

GENDER PAY REPORT 2021

SUPERDRY® 冒險魂





Cathryn Petchey
Global People Director
Superdry PLC

April 2022

Superdry is a truly global organisation, and we are really proud of our diverse workforce. We know that our diversity is vital to our future success and we foster a working environment where everyone feels they belong and they are fulfilled.

At the snapshot date of 5th April 2021, whilst we didn't have any colleagues on furlough, we were very much still feeling the effects of Covid-19. As we come out of the pandemic we are focused on ensuring that Superdry becomes an even better place to work.

At Superdry we have a very clear action plan for driving all aspects of diversity which we openly share with our colleagues, and this remains one of our top strategic priorities.

Whilst we do have a gender pay gap, we believe we are making good progress, and we aim to put our colleagues at the forefront of holding us to account.

I can confirm that the data contained in this report is accurate and published in accordance with the gender pay gap reporting guidelines and regulations.

THE GAP MEANING AND CALCULATIONS

Regulations introduced in 2017 require public, private and voluntary sector organisations, with 250 or more employees on a specified 'snapshot date' relevant to their sector, to report annually on their Gender Pay Gap.

What is the Gender Pay Gap?

A gender pay gap is the difference between the hourly pay rate for all male colleagues compared to female colleagues, irrespective of the work being performed or the role. Where a gap is positive, this means that on average, men are paid more than women. Where a gap is negative, this means that on average, women are paid more than men.

How the Gap is measured

- **Median**- Imagine all female colleagues who work for Superdry in a row from the lowest hourly rate to the highest. Imagine the same for our male colleagues. The median is the comparison between the female and male in the middle of their rows.
- **Mean** - Add all the salaries up and then divide them by the number of female and male colleagues to get the average.

Quartiles

The quartiles help us to understand the gender split at different career stages within Superdry

Bonus Gap

The bonus gap shows us the proportion of male and female colleagues who received a bonus in the preceding 12 months of the pay gap. For this report, the bonus reflects the period between April 2020 and March 2021.

Who receives a bonus?

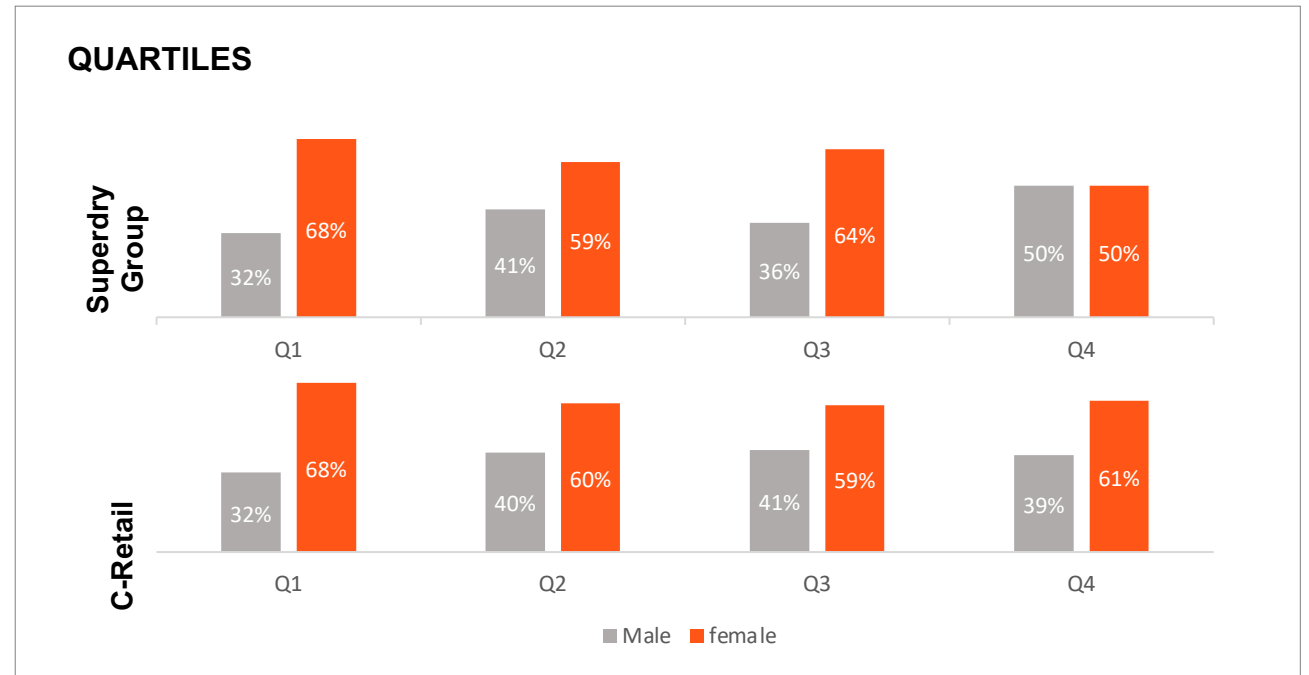
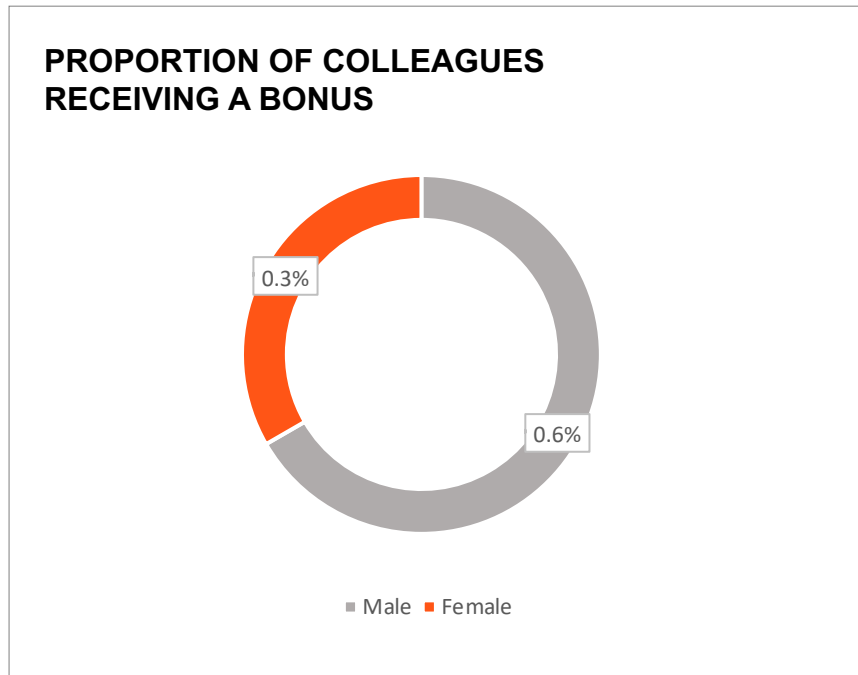
Superdry runs 2 bonus schemes, one is a Group Annual Bonus and the other is for our sales team. Not all colleagues are included in either bonus scheme.



OUR RESULTS

OUR PEOPLE		
Entity	Male	Female
Superdry Group	40%	60%
C-Retail	38%	62%

PAY GAP		BONUS GAP		
Entity	Median	Mean	Median	Mean
Superdry Group	2.73%	23.68%	41%	85%
C-Retail	0.0%	4.7%	-	-



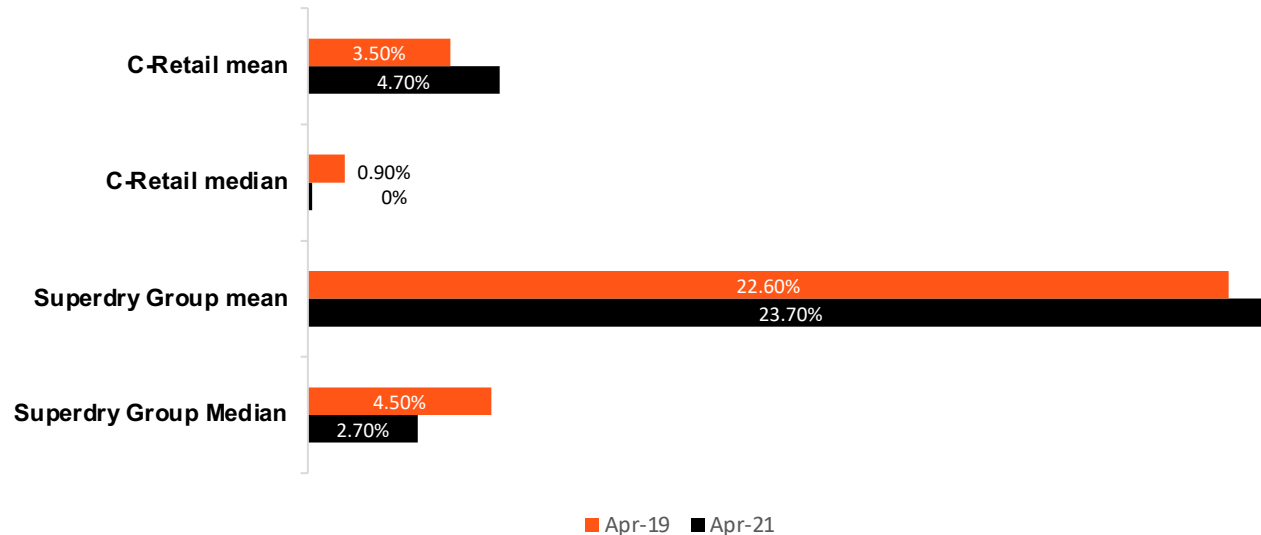
OUR GAP EXPLAINED

C-Retail Ltd is the only entity that we are statutorily required to report on and this contains 1,615 colleagues who work in our UK retail business. Superdry Group is a combination of our head office UK group functions and this contains 535 colleagues

As a significant number of our colleagues were furloughed in 2020 a comparison with our 2019 data is more helpful. The Group data shows a mean pay gap of 23.7% in April 2021 compared with 22.6% in April 2019 and a median pay gap of 2.7% in April 2021 compared with 4.5% in April 2019. C-Retail Ltd shows a mean pay gap of 4.7% in April 2021 compared with 3.5% in April 2019 and a median pay gap of 0% in April 2021 compared with 0.9% in April 2019.

Therefore our Gender Pay Gap is largely unchanged. The median pay gap has shown an improvement and the mean pay gap has shown a small increase. We believe this is because we have seen an increase in female representation by approximately 8% in quartile 1 in both C-Retail and Superdry Group

Our Bonus gap is significant but it is skewed by the very small number of colleagues receiving a bonus; there are only 7 colleagues in the snapshot data who received a bonus. Of the 2,150 colleagues reported on only 5% are eligible to be in our Group Bonus Plan and only 0.6% of UK colleagues are eligible for a sales bonus.



WHAT'S NEXT?

Over the coming 12 months we will continue to:

- Embed and extend the influence of our Diversity and Inclusion champions
- Listen to our colleagues through The Voice to understand their views and opinions, hear their feedback on the strength of our actions and allow them to provide their thoughts on what progress we've made
- Use our recently launched technology-enabled performance management platform to encourage more open, purpose-led conversations between managers and employees covering well-being and fulfilment as well as performance and development
- Take guidance from our Senior Women's Leadership Forum in topics that support the progression and retention of female colleagues
- Remain committed to running our Women's Mentor programme for female colleagues

This year we will also:

- In April 2022 we will remove age related pay in the UK for all of our colleagues on the National Living Wage which will significantly increase pay for over 1,000 of our retail colleagues
- Increase the base pay for our entry level Head Office roles
- Continue to review and amend our approach to hybrid and flexible working to support all of our colleagues to better balance work and life
- In line with the government's pay transparency pilot, we will list salaries on job adverts in order to attract the right candidates to the role and to support internal and external pay transparency. We will stop asking prospective employees about their previous salary to support a reduction in our pay gap

