%
	2 nd Quartile	
Men:	28.0%	Women: 72.0%
	3 rd Quartile	
Men:	27.7%	Women: 72.3%
	4 th Quartile	
Men:	29.8%	Women: 70.2%
The percentage of men and women who received bonus pay		
Men:	88.0%	Women: 91.0%
The percentage of men and women who received benefit in kind.		
<i>There are no relevant benefit in kind numbers recorded within the data period</i>		

UNDERSTANDING THE PAY GAP

- Our median pay gap is -0.5%. The median earners for men and women are both Sales Advisors, however they are on different rates of pay due to contributing factors such as:
 - Length of service and experience
 - Premium payments
 - Unworked hours
 - Bonus payments
- Our mean pay gap is 4.1%. Although this has decreased from last year, the gap is still being driven by contributing factors such as:
 - A higher proportion of men at senior level roles.
 - More men choosing to work additional hours and earning premiums compared to women.
 - A higher proportion of women working part-time versus full-time, resulting in a lower total hourly rate.

Percentage of men and women who work full-time and part-time

Men		Women	
Full-time	Part-time	Full-time	Part-time
36%	64%	18%	82%

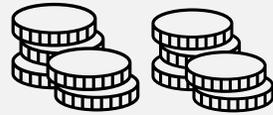
- Both the median and mean pay gaps for part-time colleagues are negative, primarily because more women work part time and typically have longer lengths of service compared to part-time men.



UNDERSTANDING THE BONUS GAP

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Median Bonus Gap
11.2%



Mean Bonus Gap
31.8%

Percentage of men and women who received bonus pay

Men	Women
88%	91%

Bonus Pay Gap:

- The bonus pay gap is calculated based on the actual bonus awarded to colleagues. In line with legislation, no adjustment is made for part-time colleagues, whose bonus is paid on a pro-rata basis. Of the colleagues who received bonus pay, 82% of women work part-time compared to 63% of men, which therefore contributes to the disparity between men and women's bonus payments.
- Other key factors contributing to the bonus gap this year are:
 - A higher proportion of men in senior-level roles compared to last year.
 - More men working additional contracted and premium hours, which in turn increases bonus payments.



OUR ACTIONS

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Our Irish Diversity and Inclusion Plan

Focus on representation of women in leadership roles

We currently have 50% female representation in our leadership roles and will work to maintain this and continue to drive representation within our pipelines into all leadership roles.

Recruitment and Selection

We continually improve our recruitment and selection processes to ensure inclusive hiring decisions. Upskilling hiring managers to drive an inclusive and bias-free hiring process forms a key part of our plans. We also continue to take proactive steps to attract and target women in the labour market for senior roles.

Developing Talent

We continue to drive women representation in our development programmes which we've seen translate into improve representation in Team Manager and Store Leadership roles. In 2025, women made up 75% of the cohorts on these programmes.

Flexible working – Promoting 'Worklife'

We continue to offer 'Worklife', our flexible working initiative which promotes flexible working opportunities for managers which give them greater options to work flexibly. We also introduced Holiday buy, giving colleagues the opportunity to take additional time off work.

Improvements to Family Leave

In 2025 we made significant improvements to our family leave policies including maternity, paternity, adoption and baby loss. We know how important these moments are in the lives and careers of colleagues and are committed to ensuring they feel supported.

As part of our focus in supporting colleagues approaching, taking and returning from periods of family leave we continue to ensure managers benefit from a 4-week re-engagement and upskilling programme.

Performance Management

We continue to monitor and address potential gender bias within our performance and talent processes. Analysis of recent ratings show no negative disparity in performance or talent ratings of women compared to men.



The M&S logo is displayed in white text on a black rectangular background. The background image shows two women in an M&S store; one is a staff member wearing a lanyard and ID badge, and the other is a customer. They are both smiling and looking at each other.

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