

GENDER PAY GAP REPORT 2026

Clarks UK

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WELCOME

Welcome to our 2026 Gender Pay Gap Report for our UK business.

The data in this report has been produced at the snapshot date of 5th April 2025, 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

Established in Somerset, England, Clarks has been a shoemaking pioneer since 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 begins with extraordinary people. The facilitators of Clarks' creative evolution, we come together to keep building the road to success.

Our collections, designs and collaborations evolve, yet our distinctive identity remains. We are shoemakers, and our shoes embody our spirit – innovative pioneers inspiring customers worldwide. Now, and always.

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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 2025.

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.

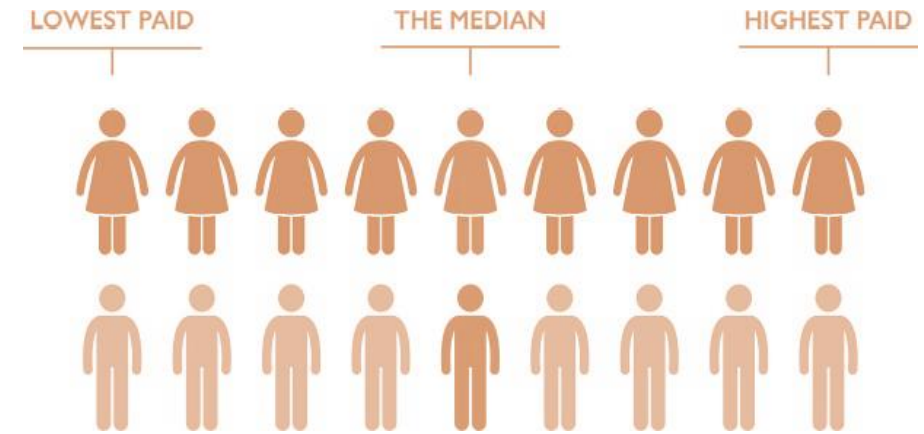
The Median Pay Gap

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 2025.

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 GAP FIGURES

Over the course of this report, our UK headcount across the Retail, Corporate & Distribution Centre populations has reduced.

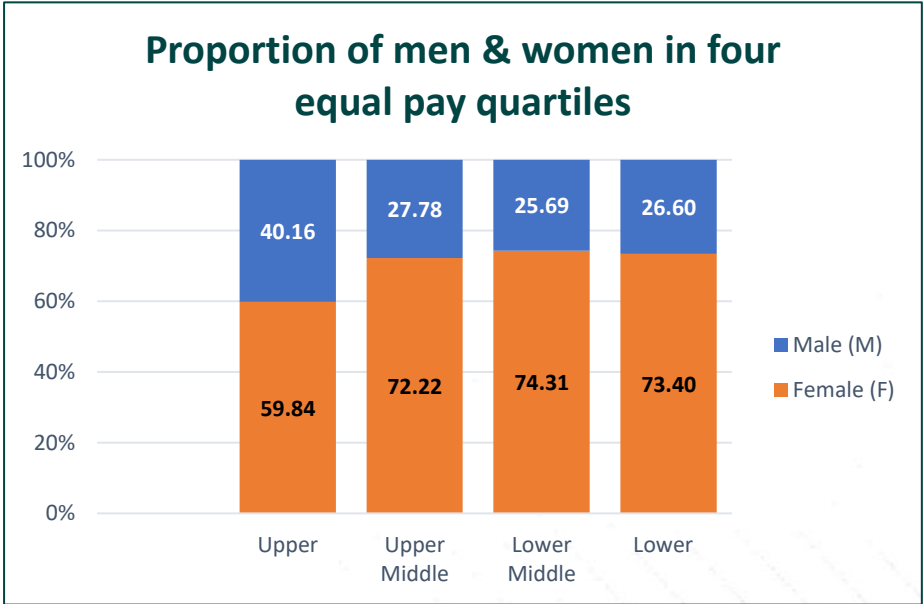
The table below shows our overall mean and median gender pay and bonus gap, based on hourly rates of pay:

	MEAN	MEDIAN
GENDER PAY GAP	25.65%	2.31%
GENDER BONUS GAP	68.34%	46.48%

In 2025, we have seen strong improvement in our **median gender pay gap**, which has fallen from 6.08% to 2.31%. This reflects a greater balance across the middle of our pay structure and a reduction in the concentration of women in lower-paid roles, with more women progressing into higher-paid positions.

Our **mean pay gap** has remained broadly unchanged, moving from 25.75% to 25.63%. The mean is influenced by the distribution of colleagues in our most senior and specialist roles. While the representation of women in the upper pay quartile has increased, the highest-paid roles within this group are held by men, which maintains the mean pay gap.

The overall quartile changes show encouraging movement, with improved female representation in the upper quartile and reduced concentration in the lower middle quartile. These shifts support the reduction in the median pay gap and reflect year-on-year progress in female progression and role distribution.

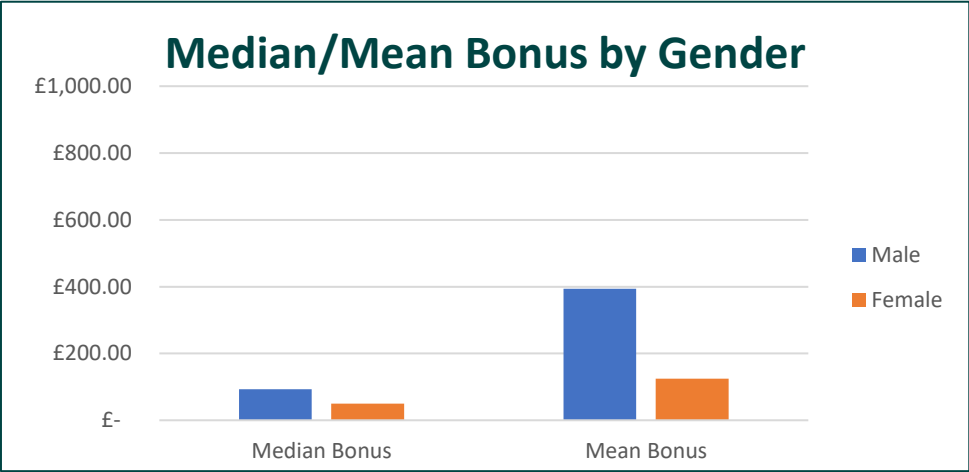


OUR GENDER BONUS GAP FIGURES

The increase in the bonus gender pay gap in 2025 primarily reflects changes in the composition and value of bonus payments made during the snapshot period.

Our bonus population consists of several distinct schemes, each with varying payment levels and eligible employee groups. For example, our retail-based commission schemes are primarily earned by women, whereas our Gainshare scheme in our Distribution Centre covers a mostly male workforce.

In the 2025 snapshot year, higher-value bonus schemes represented a greater proportion of the total bonus value paid, which has increased both the mean and median bonus gap.

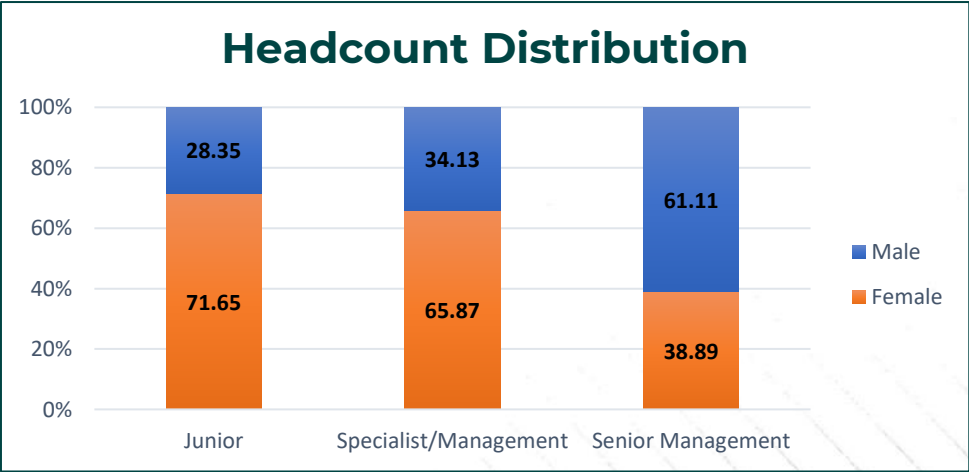


OUR DEMOGRAPHICS

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 a large proportion of the higher-paid roles in our global headquarters in the UK are held by men.



TAKING ACTION

We continue our approach to educate and develop our workforce around gender issues through various initiatives:

Health and Wellbeing

- Our Menopause Mates continue to offer support to individuals and managers impacted directly and indirectly by menopause.
- We continue to provide free period products in all our UK locations.
- Through an external partner, we participated in a trial programme to support working parents with children over the age of 5 with a guided meditation programme

Development

- Our leadership development programmes have continued to have strong female representation in the participant groups.
- We have strengthened our learning and development offering to global population in support of our culture and expected behaviours, achieving high participation rates.
- We track progress of participants across all our development programmes to understand the impact on their overall career growth.



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