

MONSOON · ACCESSORIZE

The Gender Pay Gap Report

April 2019

Introduction

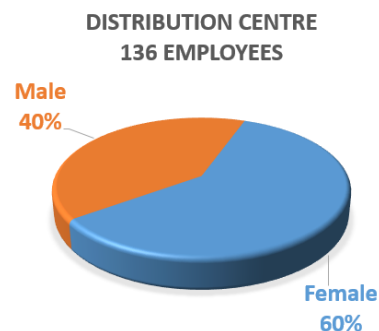
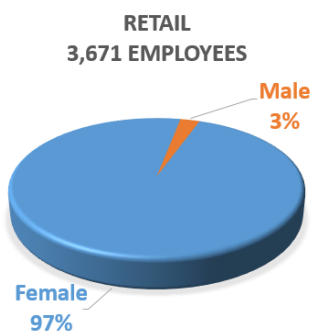
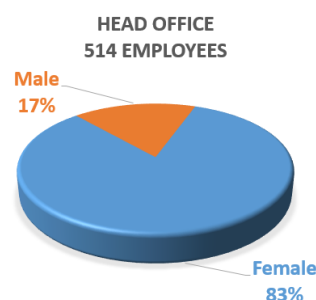
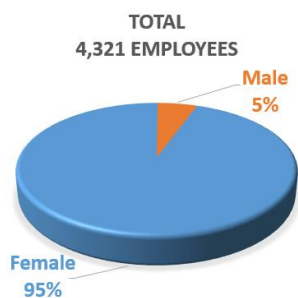
People are at the heart of our design led, creative business and we are committed to the principles of equal opportunity and diversity. We strive to build a culture that values openness, fairness and transparency. Everyone has equal access to promotion, development and career progression opportunities.

Although we operate as a group, we have two separate employing entities, Monsoon Accessorize Ltd and Accessorize Ltd comprising more than 4,300 employees. The data includes roles in our Head Office, Retail stores and Distribution Centre and a variety of job levels and rates of pay.

Our second gender pay gap report shows that our gender pay gap continues to be largely driven by the gender bias in our business, with females comprising 97% of our store employees and 78 % of our Head Office and Distribution Centre employees. We are proud that since last year's report, there has been an increase in the number of females in our senior leadership team and females currently make up 74% of our Directors and senior managers. We have introduced a Retail Management Apprenticeship programme, of which 96% of the cohort are females. Although females form the majority of each population, the overall Gender Pay Gap calculation continues to be influenced by the large number of females represented at store level.

Gender pay gap data informs our people policies and processes and the interventions we have introduced, will support the reduction of the gender pay gap in the future.

Our Employee Demographic



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Our Gender Pay Gap

Operating competitive annual pay scales, based on geographical location in Retail, we attract predominantly female applicants in our stores, resulting in a large gender bias in our retail roles. The high percentage of female employees working in store, has a marked effect on the figures, compared to other areas of the business.

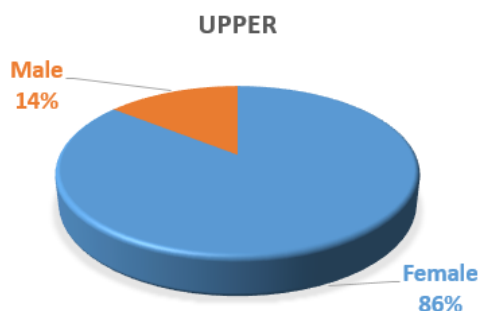
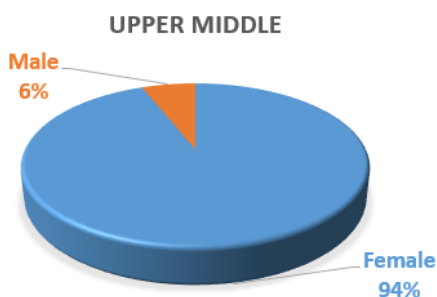
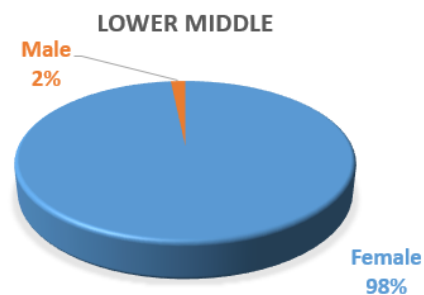
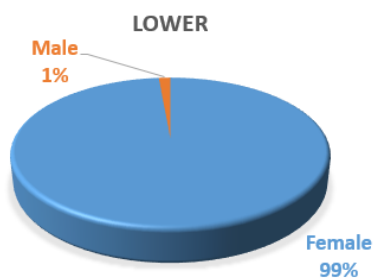
	Median	Mean
Group Total Gender Pay Gap	32.05%	47.04%
Monsoon Accessorize Limited	44.23%	50.81%
Accessorize Limited	6.81%	19.51%

One year on, females continue to make up the majority of employees in our Head Office and Distribution Centre, where job level pay ranges are used and some of our higher salaries are paid. However, despite females forming the majority of each population, the overall Gender Pay Gap calculation continues to be driven by the large number of female Retail employees, 97% of 3,381 employees.

Monsoon Accessorize Ltd incorporates our ladies wear and children's wear brands, in addition to our support functions e.g. Finance, Technology, Property, Customer and Human Resources our Distribution Centre and Monsoon store teams. Accessorize Ltd comprises our Accessorize brand team and Accessorize store teams.

Our Gender Demographic by Pay Quartile

The following charts demonstrate the group total percentage of men and women who fall into the four pay quartiles.



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Proportion of employees in each pay quartile

		Lower	Lower Middle	Upper Middle	Upper
Monsoon Accessorize Limited	Female	97.9%	98.8%	94.0%	81.7%
	Male	2.1%	1.2%	6.0%	18.3%
Accessorize Limited	Female	100.0%	96.8%	94.0%	94.7%
	Male	0.0%	3.2%	6.0%	5.3%

Our Gender Bonus Gap

	Median	Mean
Group Total Gender Bonus Gap	70.0%	87.8%
Monsoon Accessorize Limited	82.0%	85.4%
Accessorize Limited	0.0%	93.7%

Proportion of employees receiving a bonus

	Male	Female
Group Total	25%	17%
Monsoon Accessorize Limited	29%	20%
Accessorize Limited	13%	11%

Bonus pay includes any additional pay relating to productivity, performance and loyal service. All our Retail employees participate in our Retail bonus scheme, based on specific targets. Our part time employees, who are predominantly female, will receive a lower bonus than their full-time equivalents, which artificially lowers the mean and median average female bonuses and increases the Gender Bonus Gap results.

Our Commitment

We aim to minimise the gender pay differential in our business and we understand that this is a long-term commitment. In support of this, we will continue to:

- Focus on creating a balanced workforce across all business areas through recruitment and succession opportunities.
- Expand our leadership development programmes and apprenticeship scheme offer.
- Provide access to mentoring and coaching to encourage and promote internal career progression.
- Offer a complete blended learning approach, including behavioural and technical knowledge, performance management, capability and knowledge.
- Offer flexible working and shared parental leave policies.
- Publish vacancies internally and provide recruitment and selection training to employees.

We can confirm that our data has been calculated according to the requirements of the Equality Act 2010.

Paul Allen

Chief Executive Officer