

# THE GENDER PAY GAP AT AIRWAIR INTERNATIONAL LTD

For period ending 5<sup>th</sup> April 2018

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.

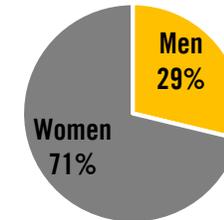
## OUR GENDER DEMOGRAPHICS IN THE UK



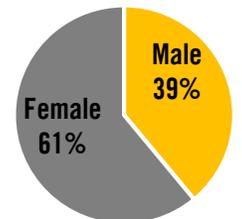
## OUR PAY QUARTILES

This is the proportion of males and females in each pay quartile, each quartile contains 213 employees

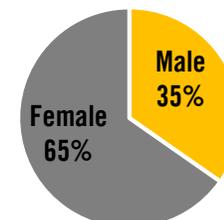
QUARTILE 1 (BOTTOM)



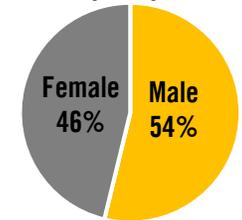
QUARTILE 2



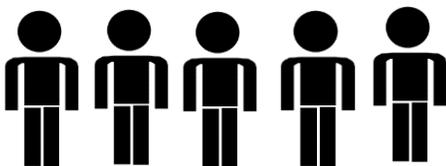
QUARTILE 3



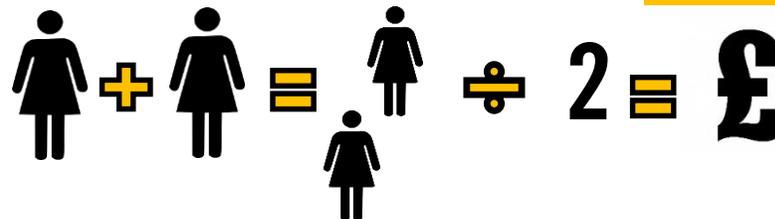
QUARTILE 4 (TOP)



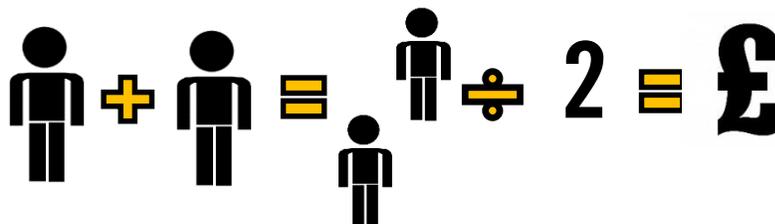
LOWEST PAID THE MEDIAN HIGHEST PAID



ALL SALARIES



THE MEAN



# AIRWAIR INTERNATIONAL LTD – OUR GENDER PAY NUMBERS

## OUR PAY GAP IN THE UK

Our **MEDIAN** (middle) gender pay gap is **8.5%**  
Last year 6.6%

Our **MEAN** (average) gender pay gap is **25.8%**  
Last year 27.4%

This is compared to the UK national average of 17.9% (median).

## OUR PAY GAP GLOBALLY

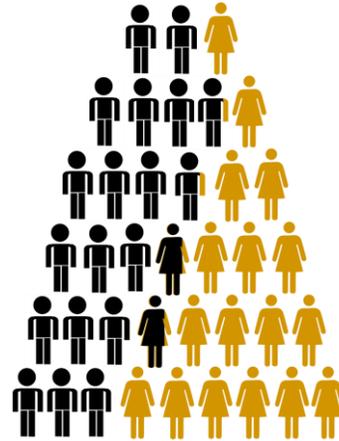
We are a global business so we also calculated our gender pay gap across each of our regions (Americas, EMEA, Asia & Group) as well as at global level:

Our **MEDIAN** (middle) gender pay gap is **12%**

Our **MEAN** (average) gender pay gap is **22%**

In our EMEA region, for example, we show a nil median gap.

We are pleased to report that women are represented at every level in our organisation. However, we do have an imbalance in the number of men and women at difference levels throughout our hierarchy as shown on the pyramid. We have almost a 50:50 split of males and females in our top pay quartile, but females make up a smaller proportion of our most senior roles.



LEVEL 1

LEVEL 2

LEVEL 3

LEVEL 4

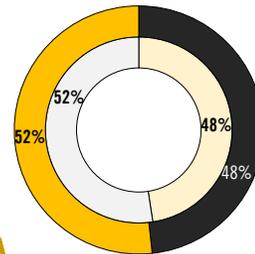
LEVEL 5

LEVEL 6

Men and women are paid equally when working in similar roles. Inevitably, people in more senior positions receive the highest pay. Retail employees account for almost 60% of our workforce. Typically more women than men are employed in this sector, and it 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 where two thirds of these colleagues are female.

At Airwair International Ltd, we strongly believe in selecting the right person for the job. However 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, or sexual orientation.

## OUR BONUS GAP



Received Bonus  
Did not receive bonus

Received Bonus  
Did not receive bonus

Refers to bonuses paid up to 5<sup>th</sup> April 2018. This includes any annual management incentives, sales and retail and bonus plans. We recognise that our average Gender Bonus Gap is significantly larger than last year. This is due to no management incentives being paid in the previous year. Having had a more successful year, bonuses were paid to the senior management team which has had a significant impact of our numbers.

It is interesting to note that in terms of who receives a bonus, more women (just over half) than men received a bonus.

Our **MEDIAN** (middle) gender bonus gap is **0%**

Our **MEAN** (average) gender bonus gap is **72.45%**