

## GENDER PAY GAP REPORT 2018

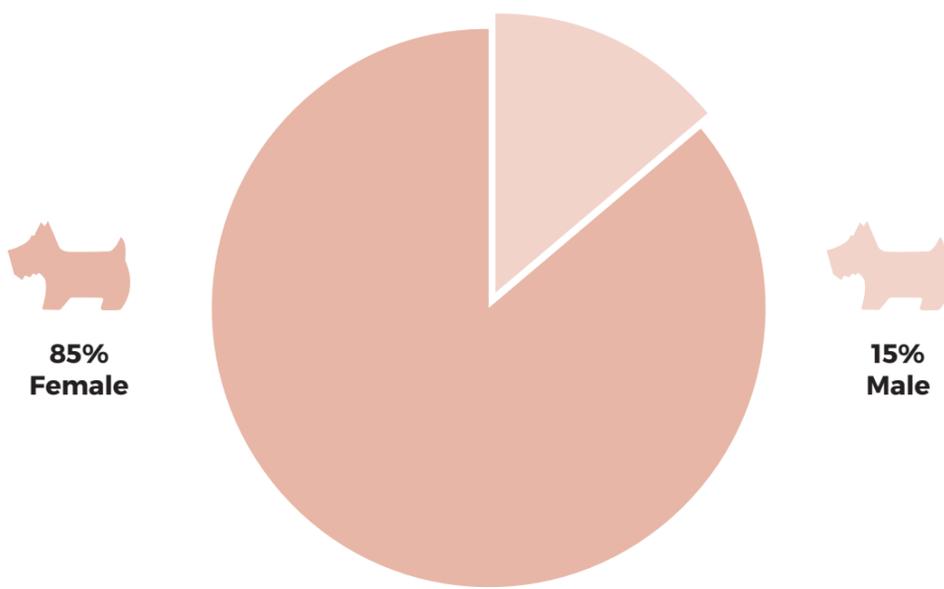
Radley is an organisation that values the contribution made by all of its colleagues and as an employer with teams throughout the UK and various sites around the world, Radley & Co are committed to creating a workplace where all colleagues are treated and paid in a fair and equitable manner.

We are committed to ensuring that women and men are paid the same wage for doing the same job and as such we have confidence that there is no inconsistency in how we pay women and men who do similar work. We aim to offer flexibility, variety and opportunity across the organisation and look to promote from within wherever possible.

We are proud to have continued our Executive Development Programme in 2018 for colleagues identified as having high potential and of which 80% were female to develop them into future leaders.

We have recently launched a Brand Ambassador Programme celebrating Women of Spirit and Substance and we are committed to celebrating and recognising outstanding women in our business.

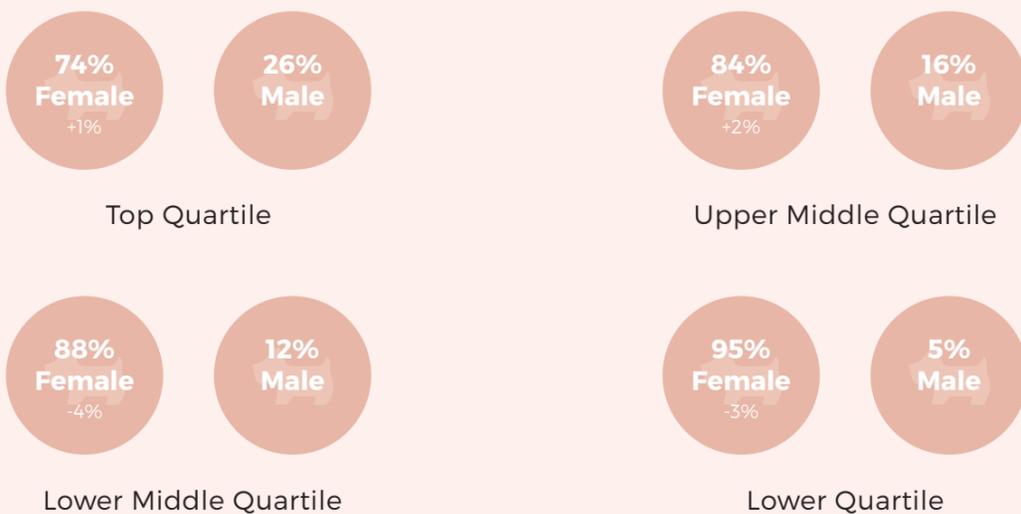
At the snapshot date, 5<sup>th</sup> April 2018, we employed 487 people in the UK and **85%** of those colleagues were female and **15%** male.



In the Boardroom the organisation is led by a female majority of **3 women and 2 men.**



**The gender distribution across four equal pay quarters was as follows:**



## OUR FINDINGS

Whilst a gender pay gap exists across the business we are encouraged that the gap has reduced by 11% year on year. This gap still exists as a result of a difference in pay structure across our organisational structure but we have worked and will continue to work to reduce this gap as it is a keen motivation of our senior leadership team. The improvement in the gender pay gap has in part been an increase in the percentage of females occupying the Top and Upper Middle Quartile of our pay groups.

As a female product focused brand, we attract a high proportion of female colleagues; the majority of which work in our retail stores, with the majority of our male colleagues working in roles within our corporate business areas. In addition to our stores, we have offices in London & Milton Keynes and specialist / technical roles carry, on average, higher rates of pay in line with industry standards within the retail sector.

Whilst a gender gap exists in relation to pay the balance falls in favour of our female colleagues in relation to bonus. Our female colleagues earn a tenth more (mean) / double (median) bonus payments than their male counterparts. This is another improvement year on year and continues to demonstrate our commitment to the gender pay gap. Almost 94% of all bonuses paid out to Radley colleagues were to women, another improvement made from the previous year.

Within our retail colleagues we are proud that a neutral gender pay gap exists and a true reflection of our commitment as a brand to pay the same to each colleague regardless of their gender when carrying out the same role. This is as a result of having a strong female leadership team, as the majority of our Store Managers are women.

Alongside the positive movements that have been made year on year in relation to pay, our findings found that in the Boardroom our organisation is being led by a female majority with our Senior Leadership Team consisting of three female (60%) and two male (40%) colleagues. Although this ratio may change in the future, we remain committed to the principle of maintaining and developing significant female flair and contribution within our senior leadership team particularly within design, production, marketing and PR.

Looking at our business as a whole, as a result of having a diverse range of roles and responsibilities for both men and women across all of our operational channels, whilst a gender pay gap exists of 42% and a median of 19% the improvements made from the previous year demonstrate a commitment by Radley to ensure all colleagues are treated and paid in a fair and equitable manner.

## OUR COMMITMENTS

Radley & Co Management aims to continually drive and deliver a culture of equality with reward and promotion based on performance, enthusiasm, commitment and future potential. We offer all forms of flexibility where possible and support our teams in both personal and professional development.