

GENDER PAY REPORT 2020

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INTRODUCTION

Guy Youll - Group HR Director



At Superdry, our colleagues are vital to everything we do and because of this, we aim to create environments where individuality and being 'real' can flourish.

We know that inclusiveness, diversity and equality are fundamental to long-term sustainable success so as a global Brand we're fully committed to attracting, including, empowering and developing all of our global colleagues. The evidence shows that different perspectives, insights and viewpoints generated through diversity delivers tangible benefits for businesses. But more importantly, we believe that driving diversity is the right thing to do. The last 12 months have impacted us all in different ways but even during this time, we have still been able to achieve some really positive changes in the progression of our diversity commitments.

This year our 2020 Gender Pay Gap report looks a bit different to previous years. This is because on the snapshot date of April 5th 2020, 83% of our UK workforce had been placed onto furlough, meaning that in line with the relevant guidelines they are excluded from the Gender Pay Gap report. Unfortunately this distorts our gender pay gap numbers and we do not believe it gives a realistic reflection of our Gender Pay Gap or any progress.

As a consequence, we have decided to also report on what our Gender Pay Gap would have been, in the scenario that none of our colleagues had been furloughed. We have chosen to do this because we believe this is a more accurate picture of our Gender Pay Gap and therefore a better measure of our progress.

In this report we have included 2,576 colleagues who were employed on the snapshot date in Superdry PLC (referred to as Superdry Group in the report). Our largest single employing entity is C-Retail, which employs the majority of our store-based colleagues.

“WE STAND UP FOR THE THINGS WE BELIEVE IN AND WE DON'T SIT ON THE SIDELINES. WE'RE ALL UNIQUELY DIFFERENT AND WE CREATE ENVIRONMENTS WHERE INDIVIDUALITY AND BEING REAL CAN FLOURISH” [Superdry Culture Playbook, 2021]

SUMMARY

AN EXPLANATION OF THE GENDER PAY GAP

Whilst Superdry has a Gender Pay Gap overall, it's key to point out that a gender pay gap isn't the same as unequal pay. Unequal pay refers to a scenario whereby men and women are paid different rates of pay for work of the same value or same role. Superdry is confident that no instances of unequal pay exist and we undertake a number of measures to ensure this remains the case at all times. 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.

Similarly to 2019, in 2020 one of the principle factors driving the existence of an overall Gender Pay Gap is that more senior roles attracting higher salaries are held by male colleagues.

In Superdry we're proud to have a very clear action plan for driving all aspects of diversity which we openly published to our colleagues in December 2020 and it is one of our top strategic priorities for the business. This action plan is based on empirical evidence as well as listening to the viewpoints and opinions of over 600 of our colleagues in consultation. Whilst change doesn't happen over night, we believe we are making good progress on this front and we aim to put our colleagues at the forefront of holding us to account.

As you will see in the report, we have a strong representation of female colleagues throughout the organisation and we will continue to support internal growth of female colleagues through a number of actions which will help us on our journey to close our gender pay gap.

OUR PEOPLE

Who's in Superdry Group? (all UK colleagues)



Who's in C-Retail? (all UK Retail colleagues)

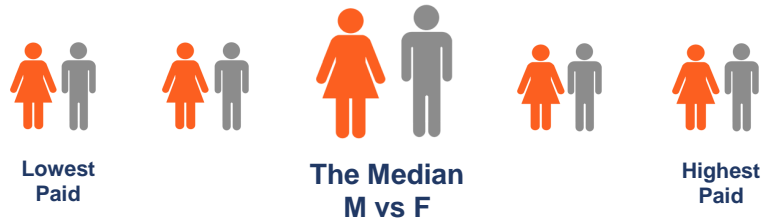


MEDIAN & MEAN GAPS

There are 2 ways to measure the Gender Pay Gap. The median and the mean.

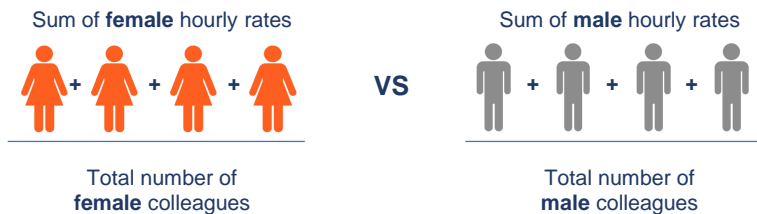
THE MEDIAN

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.



THE MEAN

Add all the salaries up and then divide them by the number of female and male colleagues to get the average.



● Women ● Men

WHAT DO THE NUMBERS SHOW?

Assuming no colleagues we're furloughed, our 2020 mean and median gaps decreased in C-Retail and Superdry Group overall. In C-retail, the gap is negative because there are more female colleagues in senior positions.

MEDIAN PAY GAP

	2019	2020 <i>These are the figures we are legally required to publish and excludes all colleagues on furlough</i>	2020 <i>These are the figures we have chosen to publish and includes all colleagues as if they weren't on furlough</i>
Superdry Group	4.5%	21.1%	2.0%
C-Retail	0.9%	16.9%	-0.7%

MEAN PAY GAP

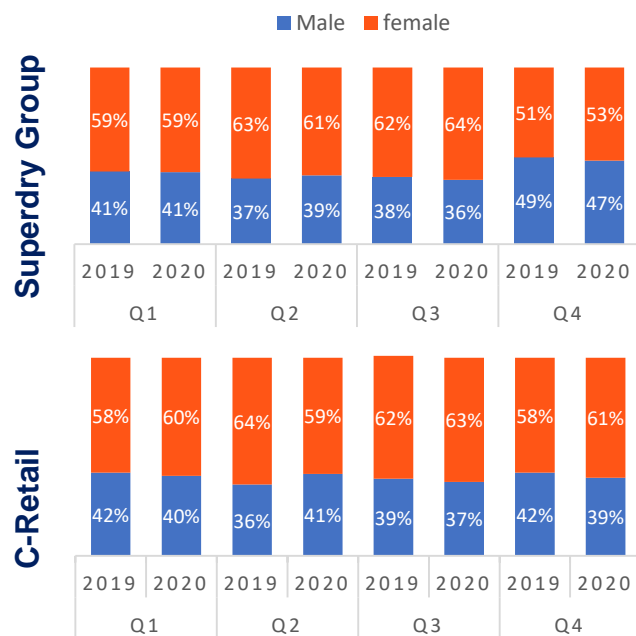
	2019	2020 <i>These are the figures we are legally required to publish and excludes all colleagues on furlough</i>	2020 <i>These are the figures we have chosen to publish and includes all colleagues as if they weren't on furlough</i>
Superdry Group	22.6%	35.9%	19.3%
C-Retail	3.5%	30.6%	1.3%

QUARTILES

Pay quartiles show us the representation of male and female colleagues grouped into four even groups on a basis of their pay

The tables show that we are maintaining a strong balance of male and female colleagues in each quartile with more females than males in the upper and middle upper quartiles compared with our 2019 report.

In Superdry Group, female representation has increased by 2% in both Q3 and Q4 whilst female representation in C-Retail has increased by 1% in Q3 and 3% in Q4. This demonstrates a positive increase of female representation in senior roles.



BONUS GAP

The Gender Bonus Gap measures the average bonus received by male and female colleagues over the preceding 12-month period up until April 5th 2020.

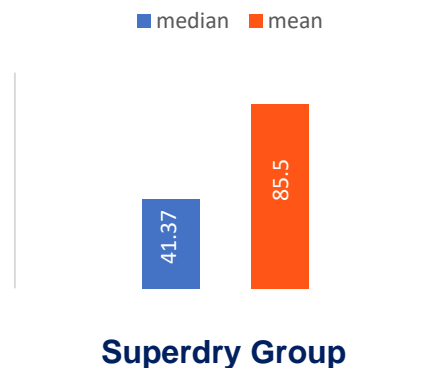
It is important to point out that no company bonus was paid to colleagues in C-Retail or Superdry Group in FY20.

SO WHO RECEIVED A BONUS AND WHY IS THERE A GAP?

Superdry Group Bonus Gap

0.5% of male colleagues received a bonus compared to 0.3% of female colleagues.

The only bonus's received were due to exceptional circumstances and not part of a Company-wide programme.



PROGRESS

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WHAT WE'VE DONE DURING 2020

Since our last Gender Pay Gap Report in 2020 (covering Gender Pay in April 2019), we have made significant progress against our identified actions. These are some of the highlights:

1. Led by our Senior Women's Forum launched in 2019, we have enhanced our UK and US family-friendly policies. We have increased our maternity and adoption leave from 12 weeks' full pay to 18 weeks' full pay for colleagues with two or more years' service in the UK and increased paternity leave from 2 weeks' full pay to 4 weeks' full pay for fathers;
2. We have introduced a workplace nursery partnership for colleagues at our Head Office in Cheltenham with 'Tinies Nursery' to support working parents with high quality, local and affordable tax-efficient childcare close to their place of work;
3. We have launched a Diversity and Inclusion Group made up of global colleagues to support and influence our global diversity strategy; ensuring that ideas, opinions and thoughts are shared and heard from all backgrounds and put our colleagues at the forefront of decision making;
4. We have delivered a programme of unconscious bias training for our managers and leaders to help ensure decisions are being made free from factors that could lead to discriminatory outcomes;
5. We have introduced an application process to direct Head Office recruitment whereby any details that could be used to determine an applicants background (e.g. education, age, gender, race) are fully anonymised. This helps to support our managers in recruiting the right person for the job regardless of their background;
6. We have set up and embedded multiple employee consultative forums (Superdry Voice) where colleague representatives have oversight and input into several Company-wide decisions and initiatives, including diversity;
7. Our Senior Women's Leadership Forum has continued to meet every month, raising the profile of female leadership and ensuring that issues surrounding gender equality are being discussed and acted upon; and
8. We have continued to hire senior female colleagues into Superdry, including a Group General Counsel and Company Secretary (Ruth Daniels) and Superdry's new Chief Operating Officer (Silvana Bonello) over the last 12 months.



WHAT'S NEXT?

Whilst there has been an improvement in our overall Gender Pay Gap in Superdry Plc and C-Retail between 2019 and 2020 using the figures we believe to be a more accurate reflection of progress, any gap means that there is more we can be doing.

We have a clear action plan published in 2020 to all colleagues that focuses not only on tackling the gender pay gap and improving gender diversity, but all aspects of creating a truly diverse and inclusive environment at Superdry where people can be at their best. We will continue to review these actions with our new Diversity and Inclusion Steering Committee (a colleague-driven forum) established in April 2021 to ensure we are making progress and putting this at the top of our Company agenda.

Some of the key actions over the coming 12 months for us will include:

1. The communication of our gender diversity targets for our leadership team;
2. Embedding and extending the role and influence of our new Diversity and Inclusion Steering Committee;
3. Revisiting the views and opinions of global colleagues to give us their feedback on the strength of our actions and giving us their views on what progress we've made;
4. The launch of a new technology-enabled performance management tool that encourages more open, purpose-led conversations between managers and individuals covering well-being and fulfilment as well as performance and development;
5. The continued progression of our Senior Women's Leadership Forum to carry on supporting the progression and retention of female colleagues; and
6. The introduction of a Senior Women's Mentor programme for female colleagues identified as having future growth potential.
7. The embedding of Superdry's new working rules giving our colleagues more flexibility in how they approach their working lives to support wellbeing, drive performance and allow support for more flexible working preferences



TAKING ACCOUNTABILITY

At Superdry we don't just follow the status quo and sit on the sidelines. We stand up for the things we believe in.

So this year Superdry has made the decision to set 3 year targets for both gender and ethnic diversity stretching beyond our Board Directors to include our Executive and Senior Leadership Teams. Whilst we recognise that targets don't drive diversity itself, they create the right conditions for driving transparency and accountability, which we believe will help us improve our gender and ethnic diversity and further reduce our Gender Pay Gap in future years.

Our 3 year targets from 2021 are as follows:

The Executive Team

1. A minimum of 33% of the *Executive Team comprised of Women
2. A minimum of 14% of the Executive Committee to be from Black, Asian or Minority Ethnic backgrounds

The Leadership Team (Executive Team + Direct Reports)

1. A minimum of 50% of the **leadership team comprised of Women
2. A minimum of 14% of the leadership team comprised of individuals from Black, Asian and Minority Ethnic backgrounds

We want to ensure that the diversity of Superdry improves to better reflect the diversity of the wider population and our consumers.

Together, in partnership with our colleagues and ensuring a climate of accountability and positivity, we believe we can continue to make excellent progress.

Guy Youll

Group HR Director

*Including Executive Directors

**Based upon the Hampton-Alexander definition of leadership

