

THE GENDER PAY GAP AT AIRWAIR INTERNATIONAL LTD

This statement was approved by **Helen Verwoert**, Global HR Director
at Airwair International Ltd.



INDIVIDUAL STYLE
UNITED SPIRIT

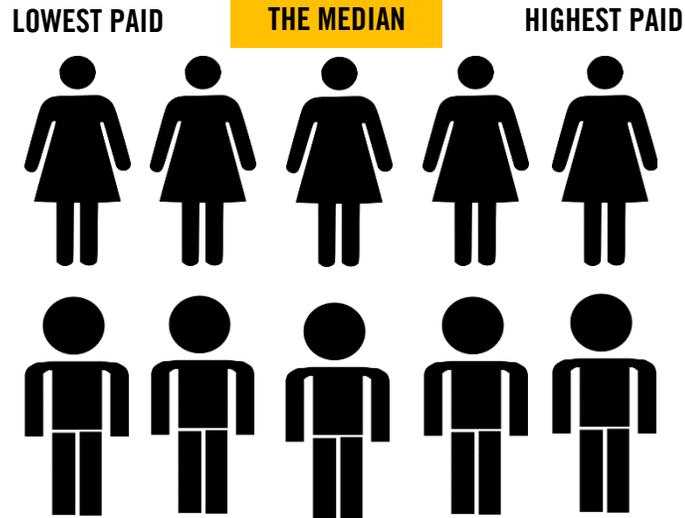
THE GENDER PAY GAP

WHAT IS THE GENDER PAY GAP AND HOW IS IT CALCULATED?

The UK government requires all employers with 250 or more employees to annually disclose their gender pay gap. The gender pay gap is not the same thing as equal pay. Equal Pay relates to men and women performing the same job but being paid differently, whereas the gender pay gap looks across all jobs at all levels within an organisation. Companies are required to disclose the median gender pay gap, and the mean gender pay gap. We calculate the gender pay gap using two methods:

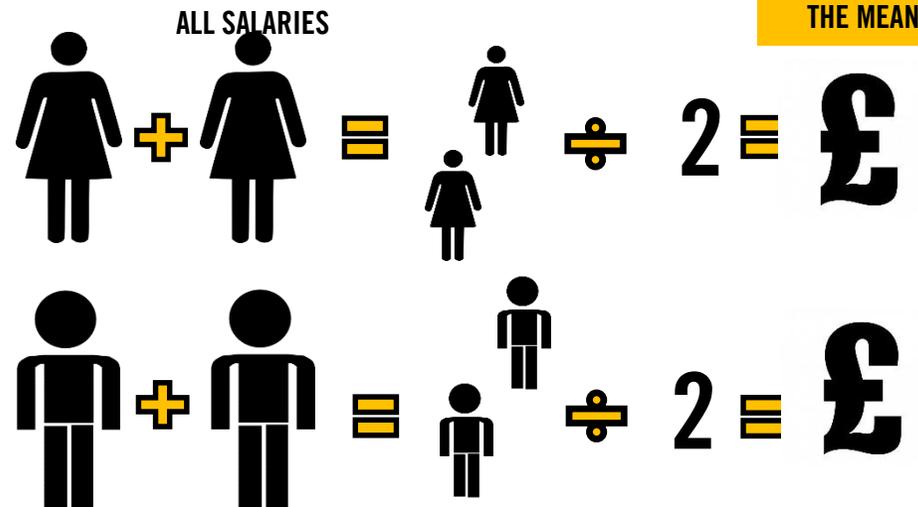
THE MEDIAN

If all of our employees were lined up in a female line and a male line, in order of pay from highest to lowest, the median gender pay gap compares the pay of the female in the middle of the line and the pay of the middle man.



THE MEAN

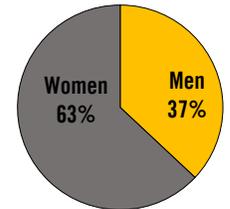
The mean gender pay gap shows the difference in the average hourly pay rate between men and women in Dr. Martens.



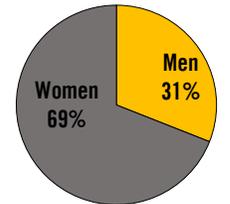
OUR PAY QUARTILES

This is the proportion of males and females in each pay quartile, each quartile contains 161 employees

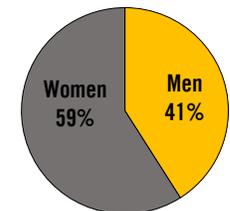
QUARTILE 1 (BOTTOM)



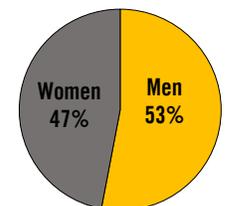
QUARTILE 2



QUARTILE 3



QUARTILE 4 (TOP)



AIRWAIR INTERNATIONAL LTD – OUR GENDER PAY NUMBERS

OUR PAY GAP IN THE UK

Our **MEDIAN** (middle) gender pay gap is **6.6%**

Our **MEAN** (average) gender pay gap is **27.4%**

This is compared to the UK national average of 18.1% (mean).

OUR PAY GAP GLOBALLY

We are a global business so we also calculated our gender pay gap across each of our regions (Americas, EMEA, Asia & Group) as well as at global level:

Our **MEDIAN** (middle) gender pay gap is **16%**

Our **MEAN** (average) gender pay gap is **17%**

In our Americas region, for example, we show a positive gap of 7% towards women.

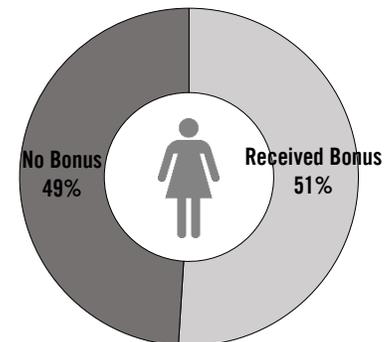
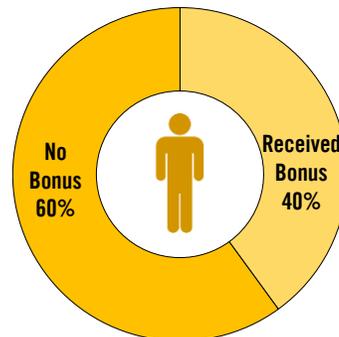
Our gap is driven by the imbalance in the number of men and women throughout our hierarchy. Men and women are paid equally when working in similar roles. Inevitably, people in more senior positions receive the highest pay. While women are represented at every level across our organisation, they make up a smaller proportion of our senior roles. We have almost a 50:50 split of males and females in our top pay quartile, but 70% of our most senior roles are filled by men.

We also typically find more women than men employed in the Retail sector, which is also an industry where pay rates tend to be lower. We have a higher percentage of female to male employees overall, and this is particularly the case within our retail stores. 61% of our employees in the UK are based in a retail store, and two thirds of these colleagues are female.

At Airwair International Ltd, we pride ourselves on selecting the right person for the job. Our employees are all different and come from all walks of life. While we strongly believe in hiring the best talent for the role, we recognise there is more we can do to make sure that we have gender balance in all areas of our business. We will continue to select the right person for the job regardless of age, gender, race, ethnicity, sexual orientation and hope that our employees will come from all walks of life.

OUR BONUS GAP

Refers to bonuses paid up to 5th April 2017. This includes any annual management incentives, sales, retail and local variable bonus plans. However, we recognise that our numbers will change next year as there were no management bonuses paid during the relevant period and only in store retail incentives were applicable. Given that our retail population is predominately female, this has impacted positively on our bonus gap this year.



Our **MEDIAN** (middle) gender bonus gap is **-5.7%**

Our **MEAN** (average) gender bonus gap is **4.5%**