



**BELONGING
FOR ALL**

SEASALT LIMITED - GENDER PAY GAP 2022

At Seasalt, we are committed to fair and equitable pay for all. This gender pay gap report sits alongside other tools we use to measure inclusion and our people's experience at work, such as engagement and inclusion surveys, employee forums, feedback networks, and one to one conversations with our people.

Seasalt is a Cornish brand which specialises in womenswear, also selling menswear, accessories and footwear. As with our customer base, we have a predominantly female* workforce with 80.5% female employees (as of 5th April 2022).

** The Gender Pay Gap is based on a binary approach to gender as per government requirements.*

At Seasalt, we respect that people may choose to identify outside of the binary, but for the purposes of the report we refer only to "women" and "men" in this document.

In 2022 we launched our Inclusion Strategy, "**Belonging for All**". Created using external best practice and employee feedback, the strategy demonstrates our commitment to creating a culture where people are given a fair and equal opportunity to thrive.

The strategy encompasses three pillars, with gender equality forming a key focus area under our Empowering Women objectives.

A culture of support and allyship underpins gender equality and we are committed to embedding this in who we are as a business and the decisions we make.



BELONGING FOR ALL



Statutory Gender Pay Gap Report

As background, organisations with more than 250 employees are asked by the UK government to report on the earnings gap between female and male employees every year. Pay data is taken from the month of April and we must publish our results by the following April.

This report is based on the snapshot date of 5 April 2022, offering a more representative view of our gender pay gap than recent years, which were affected by the pandemic and furlough.

The gender pay gap report covers three key areas: Hourly Pay (mean and median), Bonus Pay (mean and median) and Pay Quarters by Gender.

Overview

- For our Hourly Pay Gap, the median hourly pay for males is 17.3% higher than for females.
- 5% of our men received a bonus and 2% of women.
- In our Pay Quarters by Gender, we see that across Seasalt in April 2022, females made up 80.5% of our workforce, and were proportionately represented in all the pay quarters other than the highest quarter.

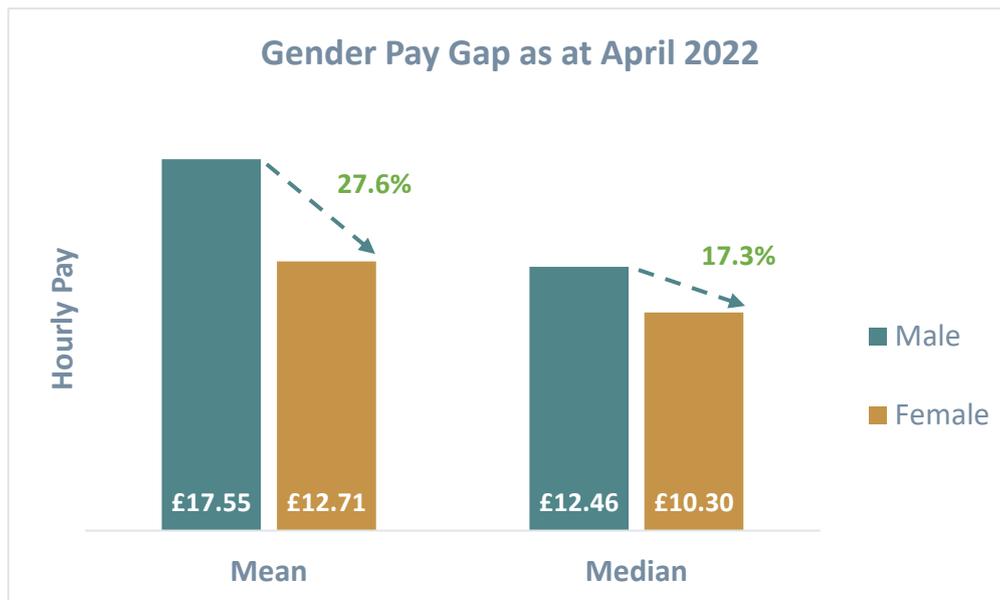
We are pleased our gender pay gap has improved since last year and will continue to work towards further progress through our inclusion journey.



HOURLY PAY

We calculate hourly pay in two ways, using mean and median:

- Mean hourly pay - simply the total of all hourly rates of pay added together, then divided by the number of people.
- Median hourly pay – we sort everyone's hourly pay from lowest to highest, then take the middle value in that list as the median.



In April 2022, our mean hourly pay for males was 27.6% higher than for females. The median hourly pay was 17.3% higher for males than for females.

Median pay is typically viewed as more representative than mean pay, which can be influenced by one or two very high salaries and distort the reality of pay for the majority of employees.

Our median hourly pay gap has reduced by 5 percentage points relative to April 2021. We believe the 2022 report to be a more accurate reflection of our business than the 2021 report, due to the pandemic (where we could only report on a smaller snapshot of our employees due to the furlough scheme), a decrease in contracted hours for all Head Office employees since the 2021 report (while keeping their salaries the same) and other external influences.



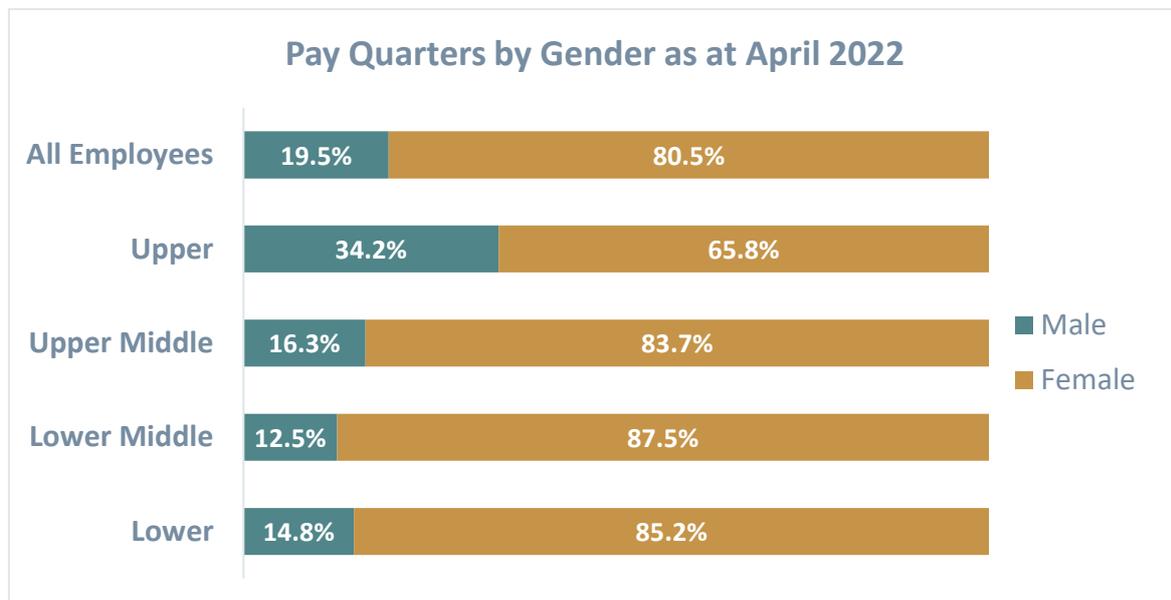
AVERAGE BONUS PAY

Only a small number of bonuses are paid at Seasalt, so our bonus results can be strongly affected by one or two outliers. The bonuses included in our calculations typically relate to employee recruitment referral rewards, long service vouchers and a very small number of commission-based roles.

Bonuses were paid to 24 colleagues out of our population of 1070 people between May 2021 and April 2022. Of the males that we employed during that time, 5% received a bonus compared to 2% of the females.

Our mean gender bonus gap was 94.4% higher for males than for females. As with our last Gender Pay Gap report, this is due to a small number of extreme outliers. Our median bonus gap was again 0%.

PAY QUARTERS BY GENDER



The gender pay gap regulations ask us to show how many males and females make up the lowest paid quarter of staff, the highest paid quarter of staff, and the two quarters in between.

To do this, we record everyone's hourly rate of pay and sort this list from lowest to highest. We had 1052 people in our analysis for April 2022, so the first



263 people on the list formed our lowest paid group, the next 263 people formed the 'Lower Middle' group and so on. More than half of our business is made up of employees who work in our shops.

Our results found that females make up 85.2% of our lowest paid group compared to 65.8% of our highest paid group. We know that men make up the majority of our management board, meaning these higher salaries have an influence on the gender pay gap.

We are pleased that our report shows a more representative split of men and women across the pay quartiles. At Seasalt we are made up of 80.5% women, so ideally each pay quartile would reflect this. This year's report shows more of our pay quartiles are closer to this ideal, with only the upper quarter underrepresented by women.



Next Steps and Recommendations

Seasalt is committed to addressing our gender pay gap and will continue to seek to establish the underlying causes. Unfortunately, we are not alone within the retail industry in having a gender pay gap and intend to play our part in levelling the playing field so that everyone is paid equitably, and work and life is balanced.

We are a Real Living Wage employer, and in areas of equal work, we pay the same hourly rate (for example, our Distribution Centre Assistants and Sales Assistants).

We are committed to transparency and in order to remove barriers, we have made several changes to our recruitment processes. These range from seeking out new job boards on which to advertise our vacancies, to



providing additional support to prepare ahead of an interview, as well as implementing alternatives to a formal interview such as assessment days. We operate pay banding across Seasalt and salary transparency on job adverts.

Our strategy also builds on our initiatives to provide inclusive pathways to leadership and support the representation of women in the higher pay quarters. We have launched the 'My Career Community' on our internal platform *The Anchor* which is designed to build understanding of all the roles which make Seasalt a brilliant place to work. One of the aims of the Community is to encourage and support women to consider internal career paths in traditionally male-dominated sectors, such as technology or logistics, as well as into leadership roles, driving more female representation in the highest paid quarter of our business. We share all our available vacancies internally as well as externally and offer apprenticeships and secondments as alternative routes to progression internally. We will continue to run development programmes and create progression opportunities for our people.

We are also working to develop our existing Senior Managers. Two thirds of this population are female – proof that we have an environment where women can thrive – however to encourage growth into our most senior roles, we will continue to nourish this talent through tools, resources and training at all levels of the business. In the period from December 2021 to November 2022, of the 133 employees who were promoted, 87% were female.

Since the pandemic, we have introduced a more flexible style of working supported by our Blended Working Policy. Flexible working has become the norm across many departments, and in doing so has allowed flexibility for those in caregiving positions, while also aiming to improve the life balance of our employees. Another advantage of this way of working is that we can



now create remote roles from those that were previously Head Office based in Falmouth or Redruth. This has meant employees from our retail teams based outside of Cornwall are no longer restricted to stay in shop floor Retail roles – they can be promoted into more senior positions or other head office roles that can be carried out remotely without having to relocate.

Another recognised barrier for female employees is balancing work with caring responsibilities and family life. As well as our aforementioned flexible working approaches, we have started to address this by reviewing family and carer leave policies. We also continue to raise awareness of women's health and wellbeing issues – from the menopause, where we are aiming for Menopause Friendly Accreditation, to endometriosis, pregnancy and mental health challenges, which can affect women across all our workplace environments.

We know that by empowering our women by raising awareness of health challenges, removing barriers to progression and improving engagement, we also create a fairer and more inclusive organisation for those of all other genders.

We will continue to implement our Inclusion Strategy as it adapts in line with societal progression. A more inclusive approach to everyday working practises will drive change. We are committed to delivering the strategy and making sustainable change across the business, but building a culture of Belonging for All will take more than a central team rolling out the strategy. It is down to all our people to commit to inclusion for the long term, in big and small decisions, some easy and some brave, that will be the key to success and gender equality.



DECLARATION

I confirm that the information and data reported is accurate as of the snapshot date of 5 April 2022.

Signed by:



John Govier

Chief People Officer

