

In line with our regulatory reporting requirements, the tables below set out SharkNinja Europe Ltd's 2022/23 Gender Pay Gap results.

What is the Gender Pay Gap

From 2017, UK employers with a headcount of 250 or more on their 'snapshot date' need to comply with regulations on gender pay gap reporting. Gender pay gap calculations are based on employer payroll data drawn from a specific date each year - this specific date is called the 'snapshot date'. 2022 is the second year that Shark Ninja's UK operation has met the threshold requiring reporting of our gender pay gap and we welcome this opportunity to be publicly accountable.

Note on Gender Identity

As an inclusive employer, we take our responsibility seriously towards our non-binary and gender-fluid colleagues. Although Gender Pay Gap regulations mean we are required to identify our colleagues as men and women when compiling this report, we actively support our colleagues of all gender identities to bring their authentic selves to work every day and are proud to have established our LGBTQ+ Affinity Group.

HOURLY GENDER PAY GAP



How is the hourly pay gap calculated?

The *mean* pay gap compares the average hourly pay of all our male colleagues with the average pay of all our female colleagues. Alternatively, if all our male and female colleagues formed two separate lines from the lowest to the highest paid, then the pay of the colleague in the middle of each line is the *median*. The median gender pay gap is the difference between the middle male and middle female colleagues.

BONUS DIFFERENCE BETWEEN MEN AND WOMEN



How is the bonus pay gap calculated?

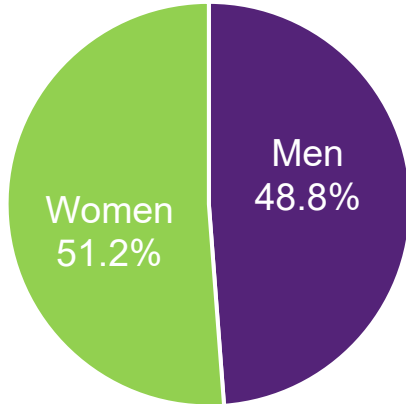
The bonus pay gap is calculated similarly to the hourly pay gap, as noted above, but uses the actual bonus paid across all colleagues rather than the rate of hourly pay.

PROPORTION OF EMPLOYEES RECEIVING A BONUS

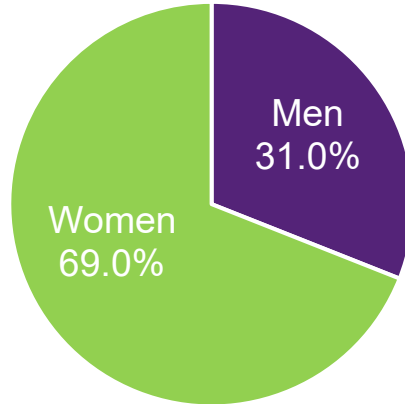


HOURLY PAY QUARTILES

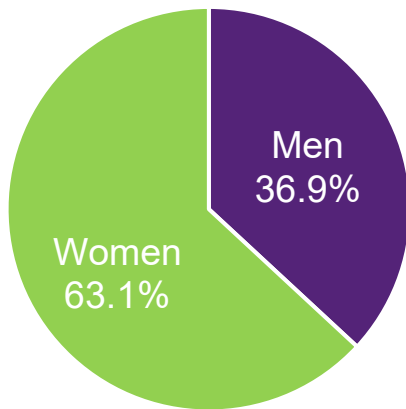
Lower Quartile



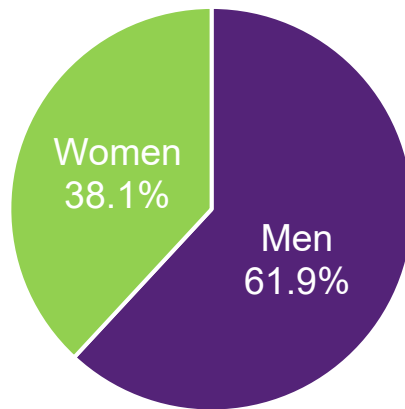
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



There are currently more men than women in our senior roles, but we are committed to continually improving female representation at the senior leadership level in our business.

Analysing our gender pay gap metrics, our first reaction was to go beyond what's required of us and dig deeper into the data to understand what factors contributed to our UK organization's performance on each metric.

- First, let's talk about how the government requires us to gather the data. It's collected as a snapshot in time and is not adjusted to include only those employees who were employed by SharkNinja in both years.
- Second, let's talk about math. Given the relatively small employee population of 336 associates, the compensation of just a few individuals with mid-range compensation can have outsized impact on the median. Similarly, when there is a small number of very highly paid individuals of either gender, changes in this group can lead to larger-than-expected year-over-year changes (in either direction).
- Taken together, the implication is that we should expect to see larger changes from year to year than companies with larger employee populations in this region.

Not quite satisfied with this answer? Neither were we. We're making an action plan for 2023 and beyond.

We have several actions already in motion to improve pay equity across our organization.

- We are replacing existing manual processes with system-enabled processes. Doing so adds more structure and consistency in our hiring and compensation processes. These new systems will give us more data for better-informed decisions.
- We are implementing a Global Pay Equity module in our HRIS for both (all) genders. We are implementing a Job Description module in our HRIS.
- As a global organization, these tools will allow us to measure consistently and analyze data more quickly. In the longer term, we will be better equipped to untangle root causes of inequities so we can respond with appropriate interventions and resolutions.

Our Talent Attraction team is focusing on increasing women's representation globally, with a specific focus on Engineering through intentional outreach to women's organizations such as the Women's Engineering Society. Our Diversity, Equity, and Inclusion and Talent Development team is driving complementary initiatives, including:

- We have a WeLead (Women in Engineering Leadership) Group and a Women's Affinity Group to support attracting, retaining, developing and growing talent.
- We have partnered with SharpMinds Coaching, an organization that is focused on improving gender diversity in engineering and design, to deliver workshops/lectures on being a woman in engineering, imposter syndrome, career progression, etc.
- We are implementing a Women's Leadership Program to help develop/enhance skills.

Looking ahead, we would like to improve our analysis of roles and gender pay within SharkNinja to understand our Gender Pay Gap in more detail so that we can take action to reduce the gap.

I confirm that the information contained in this report is accurate.

Tom Brown

Vice President Sharkninja Europe

