

# LEVI STRAUSS & CO.

## GENDER PAY GAP

The gender pay gap is a measure of the difference between the average earnings of men and women across an organisation, expressed as a percentage of men's earnings. The gender pay gap is not the same as equal pay. Equal pay relates to men and women in the same employment performing equal work and being paid equally.

All UK employers with 250 or more employees are required to publish the following gender pay gap calculations;

- Average gender pay gap (mean and median)
- Average bonus gender pay gap (mean and median)
- Proportion of men receiving a bonus payment and proportion of women receiving a bonus payment
- Proportion of men and women when divided into four groups ordered from lowest to highest pay

## ABOUT THE CALCULATIONS

### How are the median and mean gender pay gaps calculated?

As per the calculations set out in the gender pay gap reporting regulations, we have taken pay data from our entire UK business. This data includes different roles and different rates of pay, to calculate the mean and median rates of pay across the genders.

These median (midpoint) and mean (average) calculations are also carried out when comparing bonus pay over a twelve-month period. The proportion of men and women awarded any bonus pay over that period is also reported.

### How are the pay quartiles calculated?

In this report we also share the percentage of men and women in each pay quartile. Quartiles are calculated by listing the rates of pay for each of our employees across the business from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of men and women in each.

### What's included in the calculations?

Calculations of mean and median pay and of quartile pay bands are based on data from 2024 only, including ordinary pay and bonus pay.

Ordinary pay is not limited to basic pay, but also includes other types of pay such as pay for leave and shift premium pay. It doesn't include pay for overtime, pay relating to redundancy/ termination of employment, pay in lieu of leave or the value of benefits which are not in the form of money.

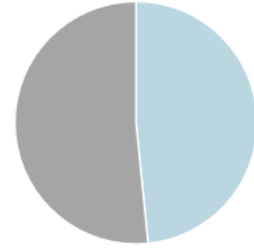
Bonus pay includes any additional pay relating to performance. We provide all employees with a bonus scheme, and these are different depending on what area of the business an employee works.

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## LEVI STRAUSS (UK) LTD. NUMBERS

### HOURLY PAY

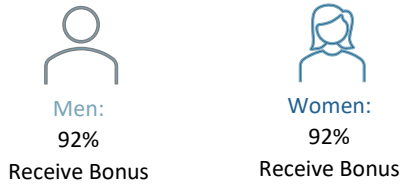
Our hourly pay gap for women saw an 0.74% increase from the 2024 data capture for 2025.



Women's Mean Hourly Pay 12.05% < Men's

### BONUS PAYMENTS

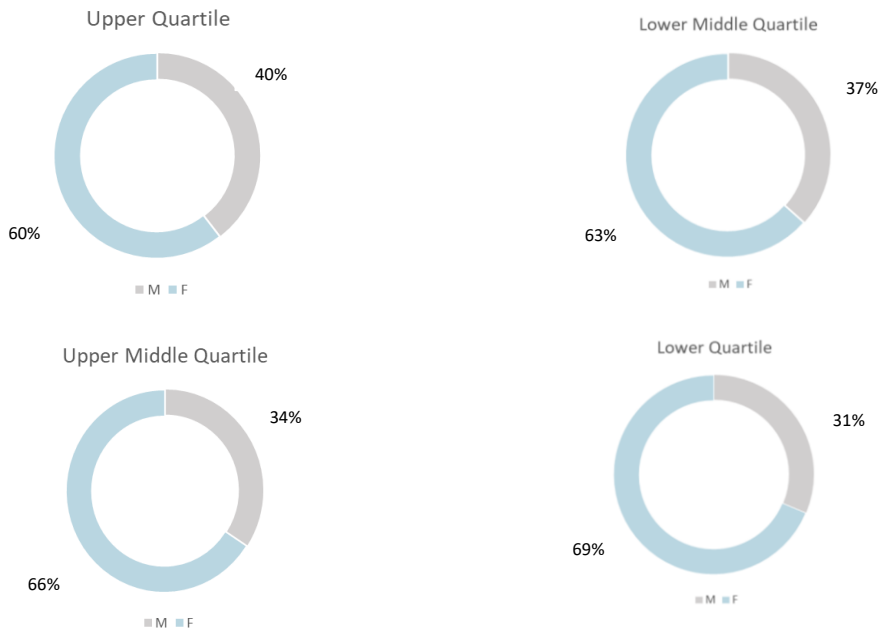
Our bonus payments gap for women has continued to decrease in 2025. We have seen another decrease in the mean by half from the 2024 data, and women and men equalising on bonus' received as a %.



Women's Mean Bonus Pay 14.67% < Men's

### EMPLOYEE POPULATION BY PAY QUARTILE

We're pleased to see women well-represented across our business, especially among the highest paid quarter, where women make up 65% of employees.



Calculations of mean and median pay and of quartile pay bands for Levi Strauss (UK) Ltd. are based on data from 2025 only, including ordinary pay and bonus pay.

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## COMMITMENT TO ACTION

### A Message from Lucia Marcuzzo, SVP/MD Europe, Levi Strauss & Co.

“This year’s results show continued progress, particularly in the closing of our bonus pay gap and the stronger representation of women across our organisation, including in senior and higher-paid roles. These are important signs that our focus on equity is making a difference.

Our overall gender pay gap is influenced by the shape of our UK workforce, which is predominantly retail-based, alongside a smaller proportion of higher-paid corporate and global leadership roles located in the UK. While this impacts the headline figures, it does not change our commitment.

While there is still work ahead, these results reinforce that we’re moving in the right direction and remain deeply committed to sustained, positive progress, through fair pay practices, inclusive talent development, and continued action to build a more balanced leadership pipeline over time.”