

THE GENDER PAY GAP AT AIRWAIR INTERNATIONAL LTD

For period ending 5th April 2019

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.

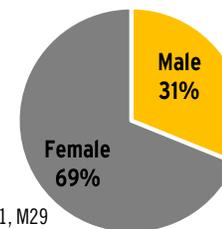
OUR GENDER DEMOGRAPHICS IN THE UK



OUR PAY QUARTILES

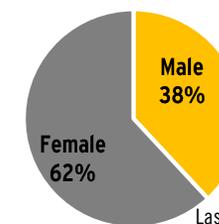
This is the proportion of males and females in each pay quartile, each containing 230 employees. We have seen a positive shift the ratio of Males to Females in our quartiles year on year.

QUARTILE 1 (BOTTOM)



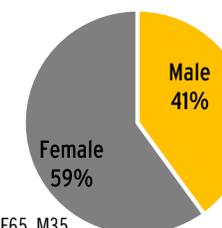
Last Year: F71, M29

QUARTILE 2



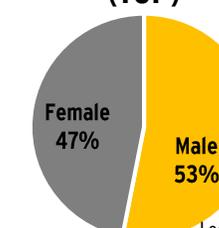
Last Year: F61, M39

QUARTILE 3



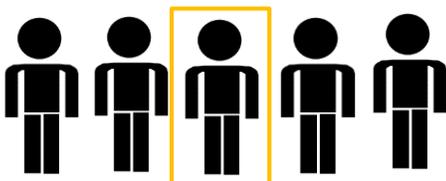
Last Year: F65, M35

QUARTILE 4 (TOP)

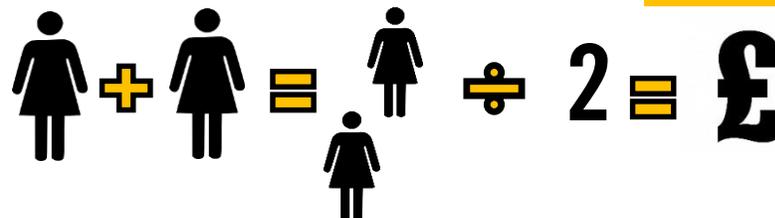


Last Year: F46, M54

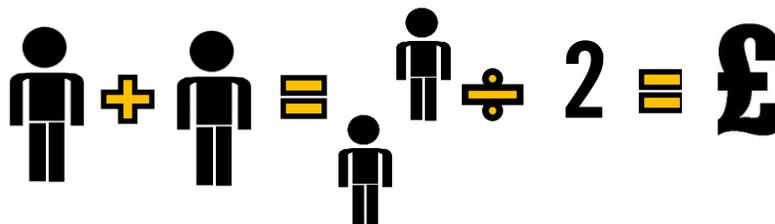
LOWEST PAID THE MEDIAN HIGHEST PAID



ALL SALARIES



THE MEAN



AIRWAIR INTERNATIONAL LTD – OUR GENDER PAY NUMBERS

OUR PAY GAP IN THE UK

Our **MEDIAN** (middle) gender pay gap is **16.6%**
Last year 8.5%

Our **MEAN** (average) gender pay gap is **25.6%**
Last year 25.8%

This is compared to the UK national average of 17.3% (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 **17.1%**
Last year 12%

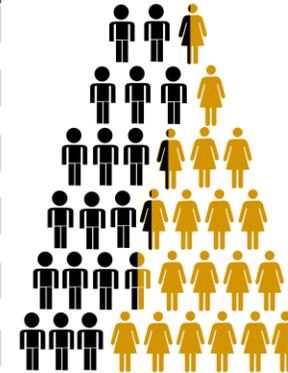
Our **MEAN** (average) gender pay gap is **23.6%**
Last year 22%

In our EMEA & Americas regions, for example, our Gender Pay Gap is tracking at 10.5% & 8.9% respectively (median)

At Airwair International Ltd, we strongly believe in selecting the right person for the job. We continue to select the right person for the job regardless of their age, gender, race, ethnicity, or sexual orientation. We are pleased to report that women are represented at every level in our organisation. However, we recognise there is more we can do to make sure that we have gender balance in all areas of our business. We do have an imbalance in the number of men and women at difference levels throughout our hierarchy as shown on the pyramid. While we have almost a 50:50 split of males and females in our top pay quartile, females make up a smaller proportion of our most senior roles and, inevitably, people in more senior positions receive the highest pay. Where men and women are working in similar roles they are paid equally.

Retail employees account for over 50% of our UK 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.

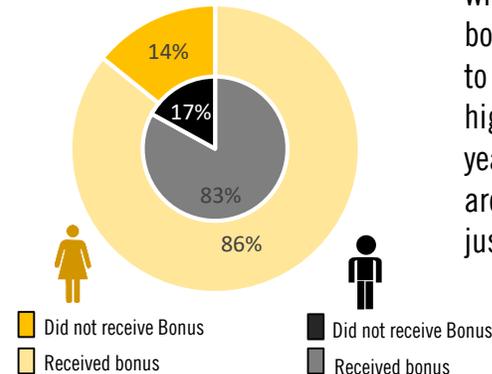
	MEAN	MEDIAN
LEVEL 1	14%	18.3%
LEVEL 2	-4.1%	18.7%
LEVEL 3	3.7%	3.8%
LEVEL 4	4.5%	2.9%
LEVEL 5	8.0%	4.7%
LEVEL 6	0.7%	1.1%



LEVEL
LEVEL 1
LEVEL 2
LEVEL 3
LEVEL 4
LEVEL 5
LEVEL 6

Our global reward framework allows us to measure like-sized roles (both in terms of scope and responsibility) against each other. When we look at roles of a similar responsibility, it paints a much different picture. We can see that across the majority of our internal levels we have a noticeably smaller gap between the average male and average female pay.

OUR BONUS GAP



Our Bonus Gap refers to bonuses paid up to 5th April 2019. This includes any annual management incentives, sales and retail and bonus plans. Our average Gender Bonus Gap is similar to last year, which, on one hand, reflects the continued success of our business and resulted in the payment of bonuses across the entire company for the first time in its history. On the other hand, this continues to highlight that we have a larger proportion of men in senior roles and consequently receiving a higher bonus. This has been further exacerbated by the number of people receiving a bonus this year. All employees are now eligible for a bonus. The only employees not receiving a bonus payment are those that were not eligible for the scheme in that particular period. Last year this number was just over 50%.

Our **MEDIAN** (middle) gender bonus gap is **29.5%**

Our **MEAN** (average) gender bonus gap is **67.4%**