

Deckers Europe Limited: 2023 Gender Pay Gap Report

Since 2017, the UK Government has required organisations with 250 or more employees to report their gender pay gap on an annual basis. This report is the second gender pay gap reported by Deckers Europe Ltd and has an effective ‘snapshot’ date of 4th April 2023.

The gender pay gap analyses the mean (average) and median (midpoint) of all male and all female hourly earnings and the differences between them. The mean and median cash bonus and equity payments are also calculated and reported in the analysis. It is important to recognise the gender pay gap is not the same as equal pay. Equal pay is an entitlement of an individual, regardless of gender, to receive the same pay for doing work of equal value. Deckers views equal pay with utmost importance as is evidenced through our talent and DEI strategies described below.

It is with intention and key to Decker’s business objectives that the opportunity to develop a diverse workforce is maximised across the entire EMEA region. This has meant in recent years hiring female leaders across many of our eight EMEA locations and in turn, establishing strong female representation across the region as a whole.

Female vs. Male Leadership Roles across Deckers EMEA – 2023 vs. 2024

	Director		Sr. Director		SVP & VP	
	%		%		%	
	FY23	FY24	FY23	FY24	FY23	FY24
MALE	56%	57%	50%	50%	50%	50%
FEMALE	44%	43%	50%	50%	50%	50%

At Deckers, it is a priority to ensure our environment is an amazing place to work. Through living our values, we encourage our employees to bring their authentic selves to the workplace and believe we are better together in achieving great things for our employees and customers.

Deckers has five fundamental values that speak to our ethos as a company.

COME AS
YOU ARE

BETTER
TOGETHER

COMMIT TO
CREATE

OWN IT

DO GOOD
AND DO
GREAT

In addition, the vision of our Global Diversity, Equity and Inclusion (DEI) Program commits us to ensuring an inclusive and equitable workplace where everyone can 'come as they are'. We do this by embracing unique experiences, fostering connections, driving creativity and innovation and by developing a culture rooted in belonging.

2024 DEI update

We are proud to announce the appointment of a Global DEI Director, with a dedicated focus on Decker's DEI strategies and programs, continuing our steadfast commitment to developing an inclusive workplace. With this, we have diligently updated existing gender focussed programs, including our well-established Mentorship Program, mandatory online DEI trainings and inclusive recruitment training for hiring managers. These programs, now more accessible across the EMEA and Asia regions have resulted in geographical expansion that underscores Decker's dedication to creating an inclusive environment on a global scale.

We recognise gender is one aspect of DEI. We have also strengthened collaboration across 11 Employee Resource Groups that focus conversation on cultural humility, code switching, climate justice and mental health through informal network meetings and facilitated panel discussions. We have launched a 'DEI Workshop Menu', featuring in-person training sessions for "entry point" individuals embarking on their learning journey and have initiated partnerships with grassroots organizations such as OMEK, Fashion Minority Group, The Outsiders Perspectives and She Matters.

The current Gender Pay Gap legislation requires organisations to report on males and females in a binary manner. As such, this report does not include data encompassing all gender identities. We are fully committed to upholding our DEI values and proactively encourage our employees to record their gender identity. We have a great deal to be proud of!

UK equality legislation requires organisations to report specific metrics on the gender pay gap. This is the second gender pay gap report for Deckers Europe Ltd. which represents all UK Head Office employees and does not include UK employees based in our retail stores.

Gender Pay and Bonus Gap Results

Hourly Pay and Bonus Gap (Mean and Median)

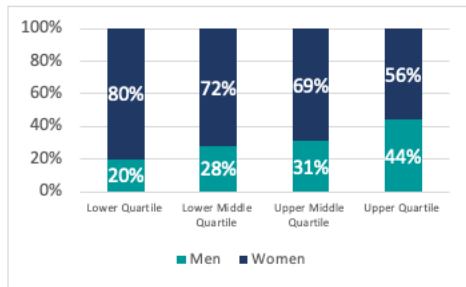
Gender Pay Gap 2023	Mean 25%
	Median 28%

↓ Down 4% compared to our 2022 report.

Gender Bonus Gap 2023	Mean 67%
	Median 36%

↓ Down 3% compared to our 2022 report.

Gender Pay Quartiles (Percentage of Men and Women in each Pay Band by Quartile)



Overall, there is a far higher proportion of females in the organisation compared to males. There is also a higher representation of females compared to males, in three of the four pay quartiles.

The current gender pay gap is largely driven by a higher percentage of females in lower job/pay levels.

↑ We have a 12% increase in women in the upper quartile compared to our 2022 snapshot.

Percentage of Males and Females Receiving Bonus Payment



We have an even distribution of bonus payments spread across our female and male population. Bonus payments have increased for both men and women compared to the last disclosure.

- ↑ 9% for men
- ↑ 6% for women

Our Continued Commitment to Closing the Gap

We have a strong foundation to build on across the EMEA region and we place great importance on addressing the Gender Pay Gap. We are committed to implementing impactful initiatives across our various locations, with the goal of fostering a diverse workforce and creating a workplace that embraces inclusivity.

- Continuously evaluate our diversity strategies in recruitment to gain a deeper insight into our talent pool and guarantee a gender-equitable selection process.
- Collaborate with external recruitment agencies to enhance our efforts with fair selection initiatives.
- Implement audits for our promotion processes. Develop strategies to ensure diversity and inclusivity as employees advance within the company.
- Enhance our mentoring programs, ensuring that high-potential employees have access to the necessary support networks and Employee Resource Groups.
- Maintain our commitment to flexible work arrangements, which are essential for supporting the work-life balance of all employees, irrespective of gender.
- Amplify efforts to educate our workforce about career advancement possibilities through training sessions, mentorship and coaching initiatives, and the availability of internal positions.

We have so much to look forward to as our organisation grows and develops.