

MANGO

Gender Pay Gap Report

2022 - 2023

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Mango UK Limited

Overview

The creation of quality employment and the stability of our teams are key to the success of Mango.

Each year, Mango publishes in UK a report setting out the difference in the average pay and bonus payments paid to our female staff compared to our male staff, using a single snapshot date as a point of reference.

This year's report analyses the difference in pay between men and women working at Mango in UK on 5 April 2022.

Mango Equality Plan

We continue to work to guarantee a competitive remuneration that connects with the strategy of our company. Gender Pay Equality, and Gender Equality as a whole, has and continues to be important to us and for future development opportunities in Mango.

Mango's remuneration policy guarantees equal wages and rights for all employees, rejecting any type of discrimination, direct or indirect, regardless of age, gender, race, ethnicity, religion, sexual orientation, social condition, marital status, nationality, political opinion, or family responsibilities.

Mango follows the principle of equality between genders, there being no differences between the

salary received by a woman and that received by a man within a position of the same level.

In 2014, we launched our Equality Plan which highlights our commitment to achieving real and full equality between men and women within our organisation. We continue to apply that plan and to strive for gender equality and we are working in an updated version to substitute the current one.

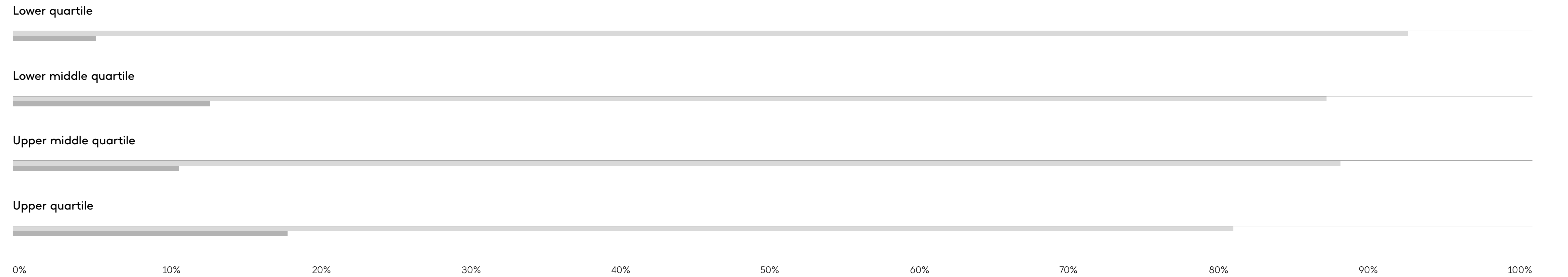
Gender pay gap is the difference between the average earnings of men compared to women. A gender or bonus gap does not in itself mean there are unlawful practices and there could be several reasons why men or women on average are paid more than the opposite sex, and we have explored those reasons further in this report.

Our results for 2022

2022	HOURLY PAY GAP	BONUS PAY GAP
Mean	6.88%	23.83%
Median	0%	55.24%
Percentage of men who received a bonus	64.00%	
Percentage of women who received a bonus	68.07%	

PERCENTAGE OF MEN AND WOMEN IN EACH PAY QUARTILE 2022	MEN	WOMEN
Lower quartile	6.86%	93.14%
Lower middle quartile	12.75%	87.25%
Upper middle quartile	10.78%	89.22%
Upper quartile	18.81%	81.19%

Our results for 2022



	UPPER QUARTILE	UPPER MIDDLE QUARTILE	LOWER MIDDLE QUARTILE	LOWER QUARTILE
Female	81,19%	89,22%	87,25%	93,14%
Male	18,81%	10,78%	12,75%	6,86%

Comparing our results with previous years

PAY	2022	2021 <small>(69.72% OF EMPLOYEES ON FURLOUGH)</small>	2021 <small>(INC. FURLOUGH EMPLOYEES)</small>	2020 <small>(INC. FURLOUGH EMPLOYEES)</small>	2020 <small>(94% EMPLOYEES ON FURLOUGH)</small>	2018	2017
Mean	6.88%	-7.32%	6.95%	5.68%	-25.79%	4.56%	1.86%
Median	0%	0%	11.34%	5.73%	-0.85%	3.03%	0%
BONUS PAYMENTS	2022	2021	2020	2018	2017		
Mean	23.83%	6.95%	-27.73%	-88.27%	-13.01%		
Median	55.24%	11.34%	21.31%	6.09%	-8.85%		
% WHO RECEIVED A BONUS	2022	2021	2020	2018	2017		
Men	64.00%	23.68%	59.68%	83.63%	34.25%		
Women	68.07%	-166.03%	68.27%	64.07%	43.28%		

Comparing our results
with previous years

PERCENTAGE OF MEN AND WOMEN IN EACH PAY QUARTILE (EXCLUDING FURLOUGHED EMPLOYEES) 2021

	MEN	WOMAN
Lower quartile	6.49%	93.51%
Lower middle quartile	10.39%	89.61%
Upper middle quartile	17.11%	82.89%
Upper quartile	18.42%	81.58%

PERCENTAGE OF MEN AND WOMEN IN EACH PAY QUARTILE 2020 (WITH FURLOUGH)

	MEN	WOMAN
Lower quartile	9.7%	90.3%
Lower middle quartile	9.7%	90.3%
Upper middle quartile	15.9%	84.1%
Upper quartile	19.5%	80.5%

Comparing our results with previous years

PERCENTAGE OF MEN AND WOMEN IN EACH PAY QUARTILE 2020 (WITHOUT FURLOUGH)

	MEN	WOMAN
Lower quartile	16.67%	83.33%
Lower middle quartile	14.29%	85.71%
Upper middle quartile	28.57%	71.43%
Upper quartile	0%	100%

PERCENTAGE OF MEN AND WOMEN IN EACH PAY QUARTILE 2018

	MEN	WOMAN
Lower quartile	0.05%	95.5%
Lower middle quartile	12.2%	87.8%
Upper middle quartile	15.6%	84.4%
Upper quartile	15.6%	84.4%

Comparing our results
with previous years

PERCENTAGE OF MEN AND WOMEN IN EACH PAY QUARTILE 2017

	MEN	WOMAN
Lower quartile	10.80%	89.20%
Lower middle quartile	14.70%	85.30%
Upper middle quartile	10.70%	89.30%
Upper quartile	16.30%	83.70%

Results analysis 2022

On 5 April 2022, all the Mango employees in UK were working 100% after the global pandemic Covid-19 and furlough period ended.

The workforce of Mango in UK is still predominantly female (87.89%), which is consistent with many UK and European clothing retailers whose brand is primarily associated with female clothing. In organizations whose base of the pyramid is made up mostly of women, the result is more likely to show a difference between the average salaries of men and women in favour of the former when the data is analysed globally.

While men and women at Mango in UK occupy roles across the pay scales, the percentage of men employed in higher paid roles is higher than the percentage of men employed in other roles (for example 20% of merchandisers are men whereas

in our lowest paid roles, only 6.8% of sales associates are men). This is a slight increase on our 2021 figures which reported 3% of male sales associates but nevertheless, this still reflects the fact the proportion of men increases the upper quartiles, compared to the lower quartiles – albeit there still remaining significantly more females across all quartiles.

They pay quartile data for the two upper quartiles demonstrate that the number of men being employed in more senior roles and higher paid positions has remained fairly consistent. There are still significantly more females in these categories in Mango in UK and we are proud to depart from the norm in this sector, where typically there can often be less females in senior roles. Again, similar to our 2021 results, our 2022 results confirm that there is no median gender pay gap. The mean value has also slightly decreased in 2022 by 0.7% to 6.88% which demonstrates that the pay gap continues to fall.

The pay quartile data also shows that there is no ceiling to opportunity or development for female employees at all levels across the business, and

we are keen to ensure that everyone has an equal opportunity to progress at Mango in UK.

The bonus data tells us that on average, women in 2022 received less amount of bonus payments compared to men, although a higher percentage of women received a bonus. This is likely explained by the greater number of women compared to men in higher paid roles who receive larger bonus payments. The median bonus figure may also be affected by the relative numbers of men compared to women who received a bonus. However, we note that it will be difficult to compare this with the 2021 bonus data on the basis that significantly less bonuses were paid (to both men and women) commensurate with the challenges that were facing the retail sector during the pandemic.

Alike our 2021 data, the mean bonus data tells us that on average, women in 2022 received smaller bonus payments compared to men. This means that we continue to see a change in direction from previous years where the mean average data favoured women and median average data favoured men. This change is likely to be due to the significant reductions of our workforce numbers and the decision to award fewer bonuses.

The future

At Mango, we will continue working to generate a unique experience among our employees that reflects the culture of the company.

We remain committed to recruiting, retaining and promoting the best people for our roles based on our brand values regardless of their gender, and we will continue to support and promote inclusion and diversity across our workforce.

In addition, we are committed to the professional development of our teams. For this reason, it is essential for us to provide training programmes which add value to the employee so that they can improve their day-to-day work in the employment position. In 2022, we strengthened the role of leaders with new development courses, both in company offices and in our sales network. Mango recognises the importance of roles of responsibility as key to professional excellence and to the development of people.

As part of Mango's strategy for 2022, a core project for our People team has been to develop a

system to group the level of positions based on the impact that they have for the company to then allow us to analyse and compare any pay gap more comprehensively. This project has given us visibility on the salaries of the organisation by levels according to gender, to ensure that gender is not a factor in differentiating between salaries.

At Mango, we promote the development of internal talent and one of our strategic goals is to facilitate and encourage the growth of our employees. The company's training and personnel development policy aims to allow the organisation to achieve our strategic goals. To achieve this, we have a talent department which promotes the required aspects, in terms of technical, interpersonal, and professional skills.

We have also implemented new tools and systems to enable us to evaluate our workforce to identify and develop talent, with a view to promoting talent. The promotion of talent and training, favouring an environment of constant dialogue, are key to maintaining a workforce eager to grow both personally and professionally within the company. The information contained in this report is accurate to the best of my knowledge and belief.

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