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.
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.

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### OUR GENDER DEMOGRAPHICS IN THE UK

<table>
<thead>
<tr>
<th>Year</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last Year</td>
<td>71</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>61</td>
<td>39</td>
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<tr>
<td></td>
<td>65</td>
<td>35</td>
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<td>46</td>
<td>54</td>
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### 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.
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.

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 MEDIAN (middle) gender bonus gap is 29.5%  
Our MEAN (average) gender bonus gap is 67.4%  
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.

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

Did not receive Bonus  
Received bonus  

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.