

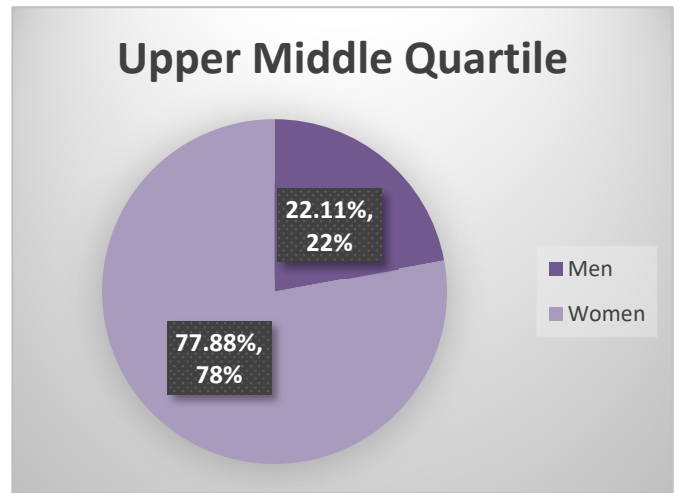
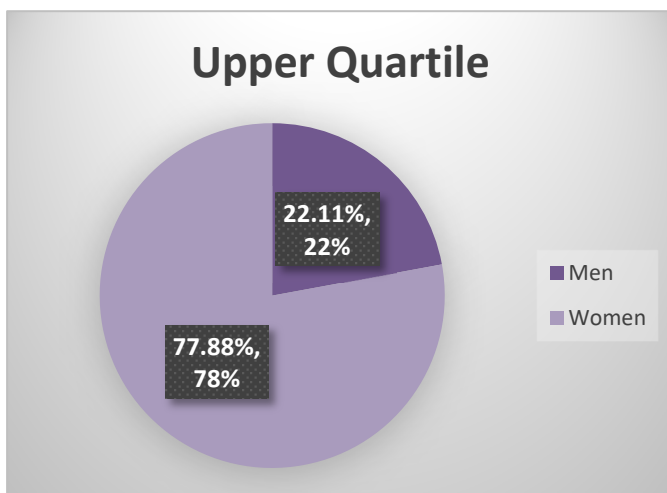
# ROMAN

## The Gender Pay Gap

At Roman, we are dedicated to ensuring equal treatment for all our employees, regardless of their background, race, ethnicity, or gender. We are confident that our gender pay gap is not a result of men and women being paid differently for the same roles, but rather due to the structure of our workforce.

### Upper Quartiles

Looking at how men and women are spread across the pay quartiles offers a clearer understanding of gender pay within the company. Women make up the majority of employees overall and are particularly concentrated in the middle pay bands. This is due to many of our positions being store based which typically attracts the female demographic, being a women's retailer. In the upper-middle quartile, women account for around 78% of roles, while men represent about 22%. A similar pattern appears in the upper quartile.

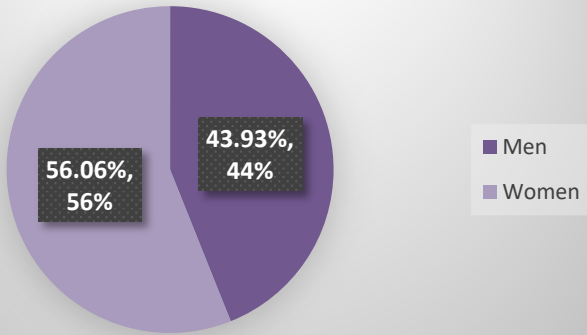


### Lower Quartiles

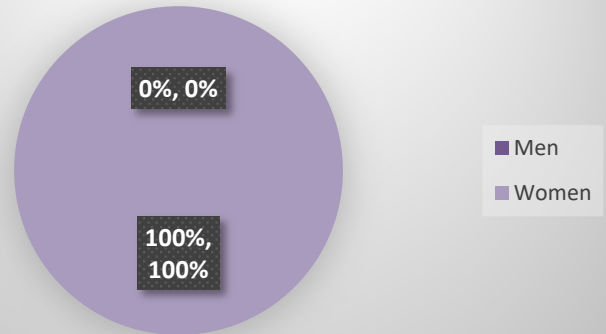
At the lower end of the pay structure, representation shifts slightly. The lower quartile is more balanced, with women making up roughly 56% and men 44%. However, the lower-middle quartile is made up entirely of women, indicating that men are absent from this pay band altogether.

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## Lower Quartile

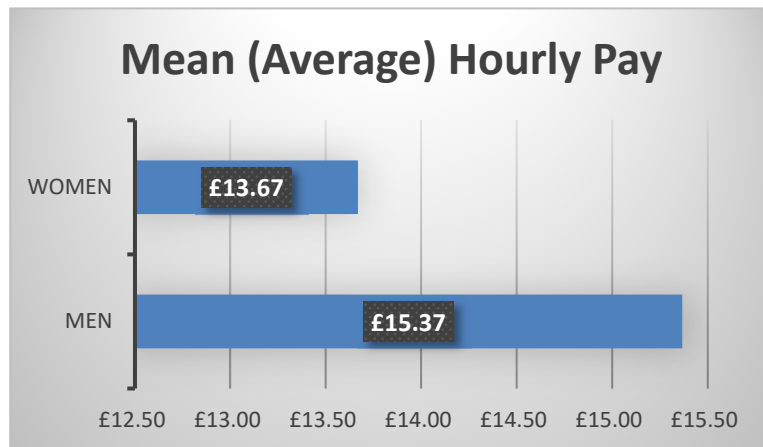


## Lower Middle Quartile



### Average Hourly Pay

When looking at pay levels, a gender pay gap is evident in average (mean) hourly pay. Men earn a higher mean hourly rate (£15.37) compared with women (£13.67). This suggests that higher-paid roles or higher individual pay rates are more commonly held by men, even though women are numerically dominant across most quartiles. The gap has increased by £1.02 compared with the previous year, driven by business growth and the introduction of a new department and more senior roles.



Overall, while women are well represented across all pay quartiles and dominate much of the workforce, the higher mean pay for men points to a concentration of men in the highest paid roles.

We are confident that men and women at Roman are paid equally for equivalent work, and we are committed to ensuring equal access to opportunities across all roles.

We actively support women who wish to progress into senior positions and will continue to focus on developing and nurturing our talented female colleagues, helping them to grow their careers within the business.

***Rick Christo***  
***Managing Director***