



**STEINHOFF**  
UK RETAIL LTD

# GENDER PAY GAP

## A MESSAGE FROM STUART MACHIN – CEO STEINHOFF UK

Helping women to reach their full potential is not only the right thing to do, it also makes good economic sense. Research shows that companies which have better gender diversity are also more likely to show better financial results.

At Steinhoff UK, we are confident that men and women are paid equally when working in equivalent roles and we welcome the introduction of gender pay gap reporting.

At the snapshot date of 5 April 2017, the overall difference between average male and female earnings is **12.6% (mean)** or **7.5% (median)**, based on hourly rates of pay. Whilst our gap is better than the UK average of 18.1%, we strive to close the gap entirely.

As a leadership team, we are committed to proactively challenging ourselves about the underlying reasons for the gap and are working across the business to address it. Steinhoff UK Retail has more men than women at all levels and this is particularly pronounced at senior levels. Our gender pay gap of 12.6%, like most organisations in the UK, is primarily caused by having fewer women in senior more highly paid roles.

We want to be sure that we fully maximise the talents of all our people. We have recently run insightful sessions with female employees in management roles to better understand where our opportunities lie to maximise gender diversity. We want to recruit more women right across our business and to ensure that there is an opportunity for them to progress. These are helping to inform our plans.

It has been reported that the gap in gender pay in the UK is likely to exist until 2040. At Steinhoff UK we are committed to closing our gender pay gap within a much more ambitious time-frame.

I confirm that the data published in this report is accurate.

Stuart Machin - CEO

Sarah Broughton - Head of HR

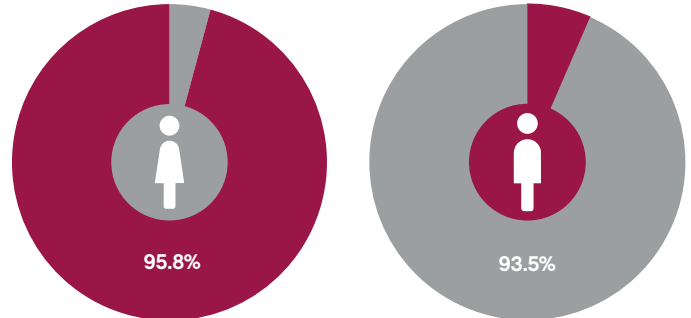
# GENDER PAY GAP REPORT 2017

## GENDER PAY & BONUS GAP

| Difference between men and women | Mean Average | Median Middle |
|----------------------------------|--------------|---------------|
| <b>Gender Pay Gap</b>            | <b>12.6%</b> | <b>7.5%</b>   |
| <b>Gender Bonus Gap</b>          | <b>47.5%</b> | <b>23.1%</b>  |

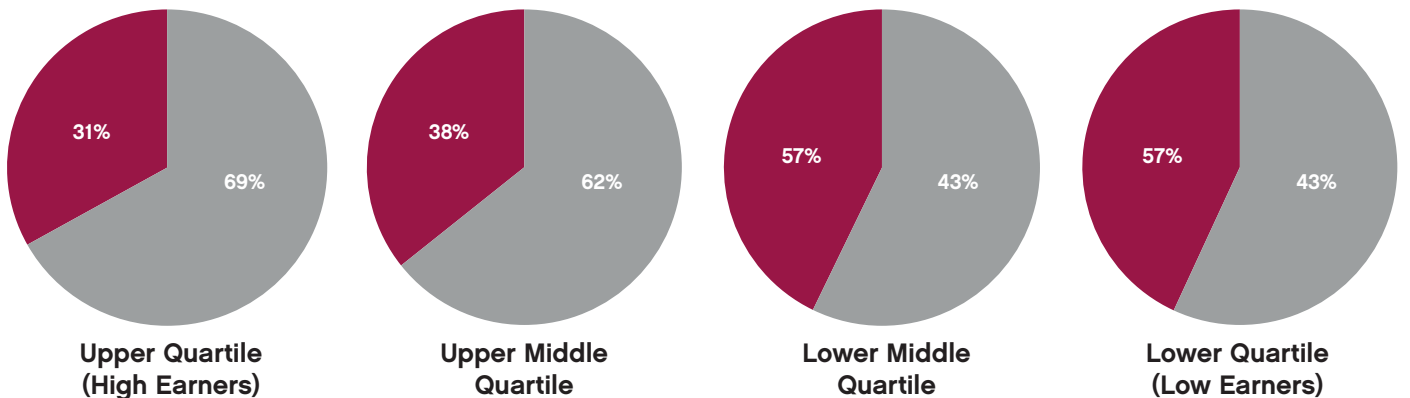
This shows the mean and median differences in hourly pay and bonus paid to men and women in the pay period including the snapshot date of 5th April 2017. The positive figures indicate a higher % paid to men.

## PROPORTION OF MEN AND WOMEN RECEIVING A BONUS



This shows the % of male and female colleagues who received a bonus payment in the 12 month period including the April 2017 pay period.

## PAY QUARTILES



These figures show the gender distribution across 4 equally sized pay quartiles. It shows that Steinhoff UK Retail has a higher percentage of male colleagues across all pay quartiles.

## THE DIFFERENCE BETWEEN EQUAL PAY AND GENDER PAY GAP

**EQUAL PAY** is about men and women being paid for the same or equal work.



**THE GENDER PAY GAP**

is the difference between the gross hourly earnings for all men compared with all women. Nationally, one of the main reasons for the gender gap is men are more likely to be in senior roles than women.

