

We want Pentland Brands to be a place where everyone is welcomed, supported, and encouraged to grow and contribute.

That's why fairness, equality and transparency is important to us.

This report looks at the overall Gender Pay Gap numbers for the wider Pentland Brands community, including brand entities. This is to give a more realistic picture of Pentland Brands Pay in the U.K. The U.K government requires us to report only on entities with more than 250 employees, therefore numbers will differ on the government website as we are reporting on PBL alone. In PBL we pay women a median salary of 23% more than men versus 5.9% in the wider community.

"Our Gender Pay Gap figures have been calculated in line with the regulations set out in the Gender Pay Gap Reporting legislation. I confirm that these figures are accurate."
Andy Long, CEO.

Gender Pay Gap

Women's pay and bonuses compared to men's

	Median*	Mean
Hourly Rate of Pay	5.9% higher	18.4% lower
Bonus Paid	3.7% higher	49.9% lower

% Awarded a Bonus



Women



Men

The Findings

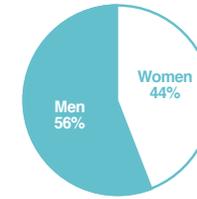
Our gender pay gap data shows an overall snapshot taken on 5th April 2017 and includes all employees from Pentland Brands Limited and its brand companies (Speedo, Berghaus, Mitre, Canterbury).

The mean pay gap measurement of 18.4% largely reflects the disproportionate representation of men in our senior leadership population. Viewed alongside the median measurement – where women's pay is 5.9% higher – we are clear that our challenge is in increasing the number of women at the highest level of our organisation. In this reporting period, our Chairman, CEO and 75% of our Executive team were male.

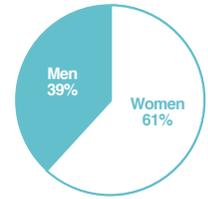
Despite challenges, we have seen some progress. Over the past few years we've been focused on building the pipeline of female talent in the business, which means we have a strong population of women in the upper middle pay quartile and over 35% of our senior leadership population are women.

* Data found in this report is correct as of April 2017. When we look at the mean, we see larger variations due to imbalanced gender representation at various levels, rather than due to pay inequality in like for like roles. It does signify a need to take action at ensuring greater gender balance, particularly in areas such as our senior leadership population.

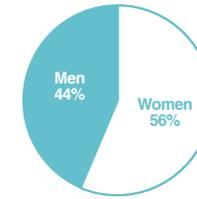
Gender Ratio by Pay Quartile



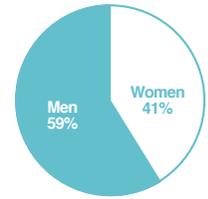
Upper



Upper Middle



Lower Middle



Lower

Actions

We're committed to making improvements in the areas where there are still differences.

We believe we can make improvements by increasing the gender diversity in our most senior leadership roles. We'll support this by:

- Running unconscious bias training sessions with the Executive and Leadership team.
- Introducing job banding.
- Introducing a new flexible working policy offering all employees flexible core working hours and the opportunity to work from home.
- Further professionalising our talent and development programme and introducing capability frameworks.
- Embedding diversity and inclusion principles in all our management and leadership training.

In addition to the above we're widening our university and college search to capture a more diverse pool of graduates and interns. We're also improving bonus goal setting and performance reviews across the business.