

GENDER PAY GAP REPORT 2025

Clarks UK

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WELCOME

Welcome to our 2025 Gender Pay Gap Report for our UK business.

The data in this report has been produced at the snapshot date of 5th April 2024 and I can confirm that the information in this report is accurate and published in accordance with the UK gender pay gap reporting guidelines and regulations.



Catherine Huot
Chief People Officer

MORE INFORMATION

For more information on the gender pay gap and how it's calculated:

www.acas.org.uk/genderpay

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ABOUT CLARKS

Celebrating our 200th anniversary, Clarks has been a shoemaking pioneer since it was established in Somerset, England in 1825. Founding brothers Cyrus and James Clark created their first style using a radical combination of innovation and craftsmanship that remains at the heart of everything we do today.

Still rooted in the Somerset countryside where it all began, Clarks UK Headquarters nestles in the shadow of the Glastonbury Tor – a local landmark with a longstanding connection to Clarks that has featured as a stamp of quality throughout our rich 200-year history.

Today, Clarks is a global business, selling millions of pairs of shoes a year around the world. We have a long-established tradition of making the best shoes, and our progressive, innovative vision continues to push the boundaries of expert shoemaking.

An extraordinary brand starts with extraordinary people. The facilitators of Clarks' creative evolution, we come together to keep building the road to success. Our collections, designs and collaborations grow with the world ahead, but our distinctive identity remains. We are shoemakers, and our shoes reflect who we are – innovative pioneers empowering customers around the world with the freedom to move comfortably. Now, and always.



In this report, you will see how we have been building on the initiatives outlined in last year's report, identifying causes of gaps and working proactively and decisively to fill them, all with the aim of engaging & developing not only women but minority groups as well.

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UNDERSTANDING THE FIGURES

HOW ARE THE GENDER PAY GAPS CALCULATED?

Following reporting regulations set out in 2017 by the UK Government, we have extracted data about the pay of our UK colleagues as of 5th April 2024.

What is a Gender Pay Gap?

The Gender Pay Gap is the difference in average pay between all men and women in an organisation. It is expressed as a difference in percentage (%) between men and women.

The Mean Pay Gap

The mean pay gap is the difference in the arithmetic average hourly pay for women compared to men, within an organisation.

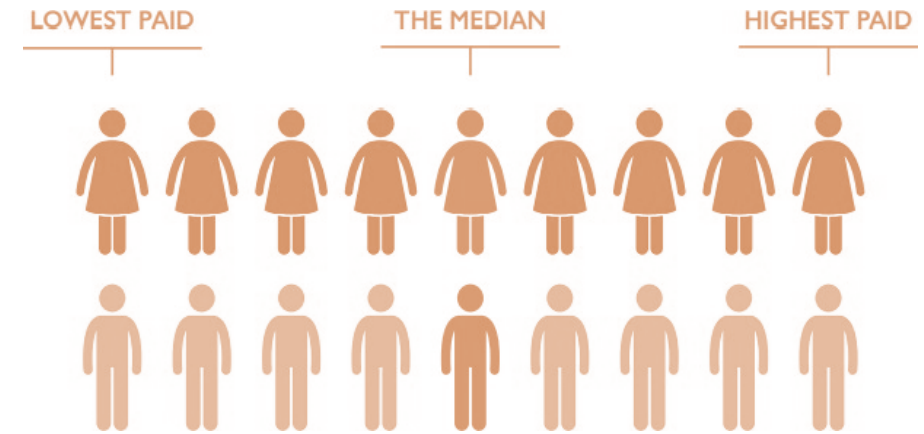
The Median Pay Gap

The median represents the middle point of a population. If you lined up all the women in an organisation and all the men in order of the hourly rate at which they are paid, the median pay gap is the difference between the hourly rate for the middle woman compared to that of the middle man.

The median is generally considered to be the better indicator of 'average' earnings because the mean can be skewed by fewer individuals earning more in the upper ranges. The median therefore gives a better indication of typical pay than the mean.

Pay Quartiles

The report also illustrates the proportion of men and women in four 'pay quartiles'. The quartiles are calculated by splitting employees into four groups of an equal number of people, based on their pay.



WHAT'S INCLUDED IN EACH CALCULATION?

The data for both the mean and median gender pay gaps, and the pay quartiles, includes both ordinary and bonus pay as defined below, based on data as of 5th April 2024.

Ordinary pay includes basic pay, but also other pay such as leave pay and shift allowances. Overtime, redundancy or benefits in any form other than money are not included.

Bonus pay includes our retail incentive scheme and our annual bonus scheme – and any other additional pay that relates to profit sharing or performance. This is the same definition used for bonus pay in relation to the bonus pay gap.

The report does not compare the pay of men and women doing the same role

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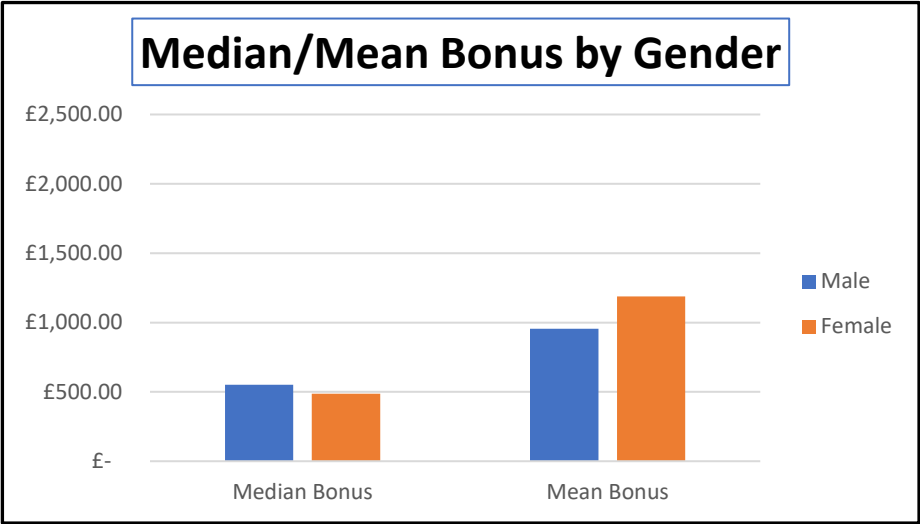
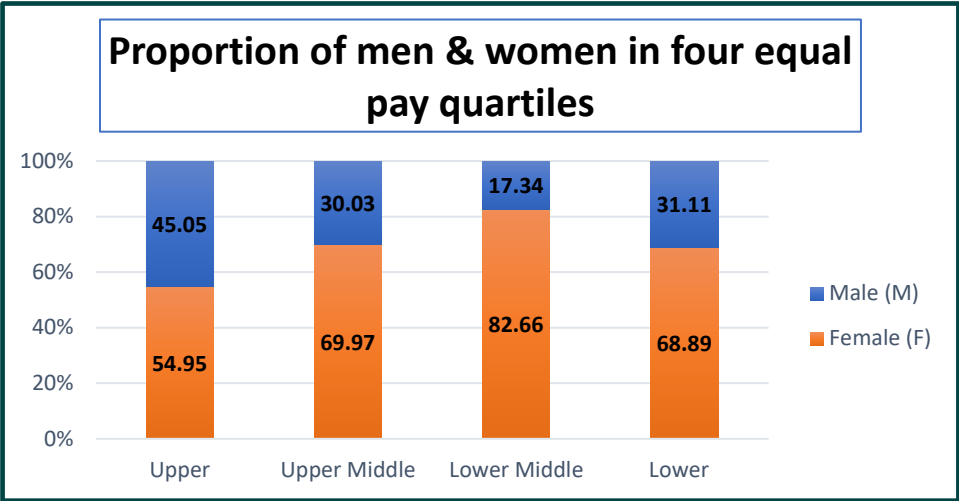
OUR GENDER PAY AND BONUS GAP FIGURES

Following a reorganisation of our business, the headcount of retail, corporate, and distribution centre employees based in the UK, which is used in this report, has reduced compared with the previous year.

The table below shows our overall mean and median gender pay and bonus gap, based on hourly rates of pay:

	MEAN	MEDIAN
GENDER PAY GAP	25.73%	6.08%
GENDER BONUS GAP	-24.31%	11.78%

Our **mean gender pay gap** shows that hourly pay for women was **25.73%** lower than men in 2024, virtually unchanged from 25.31% in 2023. However, our **median gender pay gap** shows that the hourly pay of the female in the middle of her line has decreased by 3.34% from 2.74% in 2023 to **6.08%** in 2024.



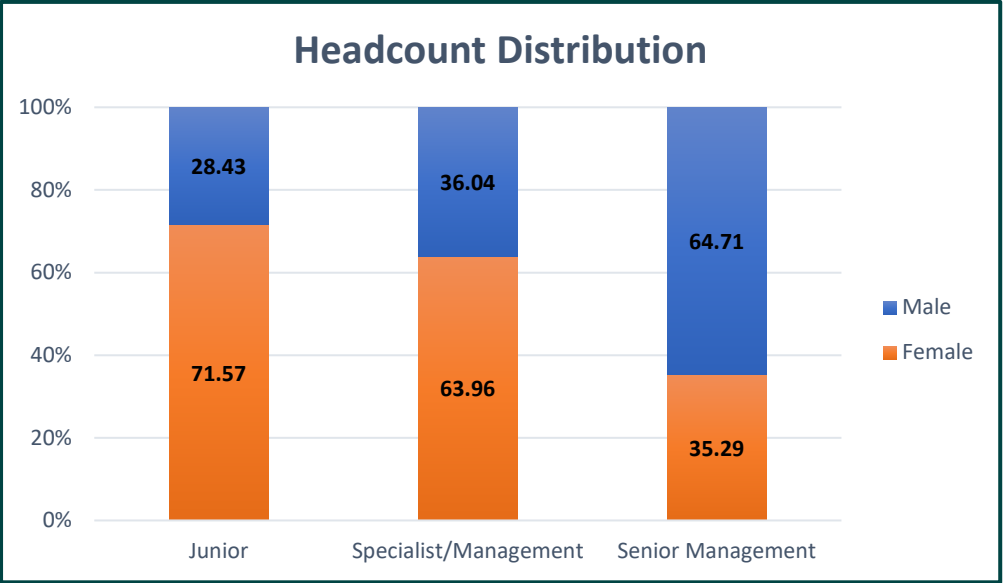
The **average bonus** for women payable in our distribution centre Gainshare plan and selected Retail Plans for the 2023 financial year was 24.31% higher than that for men, compared to last year's figure, where the average bonus for women was 50.09% lower.

UNDERSTANDING OUR DEMOGRAPHICS

The key factor that continues to influence our gender pay gap is the balance of men and women across different job levels.

The following graphics show the overall gender balance in our business and within different work levels and types of role.

Overall, 71% of our colleagues are female and 29% are male. Most of our lower paid roles in our retail stores are held by women, whereas most of the higher-paid roles in our global headquarters in the UK are held by men.



TAKING ACTION

In the last year, we have focused on continuing to educate and develop our workforce around gender issues through various initiatives:

Development

- We have established two leadership development programmes for first-time people managers, and a programme to prepare experienced leaders for senior and executive leadership positions.
- Participants in these initial offerings substantially represented our female population. We plan to increase the numbers attending these programmes by offering the content more broadly to employees in all levels of the organisation.
- Our new mentoring programme was a success, with all-female participants, and we continue to offer mentoring as a key part of our development toolkit.
- We intend to track the progress of participants across all of our development programmes in order to understand the impact on their overall career growth.

Health and Wellbeing

- Our Menopause Mates continue to offer support to individuals and managers impacted directly and indirectly by menopause.
- We now provide free period products in all our UK locations.
- Through an external partner, we have delivered webinars on 'Building Resilience During Change' and 'Overcoming Self-perception Bias'.



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