DECKERS EUROPE LIMITED
2022 GENDER PAY GAP REPORT

OVERVIEW

Since 2017, the UK Government has required organizations with 250 or more employees to report their gender pay gap on an annual basis. This report is the first gender pay gap reported by Deckers Europe Ltd and has an effective ‘snapshot’ date of 4th April 2022.

The gender pay gap analyses the mean (average) and median (midpoint) of all male and all female hourly earnings and the differences between them. The mean and median cash bonus and equity payments are also calculated and reported in the analysis. It is important to recognize the gender pay gap is not the same as equal pay. Equal pay is an entitlement of an individual, regardless of gender, to receive the same pay for doing work of equal value.

It is with intention and key to Decker’s business objectives that the opportunity to develop a diverse workforce is maximized across the entire EMEA region. This has meant in recent years hiring female leaders across many of our eight EMEA locations and in turn, establishing strong female representation across the region as a whole.

FEMALE VS. MALE ROLES ACROSS DECKERS EMEA | 2021-2022

<table>
<thead>
<tr>
<th></th>
<th>Director FY22</th>
<th>Director FY23</th>
<th>Sr. Director FY22</th>
<th>Sr. Director FY23</th>
<th>Vice President FY22</th>
<th>Vice President FY23</th>
<th>Sr. Vice President FY22</th>
<th>Sr. Vice President FY23</th>
</tr>
</thead>
<tbody>
<tr>
<td>MALE</td>
<td>38%</td>
<td>56%</td>
<td>86%</td>
<td>50%</td>
<td>100%</td>
<td>33%</td>
<td>0%</td>
<td>100%</td>
</tr>
<tr>
<td>FEMALE</td>
<td>63%</td>
<td>44%</td>
<td>14%</td>
<td>50%</td>
<td>0%</td>
<td>67%</td>
<td>0%</td>
<td>0%</td>
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DECKERS CULTURE AND VALUES

At Deckers, it is a priority to ensure our environment is an amazing place to work. Through living our values, we encourage our employees to bring their authentic selves to the workplace and believe we are better together in achieving great things for our employees and customers.

DECKERS HAS FIVE FUNDAMENTAL VALUES THAT SPEAK TO OUR ETHOS AS A COMPANY

| COME AS YOU ARE | BETTER TOGETHER | COMMIT TO CREATE | OWN IT | DO GOOD AND DO GREAT |

In addition, the vision of our Global Diversity, Equity and Inclusion (DEI) Program commits us to ensuring an inclusive and equitable workplace where everyone can ‘come as they are’. We do this by embracing unique experiences, fostering connections, driving creativity and innovation and by developing a culture rooted in belonging.

DEI initiatives recently implemented at Deckers include a new Mentorship Program, mandatory training to raise awareness around key DEI topics such as unconscious bias and strategies to ensure diversity in our approach to recruitment. Our goal at Deckers is to hire not only for proven experience, but also to ensure the culture of our future organization is built on the unique attributes and experiences of our employees. To ensure this, we use a range of recruitment channels to attract candidates from a variety of sources, ensure our interview panels are represented by a broad demographic and by tracking the diversity of new hires which can later be compared to the diversity of applicants. Our DEI strategy is intrinsic to the great work we do through leadership programs, our wellbeing strategy, Employee Resource Groups (ERGs) and Social Responsibility initiatives. All of these are encouraged and supported through regular Q&A sessions with our Executive Team.

The current Gender Pay Gap legislation requires organizations to report on males and females in a binary manner. As such, this report does not include data encompassing all gender identities. We are fully committed to upholding our DEI values and proactively encourage our employees to record their gender identity.

We have a great deal to be proud of!
GENDER PAY AND BONUS GAP RESULTS

UK equality legislation requires organizations to report specific metrics on the gender pay gap. These are the first gender pay gap results for Deckers Europe Ltd. since our UK population reached 250 employees for the first time in 2022. Deckers Europe Ltd. represents all UK Head Office employees and does not include UK employees based in our retail stores.

HOURLY PAY AND BONUS GAP (MEAN AND MEDIAN)

<table>
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<tr>
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<th>Gender Pay Gap 2022</th>
<th>Gender Bonus Gap 2022</th>
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<tbody>
<tr>
<td>Deckers Europe LTD</td>
<td>Mean 29%</td>
<td>Mean 70%</td>
</tr>
<tr>
<td></td>
<td>Median 34%</td>
<td>Median 45%</td>
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The table above shows that when the salaries of all males are combined (regardless of job level) and compared to the salaries of all females combined (also regardless of job level), on average, males earn 29% more than females. Similarly, when the bonuses of all males are combined (regardless of job level) are compared to the bonuses of all females combined (regardless of job level), on average, bonus payments to our male population are 70% higher than those paid to females. It is important to note, this does not mean that males and females in comparative roles are paid differently. What it does illustrate however, is that we have a far larger proportion of females employed in junior positions (and subsequently in lower pay bands) than males. The ratio of males to females becomes more balanced as we look at the upper quartile pay band, with males representing 45% of that group. The combined salaries of females are lower than that of the combined salaries of males, due to the types of positions they populate. The table below explains this further.

GENDER PAY QUARTILES (PERCENTAGE OF MEN AND WOMEN IN EACH PAY BAND BY QUARTILE)

Overall, there is a far higher proportion of females at Deckers Europe Ltd. compared to males. There is also a higher representation of females compared to males, in three of the four pay quartiles.

The current gender pay gap is largely driven by a higher percentage of females in lower job/pay levels.
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PERCENTAGE OF MALES AND FEMALES RECEIVING BONUS PAYMENT

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
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<tbody>
<tr>
<td>68%</td>
<td></td>
<td>66%</td>
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We have an even distribution of bonus payments spread across our female and male population. The 2% differential represents female employees hired after the eligibility date.

OUR COMMITMENT TO CLOSING THE GAP

Whilst we have a strong foundation to build on across the EMEA region, we take the Gender Pay Gap results seriously and are committed to continuing with positive actions in all of our locations. We will continue to focus on developing an environment that supports a diverse employee population by taking the following actions:

- Continue to review our candidate diversity measures, to better understand our talent pool and ensure a gender balanced interview process
- Introduce auditing of our promotion process.
- Develop measures to ensure diversity and inclusiveness as employees progress through the business
- Increase our focus on our mentoring scheme.
- Ensure key talent has access to appropriate support networks and Employee Resource Groups
- Continue to offer a flexible working policy, which we view to be crucial, to supporting both male and female employees with a work/life balance specific to their personal needs
- Increase employee education on career development opportunities through learning opportunities, mentorship and coaching programs and accessibility to position open internally.

We have so much to look forward to as our organization grows and develops.