



MOO: 2017 Gender Pay Gap Report

At MOO, we treat all employees fairly and equally. We work hard to create a values-driven, purposeful and highly empowered organisation that we are all proud to work for.

This report provides an overview of MOO's Gender Pay Gap figures, which we are submitting in line with the UK Government's Gender Pay Gap reporting legislation. MOO is an international design, technology and manufacturing business where 53% of our employees are women (237 out of 451) and 46% of our employees (207 out of 451) are based outside the UK. So, in this report we have included a global picture of our business, as well as that of the UK.

What is the gender pay gap?

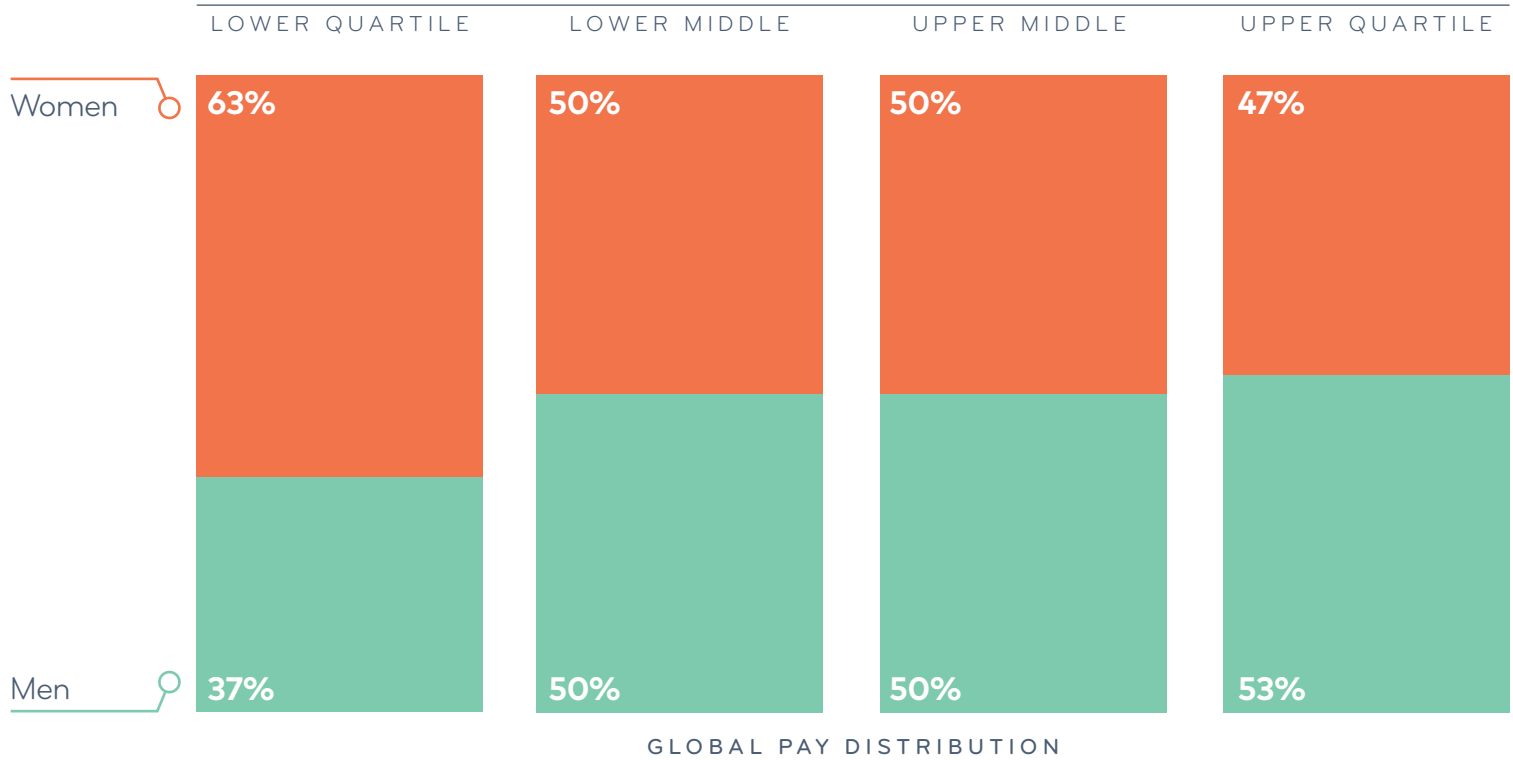
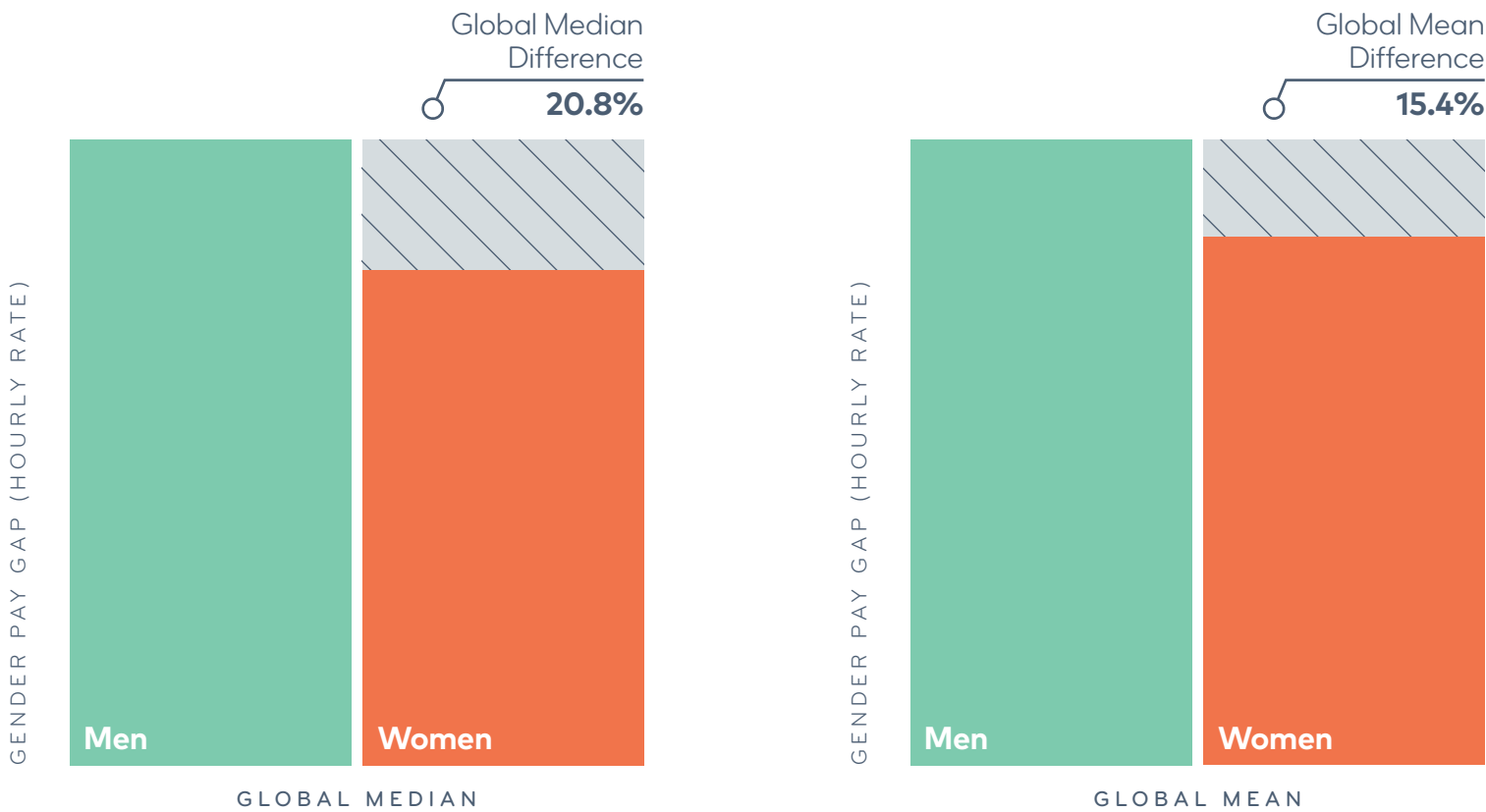
The Gender Pay Gap refers to the percentage difference between women and men's average hourly earnings across all employee roles within a business. In addition, it is measured in four quartiles with an equal number of employees in each quartile according to their pay. The Gender Pay Gap does not take into account the fact that there are different levels of seniority within a business. It is different to Equal Pay, which examines whether women and men are given equal pay for carrying out the same work. We are committed to equality and regularly review our pay levels to ensure that men and women are paid equally for performing equivalent roles.

Our global gender pay gap – Salaries

Globally, we have a mean percentage gap of 15.4%, better than the UK national average of 18.1% and better than our UK figure by 7.8% points.

This is due to two main factors:

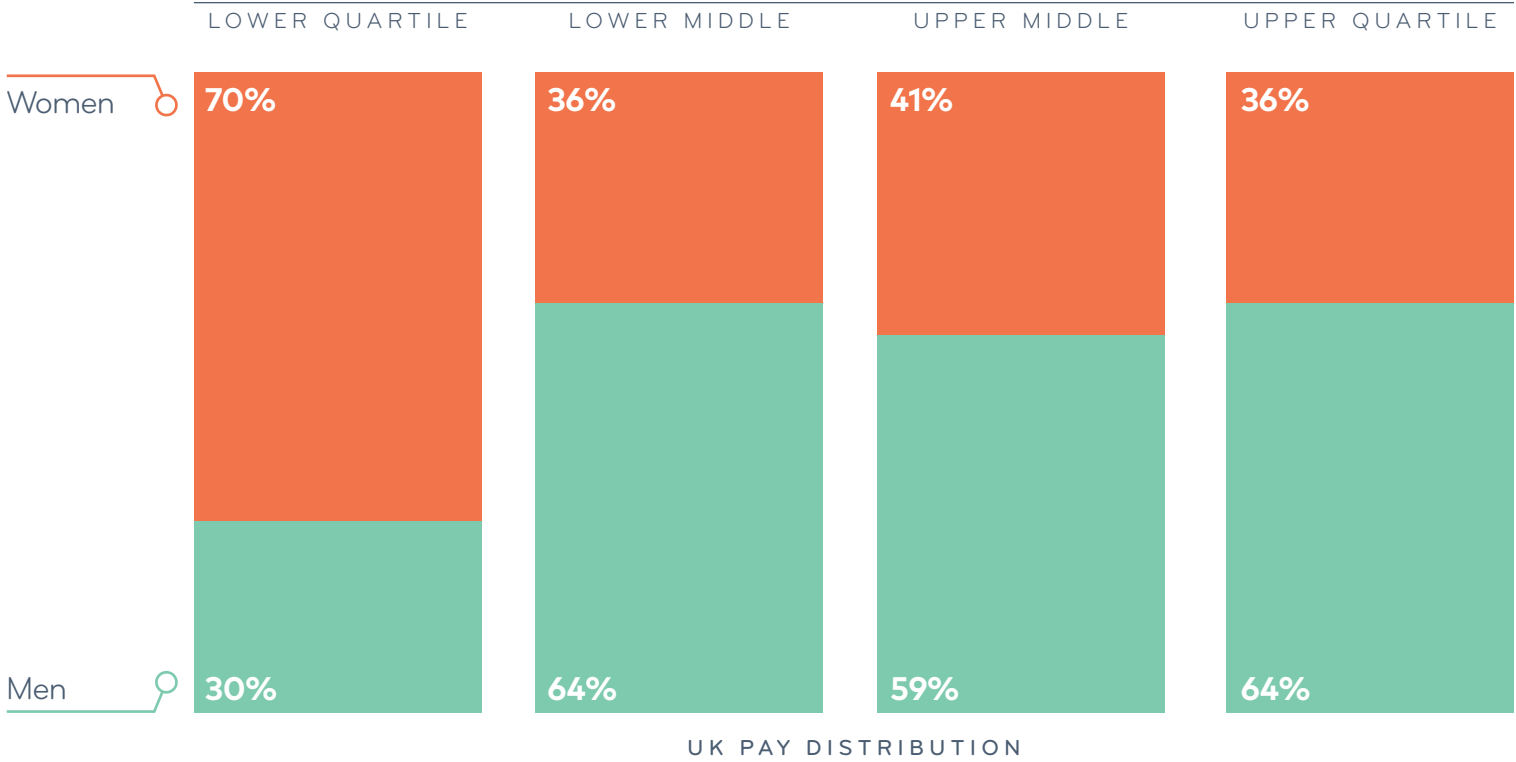
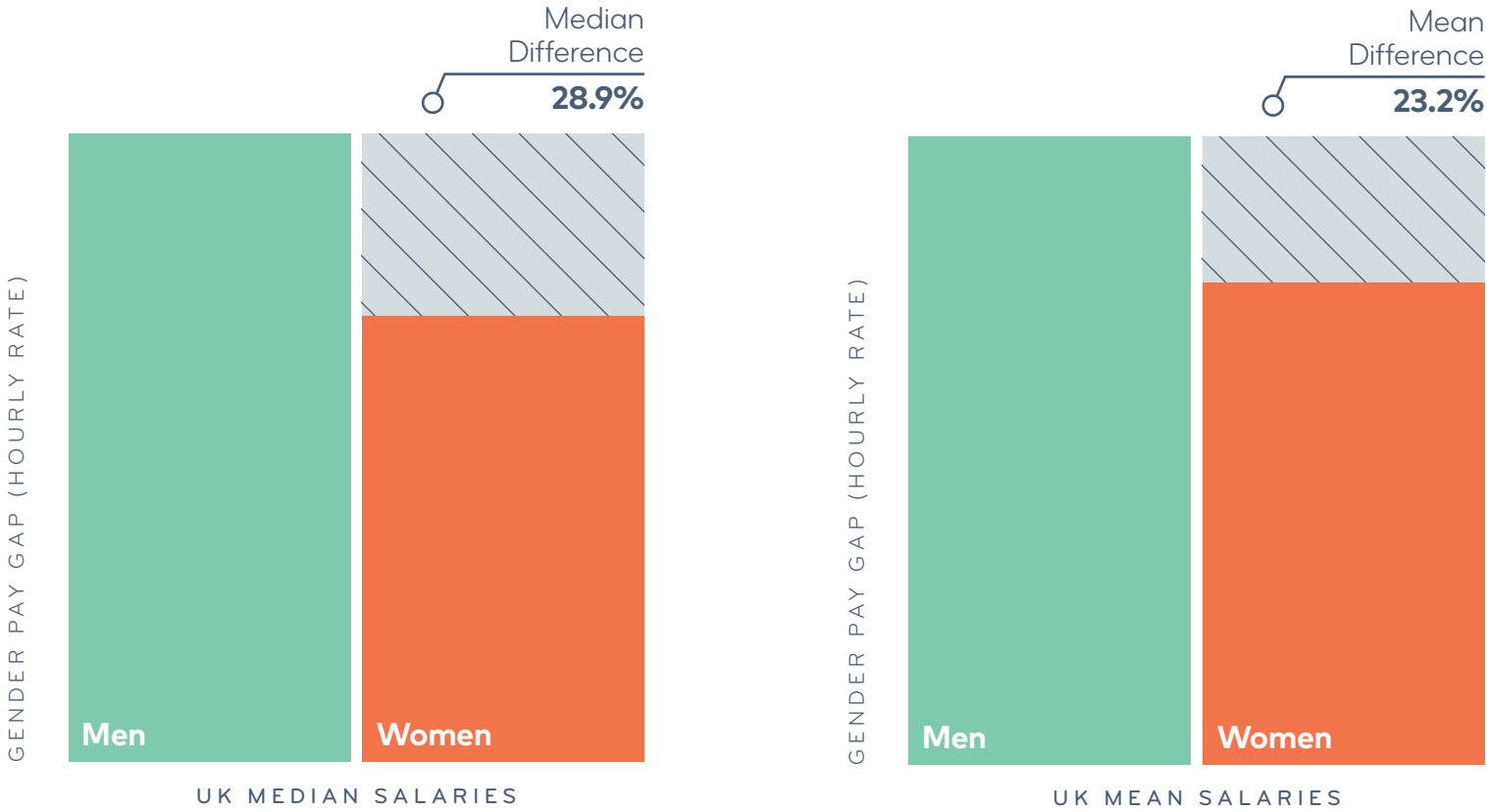
- We have a balance of women and men in our top quartile (47% to 53%)
- In our top three quartiles 49% are women



Our UK gender pay gap – Salaries

In the UK, we are underperforming against the average by 5.1% points with a mean percentage gap of 23.2%. This is due to two main factors:

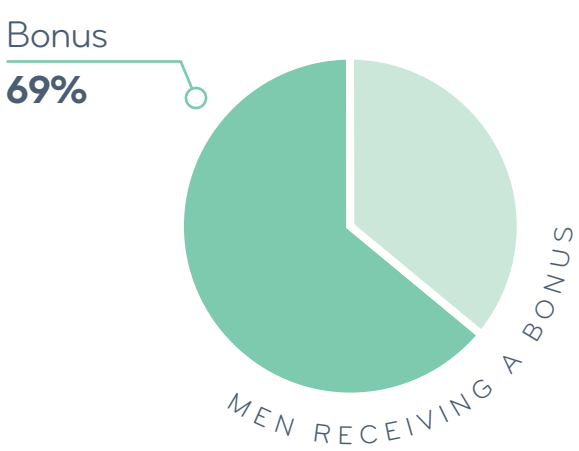
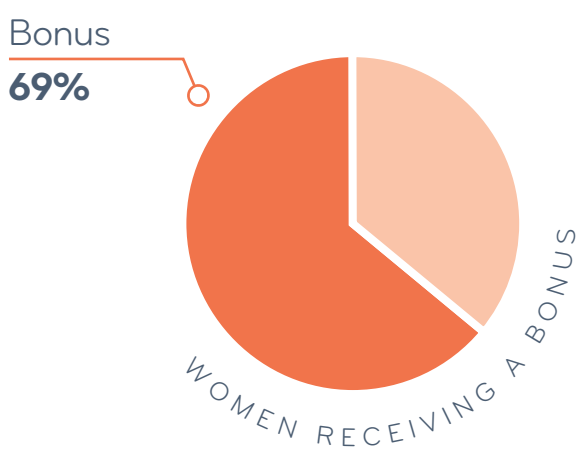
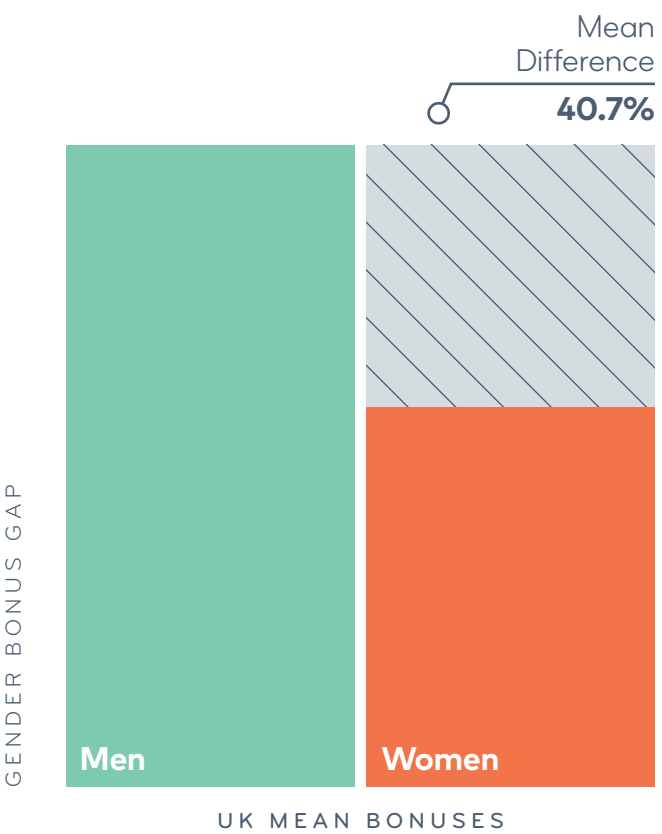
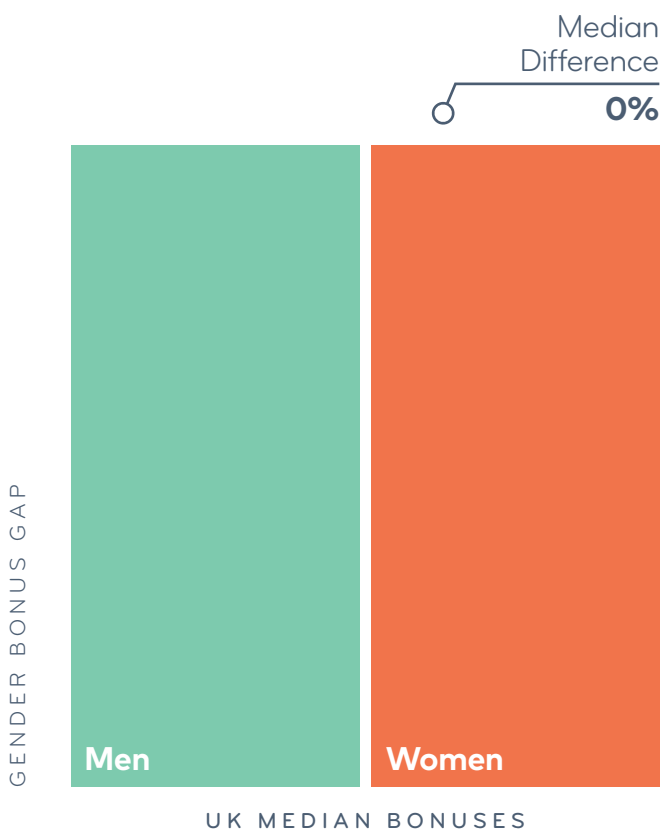
- We have a lower proportion of women in the top quartiles (38% to 62%) due to a lower percentage of women in technology roles (21% to 79%)
- We have a higher proportion of women in the lower quartiles, specifically in some manufacturing roles (91% to 9%) and customer service roles (73% to 27%)



Our UK gender pay gap – Bonuses

In the UK, we have a mean percentage gap of 40.7%.
This is influenced by:

- At that time our sales team comprised of 31% women and 69% men eligible for bonus
- Fewer women referred their friends to roles at MOO (40% to 60%), which results in a one-off bonus



Our commitment to closing the gap

We are committed to reducing our Gender Pay Gap and creating opportunities for all employees. Our gender equality commitment has already started to pay off.

Our global action plan

What have we done so far

- We have increased the percentage of women in the upper quartile by 5 percentage points (31% to 36%)
- We have promoted more women than men (by 66 percentage points globally between April 2016 – March 2017)
- We have developed a career and pay framework for all staff and have introduced process checks to ensure we are continuing to pay equally
- We have enhanced our leadership bonus program terms to ensure anyone on paid parental or on a career break leave is still eligible
- We have created a career paths programme throughout the whole business to encourage conversations around career development at all levels
- We have ensured that our interview panels and shortlists for leadership and technology roles are diverse
- We have enhanced our sales commissions to include anyone on paid parental leave

What are we going to do

- We will establish a Diversity and Inclusion team formed of employee representation to co-create our future strategy
- We will review all policies related to flexible working, family leave and support for parents returning to work
- We will examine all current recruiting methods, providing unconscious bias training for hiring managers while broadening the balance of our shortlists across all areas of the business beyond leadership and technology
- We will further enhance the training programme for our manufacturing team to support the progression of more women into more senior and skilled roles
- We will continually monitor and analyse promotion recommendations to ensure everyone is being appropriately considered for promotion and career progression
- We will launch a 'Women in Leadership' mentoring programme to support women within our business and develop them into future leaders
- We will introduce a structure for our affinity networks which will include support for women

Founder and CEO comment on our results

As the founder of MOO having a diverse team in which everyone is treated fairly is incredibly important to me.

MOO is a global business. The Gender Pay Gap process has been enlightening as we have never looked at this locally and with such scrutiny. Our UK figures have helped us reflect on where we fall short and have created vitally important conversations around the business.

At MOO we're trying to build a company that reflects the world around us. As a result of this process, we now have some meaningful actions which we intend to implement to ensure we have a business that better represents society.

We will continue in our efforts to create a diverse, inclusive and friendly environment. I am committed to building a company in which everyone can succeed. We know how much different backgrounds and perspectives make for a better workplace, a stronger company and a better experience for the customers and the communities we serve.

Richard Moross
CEO

