

PENTLAND BRANDS

UK GENDER PAY GAP REPORT 2024

CEO Statement

At Pentland Brands, doing the right thing is one of our core principles and is at the heart of everything we do.

In the context of rapidly changing external global landscape, we remain committed to building an organisation which is diverse, inclusive and equitable and each of our brands also share and promote this ethos.

In 2024, we're pleased to report a continued reduction in our UK **mean gender pay gap from 9.2% to 6.4%**. We've also achieved **50% female representation across our workforce and on our Executive Team**.

In 2024, our parent company Pentland Group Ltd for which Pentland Brands Ltd forms most of its employees was recognised in the **FTSE Women Leaders Review for exceeding** the UK government-backed 40% target, with **42.9% female board representation**.

These are important milestones and our work to close our gender pay gap continues. The primary contributor to our pay gap remains the imbalance of men and women at senior manager levels. We remain conscious and focused on closing this gap through inclusive recruitment, succession planning and leadership development.

We're also proud to report that **89.2% of women and 86.9% of men received a bonus in 2024**, a significant increase from the previous year. Our bonus structures are designed to reward performance fairly, based on role and contribution.

We continue to uphold strong pay governance and are a UK Real Living Wage employer. We've also introduced new initiatives to support women in their career progression and ability to manage family planning and caring responsibilities including enhanced parental and neonatal leave, and paid time off for IVF appointments.

This report outlines our gender pay gap data, progress to date, and key focus areas.

Chirag Patel

CEO, Pentland Brands

Understanding the Gender Pay Gap

The gender pay gap measures the average difference in pay between women and men across an organisation. It is not the same as equal pay, which refers to paying men and women equally for the same or equivalent roles.

We ensure fairness in pay by applying consistent role evaluation processes, regular benchmarking, and robust governance across all roles.





Our 2024 Gender Pay Gap Data

Reporting date: 5 April 2024

Includes all UK employees across Pentland Brands Limited and its brand portfolio: Speedo, Berghaus, Canterbury of New Zealand, Mitre, Kickers, Ellesse, and Endura.

Hourly Pay Gap

Metric	Percentage
Mean	6.4%
Median	-15.1% (in favour of women)

Bonus Pay Gap

Metric	Percentage
Mean	44.8%
Median	-32.3% (in favour of women)

Bonus Eligibility

Gender	% Receiving Bonus
Women	89.2%
Men	86.9%

Pay by Quartile

Quartile	Women	Men
Upper	52.9%	47.1%
Upper Middle	59.3%	40.7%
Lower Middle	52.0%	48.0%
Lower	39.5%	60.5%

What's Driving the Gap?

1. Senior management representation imbalance

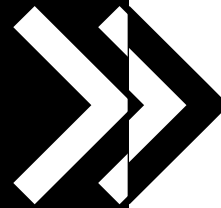
While we have achieved gender balance on our Executive Team, men remain overrepresented at the next levels—director and senior manager. This impacts our mean pay gap.

2. Operational roles

Men predominantly occupy our lower-paid logistics and support roles in UK distribution centres, which increases the median in favour of women. The growth in these roles in 2024 contributed to the widening of the median gap.

3. Attrition at middle manager levels

Although we've increased female representation at mid-management levels to nearly 60%, women are leaving us at a higher rate from these roles compared to men, whose exits are spread more evenly across levels.



What action are we taking?

1. Retention of female middle managers

We've used insights from our internal network to understand the reasons why women leave at middle management levels and practically how we can better support them, at what is for many, a life stage where they have family and caring responsibilities. We continue use these insights to inform policy promotion and changes.

2. Increased focus on female talent progression

We're tracking promotion data closely to ensure women are progressing into senior roles. We're also enhancing our internal pipeline by supporting female talent at all levels through personal coaching, specific development support and executive education.

3. Inclusive recruitment practices

We continue to evolve our recruitment processes to ensure they are inclusive, consistent and effective in attracting diverse talent. We are also continuing to invest in training and accreditation in recruitment and selection for all hiring managers.

Legal Statement

The data presented in this report is accurate as of April 2024 and has been calculated in line with the UK Gender Pay Gap Reporting Regulations.

