

IRELAND GENDER PAY GAP REPORT 2026

INTRODUCTION

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. As the majority of our colleagues work part-time, it is encouraging to note that our part-time pay gap is in favour of women, reflecting the strong representation of women across our part-time workforce.

Creating an inclusive and performance-based culture is a cornerstone of our people plan. We continue to listen to our colleagues and ensure their voices shape our plans.

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

HAYLEY TATUM
CHIEF PEOPLE OFFICER



AT A GLANCE

Around **1,400** colleagues across the ROI

70% of our colleagues are women

50% of our Senior Leaders are women

OUR GENDER PAY GAP

HOURLY PAY GAP: WHOLE WORKFORCE

This represents 1,388 included colleagues

MEDIAN	MEAN
-1.0%	3.0%

HOURLY PAY GAP: PART-TIME COLLEAGUES

This represents 1,002 part-time colleagues

MEDIAN	MEAN
-3.9%	-8.4%

HOURLY PAY GAP: TEMPORARY COLLEAGUES

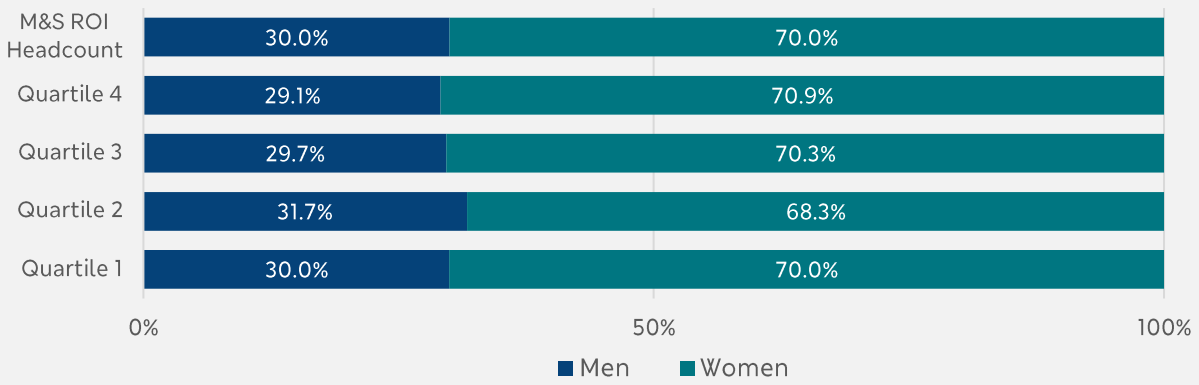
This represents 220 temporary colleagues

MEDIAN	MEAN
1.2%	1.1%

PERCENTAGE OF MEN AND WOMEN WHO RECEIVED BENEFIT IN KIND

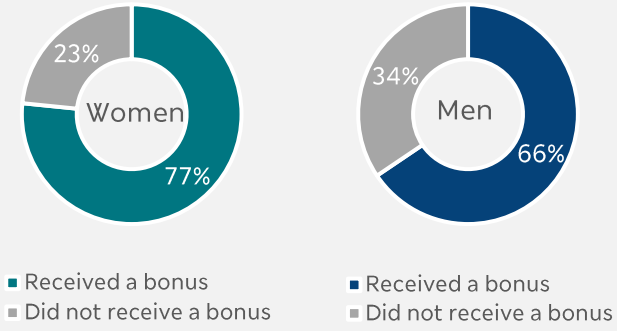
There are no relevant benefit in kind numbers recorded within the data period.

PAY QUARTILES: Whole workforce



PERCENTAGE OF MEN AND WOMEN WHO RECEIVED A BONUS

This represents 1,017 colleagues



BONUS PAY GAP

This represents 1,017 colleagues

MEDIAN	MEAN
11.8%	31.0%

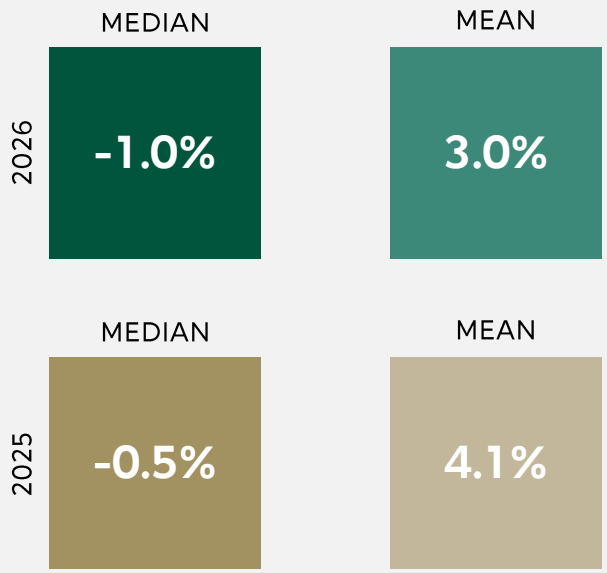
HOURLY BONUS PAY GAP

This represents 1,017 colleagues

MEDIAN	MEAN
-1.5%	14.8%

UNDERSTANDING THE PAY GAP

HOURLY PAY GAP



The rate of pay used for the hourly pay gap calculation is made up of:

- Base pay
- Allowances
- Overtime
- Shift premiums
- Sick leave
- Top ups for statutory leave e.g. enhanced maternity, paternity, adoption pay
- Bonus payments

Our **median** pay gap is **-1.0%**

This means that median pay for our female colleagues is 1.0% higher than the median pay for male colleagues. The median earners for men and women are Sales Advisors. The difference in their pay is driven by contributing factors such as:

- Length of service and experience
- Premium payments
- Bonus payments

Our **mean** pay gap is **3.0%**

This means that on average our male colleagues' hourly pay is 3% greater than our female colleagues'. The gap is being driven by contributing factors such as:

- Men choosing to work more hours that attract premium payments compared to women.
- A higher proportion of men in senior level roles that attract a higher market rate, and a higher bonus potential. If we remove our senior leadership population from the calculation, our mean pay gap would be **-1.2%** in favour of women.

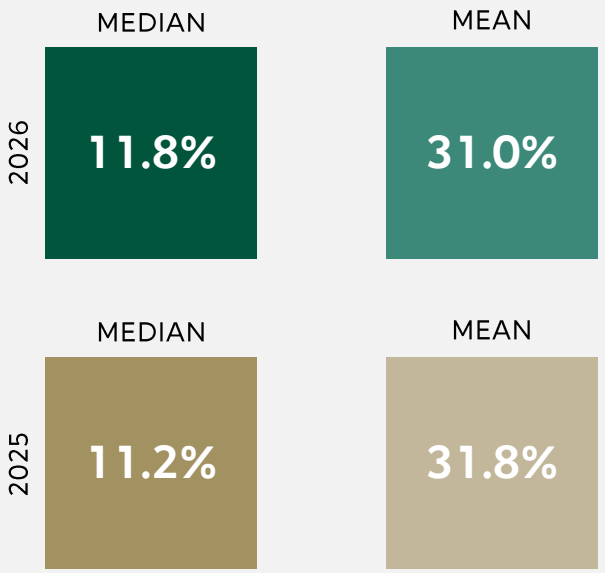
What's changed since last year?

Changes since last year's calculation have contributed to the reduction in our mean gap, and the increase in our median gap in favour of women such as:

- Men are still earning more premium payments than women, however the proportion of women earning premiums has increased year-on-year.
- The proportion of female Sales Advisors with more than 25 years service, which drives a higher rate of pay and a higher bonus rate, has increased year-on-year. This impacts both pay gaps, but primarily the median, which falls within our Sales Advisor population.

UNDERSTANDING THE BONUS GAP

BONUS PAY GAP



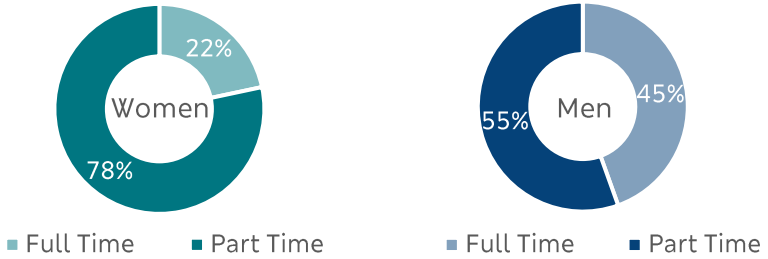




What drives our bonus gap?

The bonus pay gap is calculated using the actual bonus amounts awarded to colleagues. In line with statutory reporting requirements, no adjustment is made for part-time colleagues, whose bonuses are paid on a pro-rated basis.

Of the colleagues who received bonus pay, 78% of women work part-time compared to 55% of men. As a result, the higher proportion of women working part-time contributes to the difference in average bonus payments between men and women.



Our **median** bonus gap is **11.8%**

The median bonus payments for men and women are both within our Sales Advisor population. Both colleagues are working part-time, however the female colleague is working fewer hours which therefore results in a lower pro-rated bonus.

Our **mean** bonus gap is **31.0%**

As well as part-time working, the mean bonus gap is being further driven by a higher proportion of men in senior level roles that attract a higher market rate and a higher bonus potential. If we remove our senior leadership population from the calculation, our mean bonus gap would be **4.4%**.

UNDERSTANDING THE CALCULATION

It's important to know that the Gender Pay Gap is not the same as Equal Pay

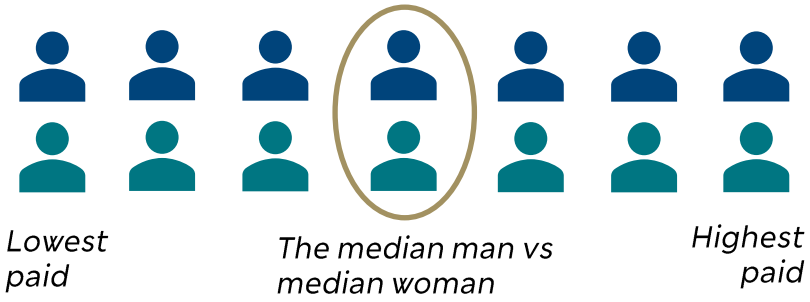
GENDER PAY GAP

A measure of the difference between men's and women's hourly pay across an organisation, expressed as a percentage of men's earnings (a positive percentage shows that men are paid more on average than women, a negative percentage shows that women are paid more on average than men).

EQUAL PAY

Men and women in the same employment performing equal work, or work of equal value, should receive equal pay.

MEDIAN is the midpoint when lined up in order of pay:



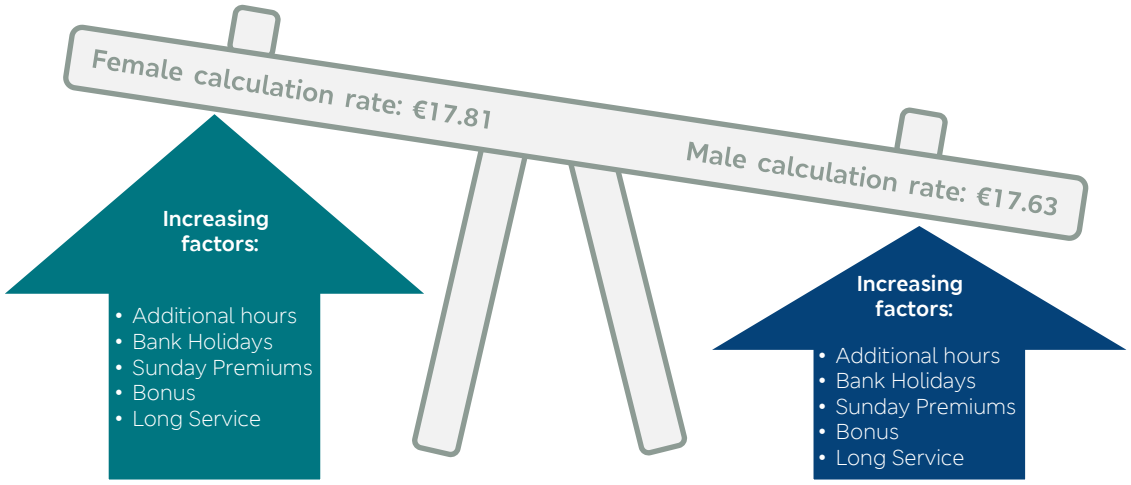
MEAN is the average:

Sum of hourly rates for men / *The total number of men* **vs** *Sum of hourly rates for women* / *The total number of women*



What impacts our 'median' colleagues:

The factors listed below are the primary drivers of our median pay gap. While they are gender-neutral, and are accessed by colleagues of both genders, their current distribution means they have a greater effect on women's hourly pay.



OUR BENEFITS

COMPANY PENSION SCHEME

20% COLLEAGUE DISCOUNT

FREE VIRTUAL GP

26 WEEKS' PAID MATERNITY LEAVE

26 WEEKS' PAID ADOPTION LEAVE

4 WEEKS' PAID PATERNITY LEAVE

PAID EARLY PREGNANCY LOSS LEAVE

HOLIDAY BUY SCHEME

FLEXIBLE WORKING

Our c.1,400 colleagues have access to a range of generous benefits, including:

- Employer-matched pension contributions
- All year-round 20% colleague discount
- Support for health and wellbeing, including a free 24/7 virtual GP service for colleagues and their families
- Life cover of up to four times salary
- Generous family policies including 26 weeks' fully paid maternity and adoption leave, and 4 weeks' fully paid paternity leave



OUR CONTINUED FOCUS

Our continued focus is on building a representative and inclusive workforce – one that reflects our customers and the communities we serve.



Women in leadership

We continue to grow and sustain female representation in leadership, and to strengthen the pipelines that feed every leadership role across the business.

71% of colleagues in Store Leadership roles are women

Inclusive recruitment

We upskill and equip hiring managers to lead inclusive and bias-free hiring processes and remain focused on driving gender balance in our pipelines to senior roles.

Women make up around 70% of colleagues in every pay quartile.

Developing talent

We continue to drive female representation across our development programmes, translating into stronger representation in Colleague Manager and Store Leadership roles.

Still the right priorities.

We've reviewed these six areas and chosen to stay with them. Sustained focus, not a new plan, is what will continue to drive progress

Flexible working

Our 'Worklife' programme continues to open up flexible working for managers, and Holiday Buy gives colleagues the option of additional time away from work.

Part-time pay gap of -8.4% in favour of women, across 1,002 colleagues

Family leave

We are proud to offer comprehensive maternity, paternity, adoption and baby loss policies, backed by a four-week re-engagement programme supporting colleagues returning to work.

26 weeks' fully paid maternity and adoption leave

Fair performance

We continue to monitor and address potential gender bias throughout our performance and talent processes, reviewing outcomes each year.



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