

Gender Pay Gap Reporting

2017



Statement

At Superdry we pride ourselves on our diverse and inclusive culture. Centred around our six core values, which define the way we do things round here, our employees wholeheartedly agree that Superdry is a great place to work, where you can be yourself and feel fairly treated.

The sharing of our Gender Pay Gap Report is the next step in the diversity conversation and in ensuring equality. For the purposes of this report our gender pay gap is calculated using the approach required by the regulations and compares the difference in the average pay of men and women. Like many organisations we currently have a gender pay gap, which we would of course aspire not to have. Whilst this is largely driven by the wider society norm that men are more likely to be in senior roles, we are keen to understand and address the reasons for it within our business.

The gender pay reporting measures are very different from equal pay comparisons of the amounts paid to men and women for the same, similar or equivalent work. We're confident that our approach to pay means that we do not allow unequal pay to exist within our organisation. We do however recognise that the gender pay gap figures shown here demonstrate that our most senior roles, and therefore those with the highest rates of pay, are largely filled by men and we therefore need to improve diversity in our most senior job levels.

We're committed to continuing our support of employees of all backgrounds and genders in reaching their career goals and are actively working to encourage women to progress into more senior leadership roles. We're proud of the ways in which our focus on learning and development, career conversations and a family friendly work environment facilitates this aim.

We can confirm that the data and information reported here is accurate as of 5th April 2017.

Andrea Cartwright, Group HR Director

極度乾燥(しなさい)
Superdry®
OUR VALUES



PASSION
We love Superdry, love what we do and go above and beyond to be the best.



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Superdry®
OUR VALUES



**CREATIVATI
ON**
Our own blend of creativity and innovation. We push the boundaries of what's possible, are bold and always coming up with new ways of doing things.



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Superdry®
OUR VALUES



QUALITY
We're obsessed with quality in everything we do. It's what makes us unique.



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OUR VALUES



FAMILY
We're in this together as part of one big Superdry global family, always looking out for each other.



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Superdry®
OUR VALUES



INDIVIDUALITY
We always bring our unique self to work, let people be who they want to be and accept everyone for who they are. We love people not stereotypes.



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Superdry®
OUR VALUES



FUN
We're true professionals but more than anything we believe work is to be enjoyed.



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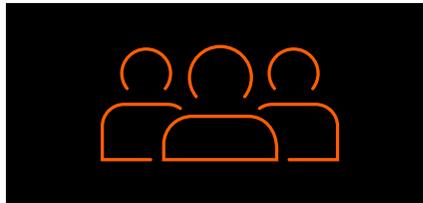
Our Superdry Family

At Superdry our Values, the things we really care about, shape our culture. They were defined collaboratively by employees from every part of the business.

Family is one of the most important of our Values. From the start of Superdry, 15 years ago, it was clear that being part of a family is exactly how our employees see working for the brand. We're in this together, as one big Superdry global family, always looking out for one another, excited by and sharing in our success.

We were delighted earlier this year to receive external recognition for this when we were awarded the title of Gloucestershire's Most Family Friendly Employer.

Family is the golden thread that runs through every aspect of our approach to people. Gender inclusivity is just one example of that golden thread. Here we've taken a look at three of our key areas of focus in promoting inclusivity:



SUPPORTING THE FAMILY

An award winning family friendly place to work:

- Flexible working
- Enhanced maternity pay
- UK Childcare vouchers scheme with great savings
- Wellbeing and health services onsite
- 24/7 support and counselling for all employees
- A fantastic 50% discount on Superdry product
- Great events for all the family at head office



WORLD CLASS DEVELOPMENT

We offer exceptional learning and development opportunities:

- One of a kind, award winning retail Sales and Service training
- Great learning opportunities for everyone, from bitesize Lunch and Learns to intensive leadership development programmes
- Apprenticeships underpinned by a meaningful job, extensive training and further education
- Brilliant mentoring programme with role models from all backgrounds
- Our Superdry Academy reaches out to local schools, talking to students about fashion careers and opportunities with us
- We inspire the next generation through work experience placements



CAREER OPPORTUNITIES

Exceptional business growth alongside the tools for success means we have great career opportunities.

- Training for hiring managers, so they focus on what matters, not bias
- Interactive annual Careers Week
- Role models, inspirational leaders and subject matter experts sharing their career stories
- Exceptional and diverse career opportunities

What is a Gender Pay Gap?

A gender pay gap is a measure which shows the difference between the average pay of men and the average pay of women across an organisation, industry or other group. It doesn't take into account the nature of their work and therefore can be influenced by the different number of men and women in particular roles.

An equal pay comparison is altogether different, it involves comparing the pay of two people or two groups of employees doing the same or equivalent work.

How is the Gender Pay Gap Calculated?

The way in which these calculations have to be made is set out by government regulations and involves analysing payroll data from UK employees across our various departments and job levels.

Each measure that we have to report is calculated differently, here's what they involved:

HOURLY RATE

Totalling the amounts paid to employees over the month for various things including their basic pay and pay for any leave, then deducting any amounts they've elected to pay into a salary sacrifice arrangement like our great cycle to work scheme, before dividing this figure by the hours they worked in the month. It is therefore quite different from the rate of pay that could be calculated from the contractual rate of pay an employee is entitled to.

MEAN AND MEDIAN GAPS

To calculate the median gap we have to line up the hourly rates of pay for all of our female employees from lowest to highest, take the rate of pay from the middle, then repeat this for the rates of pay for our male employees and compare the rates we get. The difference between the two is the median gender pay gap.

Mean gaps are established by finding the average rate of pay paid to female employees and comparing this to the average for male employees, then again finding the difference between the two.

BONUS CALCULATIONS

The calculations are much the same as the mean and median pay gaps for the bonus pay comparisons, although we calculate the bonus paid over a twelve month period, rather than calculating an hourly rate. We also report the proportion of men and the proportion of women who received a bonus in this twelve month period.

PAY QUANTILES

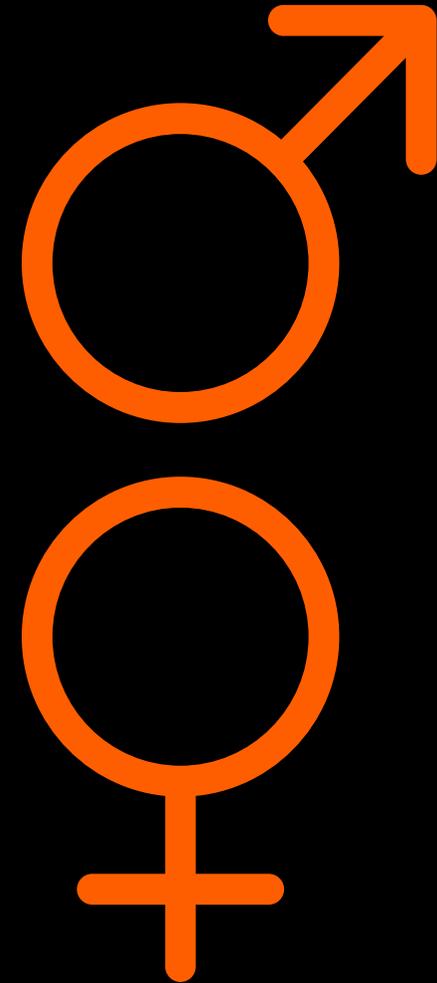
We line up our rates of pay for all employees from lowest to highest, then divide the line into four equal sized groups. We work out the percentage of female and male employees in each of the groups and these are the percentages reported here.

Paying Fairly at Superdry

Paying our people fairly has always been a clear priority for us and we have a robust system in place to ensure every colleague is paid fairly for their contribution. This means everyone can feel confident we make pay decisions free of bias whilst maintaining our position as an attractive employer.

Salaries are reviewed annually using external benchmarking insight from other UK & international businesses and internal cross organisational data.

Additionally, to avoid bias around gender, race or other characteristics, we challenge ourselves on equality, including comparing roles across the organisation that are considered of equal value.



Our Entities

At the snapshot date, 5th April 2017, we employed our 2,750 UK employees under Superdry Plc (then SuperGroup Plc) and 3 UK subsidiary entities; C-Retail Ltd, SuperGroup Internet Ltd, DKH Retail Ltd.

The regulations require organisations of 250 or more employees to report on their gender pay gap. Across the UK our C-Retail Ltd entity is the only business within Superdry that meets this requirement.

In the interests of transparency we have chosen to voluntarily share our gender pay data for the total UK business. This includes

all the eligible UK employees of Superdry Plc and the 3 subsidiary entities listed above and will be referred to as 'UK Group'.

Whilst the ratio of men to women was very similar in C-Retail Ltd and the UK Group, C-Retail Ltd employs predominantly in-store employees who tend to have fixed rates of pay with little variance between individual salaries. In contrast the UK Group employees a wider cross section of employees with more variation in individual salaries which means the gender pay gap reported at UK Group level is higher.

C-RETAIL LTD

41%

Male

59%

Female

UK GROUP LEVEL

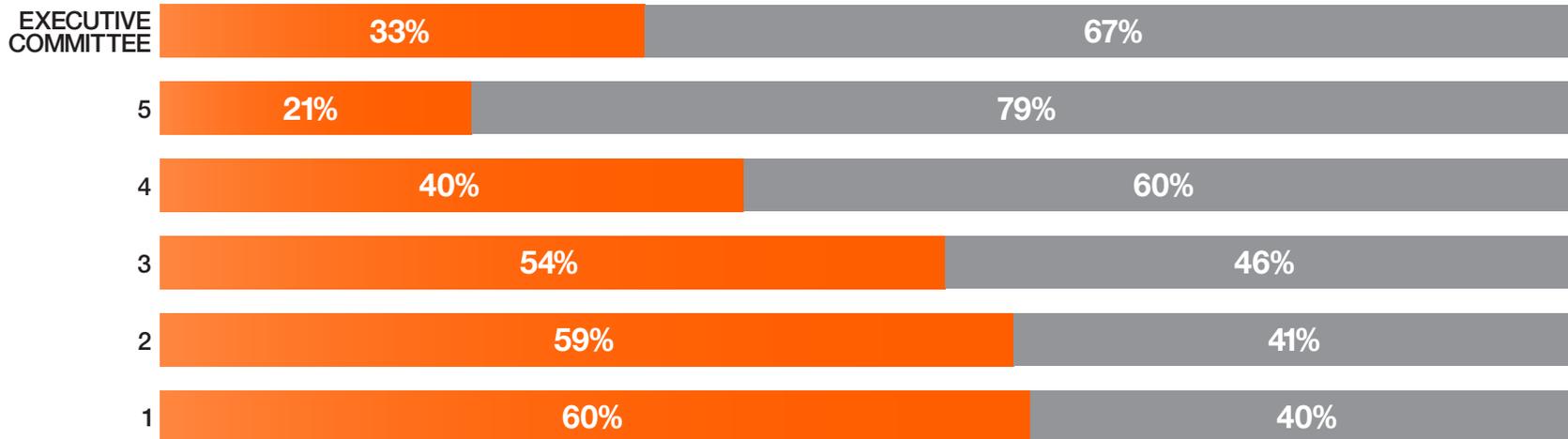
42%

Male

58%

Female

OUR COLLEAGUES BY JOB LEVEL



Female ●
Male ●

Our Gender Pay Gap Reporting

Gender Pay Gap

The mean and median gender pay gap for C-Retail Ltd are very low at 1.2% and 2% respectively. This reflects the largely fixed rates of pay for our retail employees in this entity.

We're pleased to see that the median gap reported at a UK Group level is relatively low at 4%. Our analysis shows that the mean gap of 19.3% is due to the fact that our senior roles, and therefore our highest paid roles, are predominately filled by male employees. There are fewer females in senior roles than males, driving a higher gender pay gap than in our retail business.

C-RETAIL LTD

1.2%

Mean Gender Pay Gap

2%

Median Gender Pay Gap

UK GROUP LEVEL

19.3%

Mean Gender Pay Gap

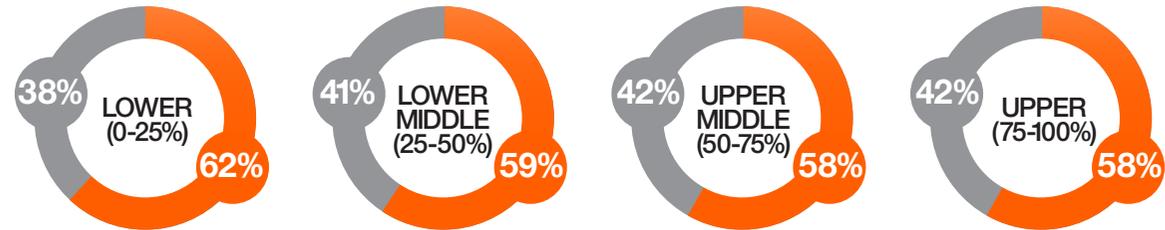
4%

Median Gender Pay Gap

Salary Quartiles

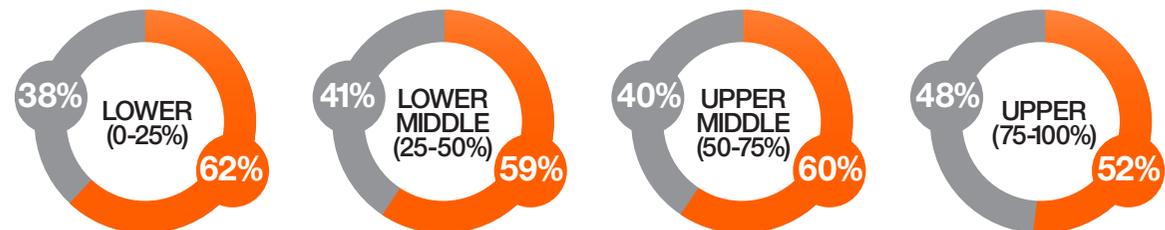
C-RETAIL LTD

The proportion of females in each quartile for C-Retail Ltd is relatively consistent across all four quartiles, showing that women are well represented across our more junior and senior positions.



UK GROUP LEVEL

On the snapshot date at a UK Group level, 58% of our employees were female. In the highest pay quartile female representation was 52%. However within that quartile a higher proportion of our more senior roles, with higher pay rates, were held by male employees. This is a key driver of the gender pay gap figures reported.



Female ●
Male ●

Gender Bonus Gap

We recognise that in the year preceding the snapshot date, bonus payments to female employees of C-Retail Ltd were 250.7% higher (as a mean average) than those made to male employees. This extreme gender gap is explained by the relatively few C-Retail Ltd employees who are eligible to receive a bonus payment and the quantum of individual bonus awards.

At a UK Group level the mean bonus paid to male employees is 73.5% higher than female employees. This is because our more senior roles attract a higher bonus and more of these roles are held by men.

Our median rate of bonus paid to both male and female employees on a UK Group level and within C-Retail Ltd is £0. This means that our median bonus gap on a UK Group Level and for C-Retail Ltd is 0%.

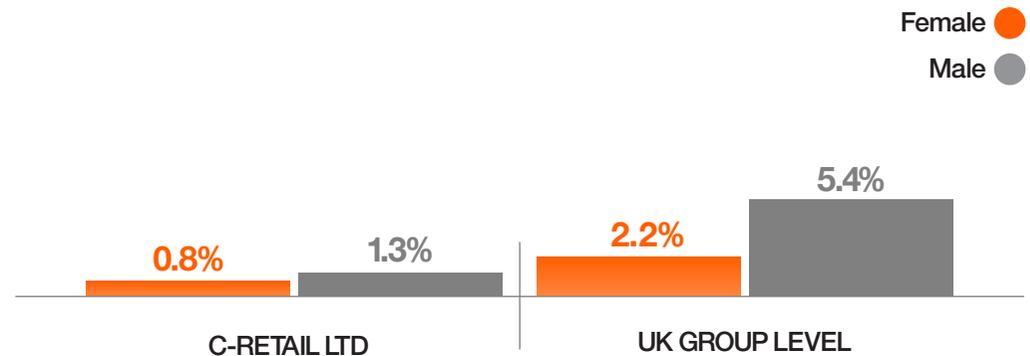
MEAN BONUS GAP



The Proportion Of Male And Female Employees Who Received Bonus Pay

Within C-Retail Ltd 1.3% of men and 0.8% of women received a bonus payment of some sort, this again reflects the profile of these employees; they are predominately in-store employees, who do not have a bonus included in their remuneration package.

At a Group level 5.4% of men and 2.2% of women received a bonus payment. This reflects our gender profile at our senior job levels with significantly more of these roles being held by men. It is these more senior roles which attract a bonus award as part of their remuneration package.





極度乾燥(しなさい)
Superdryplc