

# **GENDER PAY GAP REPORT 2025**



**INVESTING IN A MORE  
EQUAL FUTURE**

WIT  
Bouncing Sole

# FOREWORD

Since 1960, Dr. Martens has represented confidence, craftsmanship and enduring design. Today, as a global premium footwear brand, we continue to build on that legacy through high-quality products with lasting cultural impact.

We apply that same confidence to our people, fostering a workplace grounded in fairness and respect, where colleagues are supported to succeed in their life's best work. Diversity, equity and inclusion remain central to our long-term success.

Transparency drives progress. This report outlines our UK gender pay gap data, the factors behind it, and the actions we are taking to improve representation and ensure equitable opportunity across our business.

Gender pay remains a focus within our global Diversity, Equity and Inclusion strategy. More information about our work can be found in our Annual Report.

I confirm that the pay and bonus gap data in this report is accurate and compliant with UK government regulations.

**BRIDGET JOLLIFFE**

Chief People Officer

# MEASURING THE PAY GAP

The gender pay gap shows the difference in average pay between women and men. It doesn't measure equal pay, which relates to what women and men are paid for the same job, or work of equal value.

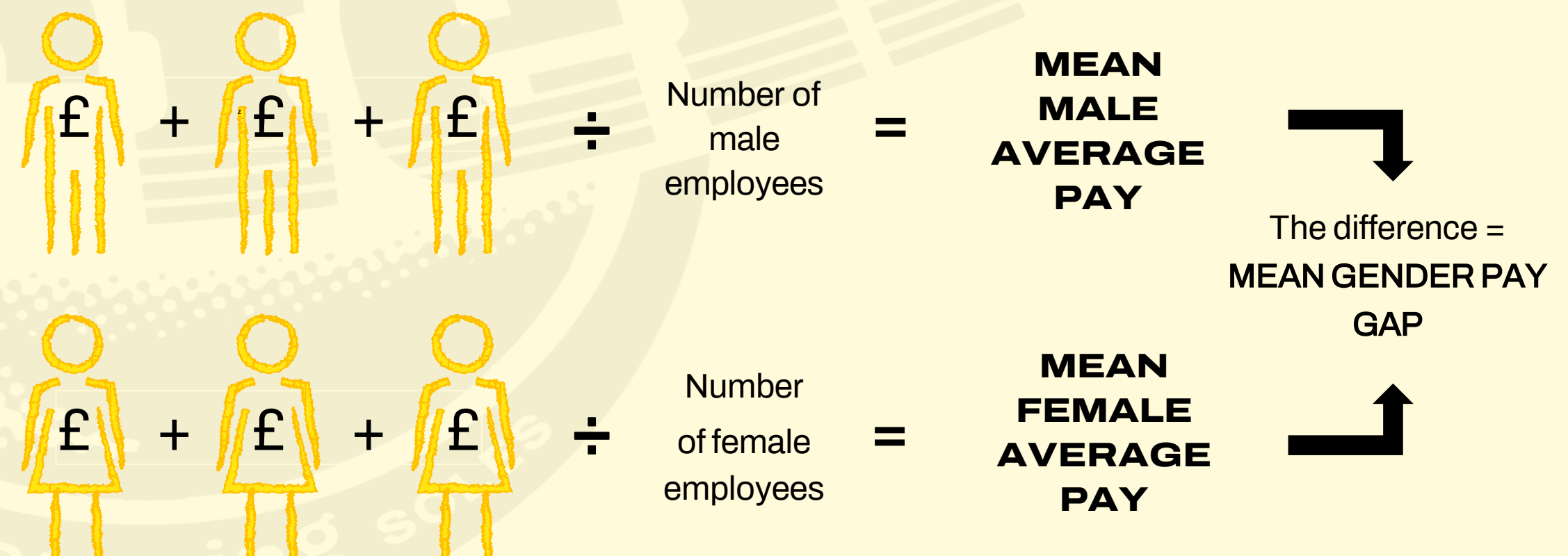
The UK government asks all companies with more than 250 employees to report their gender pay gap, as both a mean and a median figure. We explain how we calculate these figures below.

We also report mean and median bonus gap figures, along with the percentage of men and women who got a bonus.

Finally, we report the male/female split in each of our pay quarters – the highest paid quarter of employees, the next highest quarter, and so on.

## HOW WE CALCULATE THE MEAN PAY GAP

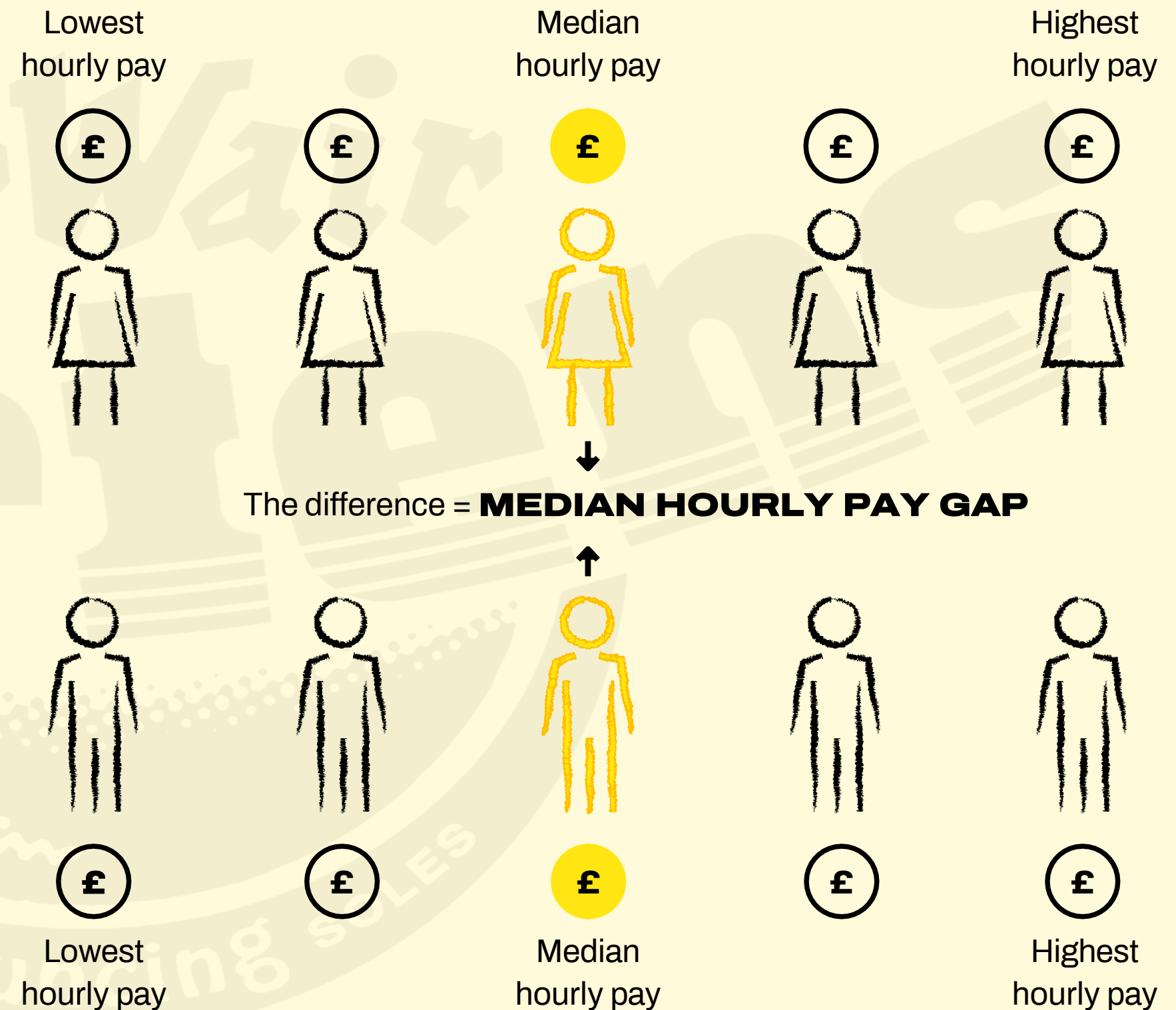
The mean is a simple average. We add together the hourly pay of all women at Dr. Martens and divide this figure by the number of women employed. We then do the same for men. The difference between the two is the mean gender pay gap.



## HOW WE CALCULATE THE MEDIAN PAY GAP

If all Dr. Martens' female employees were lined up in order of hourly pay from the highest to the lowest paid, the median is the woman in the middle of the line.

The median gender pay gap compares the pay of the middle woman with the middle man.



# UNDERSTANDING OUR PAY GAP

	2025	2024	DIFFERENCE
Median gender pay gap	11.2%	13.6%	▼ 2.4%
Mean gender pay gap	15.9%	18.3%	▼ 2.5%

There was little movement in the gender pay gap between 2024 and 2025.

## WHY DO WE HAVE A GENDER PAY GAP?

Our gender pay gap is driven primarily by the distribution of roles across our organisation.

More than half of our UK employees are in Level 6 roles, our lowest paid level, most of which are in our stores. Women represent 71% of the population at this level and this concentration lowers the overall average pay for women across our UK business.

At the most senior levels, the picture is different. In Level 1 and Level 2 roles, men are more than twice as likely as women to be represented.

We are, however, continuing to make progress. Women now make up 58% highest paid quarter up from 53% two years ago. We are also ranked among the top companies in our sector in the FTSE 350 for women in leadership.<sup>1</sup>

While this progress is encouraging, we recognise that more needs to be done to increase female representation in higher paying roles and to strengthen progression into senior positions.

<sup>1</sup> FTSE Women Leaders Review, February 2025

## CLOSING THE GAP

At Dr. Martens, addressing pay equity is a key priority, alongside building a truly diverse, equitable and inclusive culture.

We recognise that offering equal opportunities and support for all employees is essential to our future success. We also understand that many factors affect the progression of women within our business.

Our approach to closing the gap is thoughtful and holistic. While some actions focus specifically on women, most aim to foster a culture of fairness and support for everyone.

We believe success depends on multiple targeted interventions that drive lasting change for all colleagues.

## INITIATIVES

- We have an ongoing commitment to auditing and improving recruitment methods. Our talent attraction and selection practices are designed to help managers follow a fair and inclusive hiring process.
- We're making a concerted effort to recruit more women into senior positions, with 37.5% of our executive team now filled by women.
- Championing talent development and career growth through our newly launched career framework, The DM Way, which aims to support career advancement and professional development for employees at all levels.
- Taking action to create more gender diversity in our retail roles to reflect our community of current and future wearers.
- Enhancing our data and listening strategies to understand development and retention opportunities by demographic.
- We strive to ensure all employees get equal pay for doing equal work and we are working with expert consultants to continue to build our capability to perform detailed and sophisticated pay equity analyses at scale.

# UNDERSTANDING OUR BONUS GAP

	2025	2024	DIFFERENCE
Median gender pay gap	37.3%	39.2%	▼ 1.8%
Mean gender pay gap	38.2%	43.7%	▼ 5.5%

In 2025, 57% of women received a bonus, compared with 51% of men

## WHY DO WE HAVE A GENDER BONUS GAP?

The reason we have a bonus gap is broadly similar to the reason we have a pay gap. Namely, that women are overrepresented in our lowest-paying roles where the incentive opportunity is lower and underrepresented in senior roles where the incentive opportunity is significantly richer.

For the reporting period, our overall bonus out-turn for office-based employees was lower than in previous years, resulting in a reduction in the bonus gap versus 2024.

## CLOSING THE GAP

Our plans to close the gender pay gap will also help reduce the bonus gap.

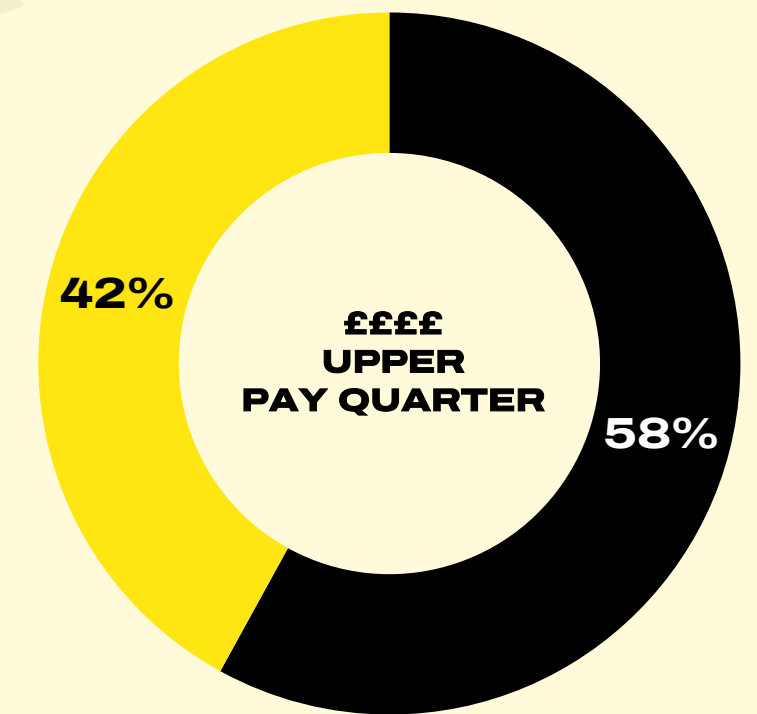
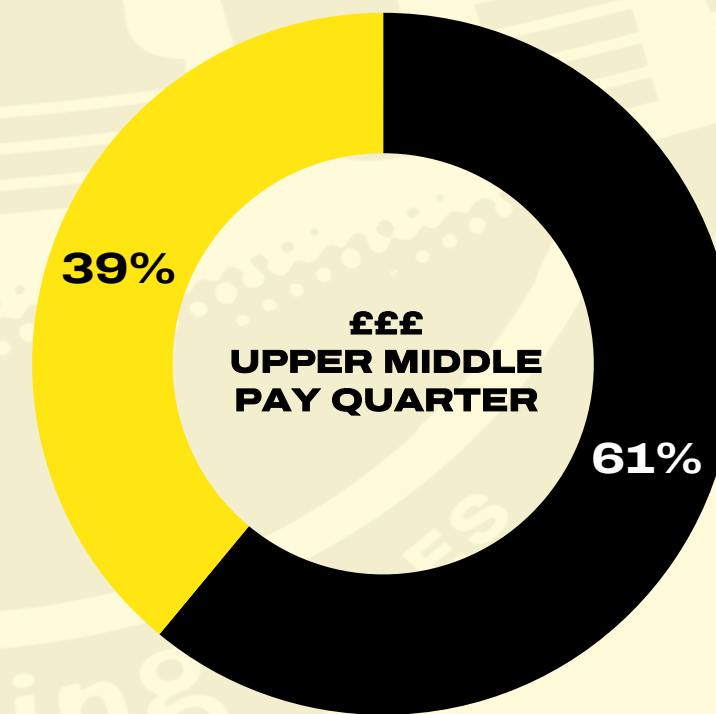
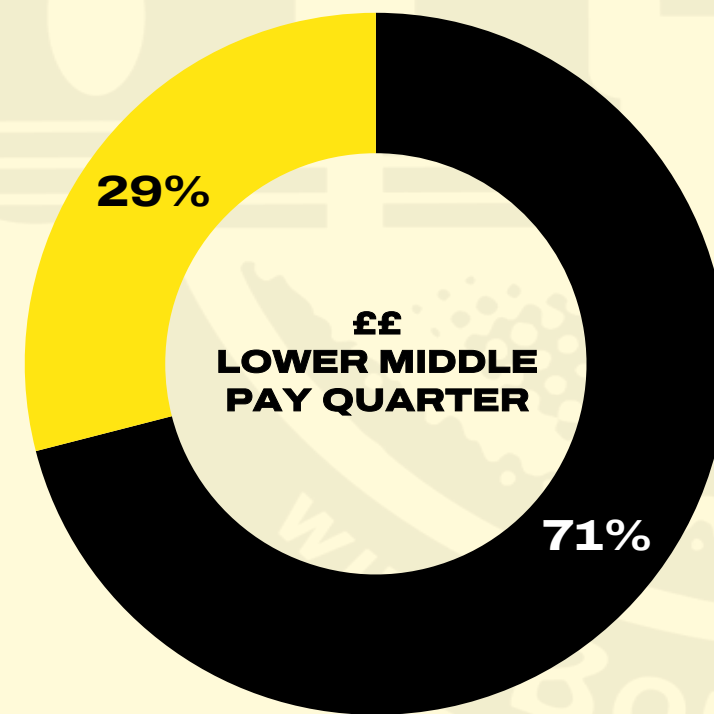
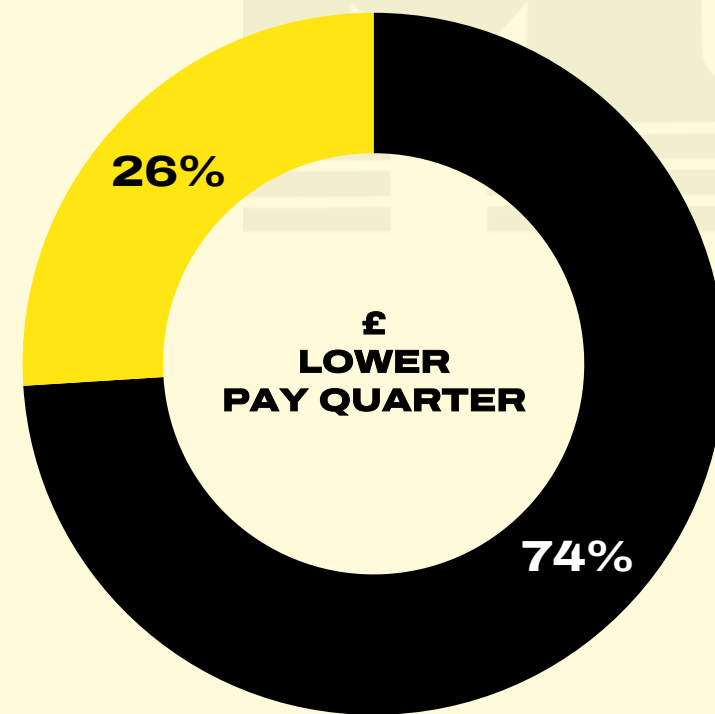
As more women move into higher-paying roles, both average pay and average bonuses for women will increase.

# OUR PAY QUARTERS

The charts below show the male/female split in each of our pay quarters – the highest paid quarter of employees, the next highest quarter, and so on.

We're pleased to see women represented in the majority in each of our pay quarters **and** we know that work remains to continue building and retaining a diverse talent pool and pipeline to our senior roles.

MALE FEMALE



# DIVERSITY, EQUALITY AND INCLUSION COMMITMENTS

We continue to work a holistic strategy in service of a culture where all employees can thrive and pursue their life's best work. Here are some areas of focus that represent our commitments:

FOCUS	AIM	GLOBAL TARGET
Gender	Accelerate women into senior roles Increase representation in higher pay quarters	50% women in senior leadership roles (Global Leadership Team and their direct reports) Increase non-binary colleagues from 2% to 4% globally
Ethnicity	Increase representation of underrepresented ethnic minorities in leadership	30% underrepresented ethnic minorities in senior leadership roles (Global Leadership Team and their direct reports)
Disability	Improve accessibility and increase Self-ID data to support fair pay and equal opportunities	