

Harvey Norman Ireland Ltd.

Gender Pay Gap Report 2025

Introduction:

With 16 stores across the island of Ireland Harvey Norman® is a leading retailer of furniture, bedding, appliances and technology. Customers know Harvey Norman® as a retail destination providing excellent customer service, wide product ranges from the biggest brands in the World, reliable advice and competitive prices.

We understand that our people are our driving force behind our success. We recognise and appreciate the talents and potential of our employees and know what it means to feel valued in the workplace. We offer a diverse range of career paths ranging from in-store opportunities in warehousing, sales and administration, to roles in our head office team ranging from marketing, finance, IT and operations.

At Harvey Norman we want to be a great place to shop and a great place to work.

Understanding our gender pay gap:

The Gender Pay Gap measures the difference between men and women's average pay within an organisation regardless of their role or work level. This is different to equal pay, which compares the pay of men and women who perform the same role or like roles rated of equal value.

It is important to highlight that at Harvey Norman, regardless of gender, the basic hourly rate of pay for our hourly paid employees is the same for the same role. While as a company, we strive to deliver fair pay to individuals regardless of their gender, the Gender Pay Gap can still arise due to various structural and demographic factors.

This year, we have observed a year-on-year decrease of both our mean and median hourly Gap (down 2.84% and 2.52% respectively).

The review of our data identified that the gender difference by bonus is one key cause of the Gap. In fact, when bonuses are excluded from our calculations, the median Gap becomes a reverse Gap (-2.43%), and the mean Gap reduces to 0.32%

Factors driving this difference include the following:

- Whilst we have a roughly equal percentage of men and women eligible to earn bonuses, more men are in store management positions which are eligible for higher bonuses, which contributes to our median and mean bonus Gaps.
- This bonus pay gap has an impact on the mean Gap, which contributes to the difference between our median pay gap and our mean Gap.
- Higher bonus opportunities are available to full-time employees and a higher percentage of our male employees are in full-time roles.

Factors Influencing the Gap

- **Bonus Eligibility & Structure:** While men and women are equally eligible for bonuses, more men occupy store management roles that attract higher bonuses.
- **Employment Type:** Higher bonus opportunities are typically available to full-time employees, and a greater proportion of men work full-time.

- **Role Distribution:** Men are more represented in Quartile 4, which includes senior, higher-paid roles.
- **Leave Patterns:** A higher number of women take parental and parents leave, which impacts overall earnings.

Investing in Our People

We remain committed to investing in a broad range of employee benefits that support the wellbeing and development of our teams. All employees benefit from a generous annual leave entitlement and receive paid sick leave. We enhanced our Maternity Leave Policy to include paid leave for the first four months, reinforcing our support for working parents.

We regularly review and evolve our policies to ensure they meet the needs of our workforce. As we look ahead to 2026, we plan to build on these initiatives and introduce further measures that promote fairness, flexibility, and inclusion.

Our ongoing focus is to foster a workplace that is diverse, inclusive, and reflective of the communities we serve. We aim to empower our people through a culture of equity and respect, ensuring every employee has the opportunity to thrive.

Gender Pay Gap Reporting 2025

Table 1: Mean & Median Pay Gaps

	Mean Gender Pay Gap	Mean Gender Pay Gap (excluding Bonuses)	Median Gender Pay Gap	Median Gender Pay Gap (excluding Bonuses)	Mean Gender Bonus Gap	Median Gender Bonus Gap
All Employees	12.20%	0.32%	7.85%	-2.43%	40.08%	46.90%
Part Time Employees	3.2%	-5.03%	10.78%	-3.56%		
Temporary Employees	9.43%	-1.5%	6.24%	0%		

Table 2: Bonuses and Benefits in Kind

The percentage of male gender and of female gender paid bonuses	Male	Female
	67.17%	58.25%
The percentage of male gender and of female gender who received Benefit-in-Kind	Male	Female
	7.37%	9.78%

Table 3: Remuneration Quartiles

	Male	Female
Lower Remuneration Quartile	61.92%	38.08%
Lower Middle Remuneration Quartile	51.70%	48.30%
Upper Middle Remuneration Quartile	66.56%	33.44%
Upper Remuneration Quartile	67.80%	32.20%

Appendix: Understanding how we calculate our Gender Pay Gap and Bonus Pay Gap:

Calculating the Gender Pay Gap:

There are two ways we must report on Gender Pay Gap – as a mean percentage and as a median percentage for all colleagues, part-time colleagues and temporary colleagues.

Mean Gender Pay Gap: is the difference in the mean hourly total rate of pay of men and women, expressed as a percentage of the mean hourly pay of men.

Mean Gender Pay Gap (excluding Bonuses): is the difference in the mean hourly basic rate of pay of men and women, expressed as a percentage of the mean hourly basic pay of men. The basic rate excludes any bonus payments.

Median Gender Pay Gap: is the difference between the midpoint of the total hourly rate of pay of men and women, expressed as a percentage of the median total hourly rate of pay of men. The median total hourly pay is calculated by ranking all employees from highest paid to lowest paid and taking the hourly pay of the person in the middle.

Median Gender Pay Gap (excluding Bonuses): is the difference between the midpoint of the basic hourly rate of pay of men and women, expressed as a percentage of the median basic hourly rate of pay of men. The median basic hourly pay is calculated by ranking all employees from highest paid to lowest paid, excluding bonuses, and taking the hourly basic pay of the person in the middle.

Calculating the gender bonus gap:

The gender bonus gap measures the difference in total bonus payments of all women in a business and all men in a business. There are two ways we must report this, as a mean percentage and a median percentage. We also must report the proportion of men and women who received a bonus payment.

Gender Bonus Gap:

There are two ways we must report this, as a mean percentage and a median percentage.

Mean: is the difference in the mean bonus payment of men and women, expressed as a percentage of the mean hourly bonus payment of men.

Median: is the difference between the midpoint of the total bonus payment of men and women, expressed as a percentage of the median bonus payment of men. The median bonus pay is calculated for each gender by ranking all employees from highest paid to lowest paid and taking the bonus of the person in the middle.

Proportion of colleagues to receive a bonus:

The proportion of women who received a bonus is shown as a percentage of all women in the business and the proportion of men who received a bonus is shown as a percentage of all men in the business.

Proportion of colleagues to receive a Benefit-in-Kind:

The proportion of women who received a Benefit-in-Kind is shown as a percentage of all women in the business and the proportion of men who received a Benefit-in-Kind is shown as a percentage of all men in the business.

Calculating our pay quartiles:

The pay quartiles measure how many men and women are represented in each quartile of the business when all men and women's hourly pay is stacked from lowest in Quartile 1 to highest in Quartile 4.