

GET READY FOR EVERYTHING.

OUR CULTURE :
THE SUPERDRY PLAYBOOK



SUPERDRY
®
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CONTENTS

YOUR GUIDE TO THE PLAYBOOK AND PLAYS

03	The Playbook
06	Values and Behaviours
11	No.1 Leadership Plays
14	No.2 Talent Plays
20	No.3 Collaboration Plays
27	No.4 Grow Future Thinking
30	No.5 Communication Plays
33	No.6 Chase Progress not Perfection

THE PLAYBOOK



THE MISSION

**OUR MISSION IS TO INSPIRE AND ENGAGE
STYLE OBSESSED CONSUMERS LEAVING A
POSITIVE ENVIRONMENTAL LEGACY.**

Nothing's off limits. Think bold and ambitious. Think about perfection as a journey, not a destination. Constantly giving our all, we don't settle for the way things are. We strive to make them better. We leave nothing behind, no suggestion unexplored, no stone unturned. Everyone has a voice and we want to hear it. Bring all of you to what you do. Challenge us, inspire us. As we build on our heritage and what's made us great. Together, we're going to show the world and our consumers all that Superdry means. So get ready for everything.

This playbook is our guide to culture - what we believe in and how we achieve it. It also covers what you can expect from us and what we expect from you in return.

In all of this, use your judgement and do the right thing. The plays are not rules. They're a guide, a framework.

The plays are born out of our values and behaviours so it's important we use them as our guide.

We want working at Superdry to be a fulfilling and memorable experience.

PLAYS IMPORTANT TO OUR CULTURE

- NO.1 LEADERSHIP
- NO.2 TALENT
- NO.3 COLLABORATION
- NO.4 GROW FUTURE THINKING
- NO.5 COMMUNICATION
- NO.6 CHASE PROGRESS NOT PERFECTION

VALUES AND BEHAVIOURS

VALUES AND STYLE CHOICES

They are who we are. In each one of us.
Live and breathe them in everything you do.

BEHAVIOURS

Behaviours at Superdry are simple and we take them seriously. Our behaviours help us to build trust; be effective and work as one: Think entrepreneurial; Be Authentic and Creative; Be results focused.



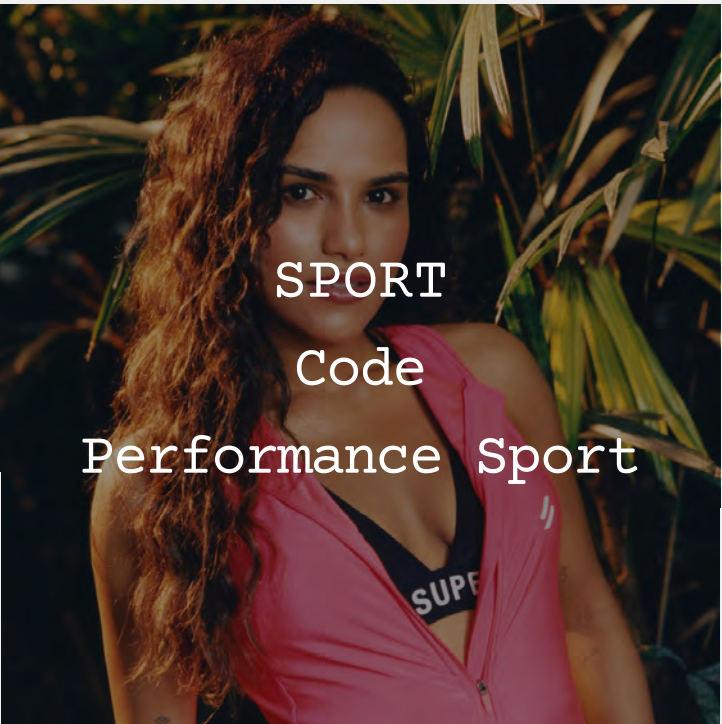
1 BRAND, 4 STYLE CHOICES

We’ve been making world class product for 15 years, and we’re proud of it. Iconic products and silhouettes, made from premium fabrics, combined with our globally recognised design detail and branding.

The Brand is built through the value of style.



SUPERDRY
®
STUDIOS



THEY ARE WHO WE ARE

OUR VALUES

WE DO IT TOGETHER.

We genuinely care about each other. We're at our best when working together as part of a close-knit community. We're informal, open, honest and collaborative.

WE DO IT BY BEING REAL.

Bringing our shoes-off-self to work. We let personalities shine. So bring all of you to what you do. We celebrate our differences and we speak our minds.

WE DO IT WITH INFECTIOUS PASSION.

We all work here because we're driven to make a difference. We're passionate about building a brighter future for ourselves, others and Superdry. We roll our sleeves up and get stuck in. Where others see obstacles we see opportunities for breaking the mould.

After all, this Brand was built on a Spirit of Adventure and an attitude of fearless creativity. So be curious, bold, ambitious and get stuck in.

WALK THE TALK.

We live and breathe our values in everything we do. And if you've got them, you've got them. So question actions which are inconsistent with our values. If it doesn't feel right, it probably isn't. So do something about it. Being a passive bystander isn't going to cut it here.

And be honest, don't bullshit. People will trust you more. And trust leads to creativity and creates winning teams. We want to see and feel your positivity and energy too. Because it's infectious and something we'd all like to catch.

BEHAVIOUR BREEDS BEHAVIOUR

Think Entrepreneurial | Be Authentic and Creative | Be Results Focused

Every moment of every day in everything we do.

THINK ENTREPRENEURIAL

- Ready to identify new opportunities
- Confident to take bold actions
- Passionate and positive

BE AUTHENTIC AND CREATIVE

- A creative problem solver
- Authentic in approach to others
- Build trust through collaboration

BE RESULTS FOCUSED

- Keep your eyes on outcomes
- Do the right thing, always
- Own it

NO.1

LEADERSHIP PLAYS

LEAD INCLUSIVELY AND PUT THE WELLBEING AND
GROWTH OF YOUR TEAM FIRST AT ALL TIMES.
THINK ABOUT TOMORROW, NOT JUST TODAY.
BRING YOUR TEAM WITH YOU. AND, OF COURSE,
GET RESULTS.



DON'T BE A ROBOT LEADER

Robots are cool and all that. But they can't:

1. PRODUCE GAME-CHANGING THOUGHTS
2. INSPIRE AND MOTIVATE COLLEAGUES
3. MAKE INSTINCTIVE DECISIONS

So it's up to leaders to focus on these three things.

LEAD WITH STYLE

Authenticity is the baseline of style. So lead from a real place, be genuine and always be true to yourself.

LEAD INCLUSIVELY

Whether you’re leading 1 or 1,000; leading isn’t easy, we get that. Looking out for the wellbeing and growth of our teams and unlocking the best possible performance on the planet from every single person – now that’s the ultimate responsibility for every leader.

LEAD THROUGH F.E.D

**FUTURE MINDED – HIGHLY ENGAGING –
DELIVERY ORIENTATED**

We’ve boiled leadership down to its core.
We expect every leader to think about tomorrow,
not just today. Bring their people with them.
And naturally, get results.



**SUPERDRY[®]
STUDIOS**



NO.2

TALENT PLAYS

THIS COMPANY WAS BUILT ON AMAZING TALENT AND WE WANT EVERYONE TO BE BRILLIANT. WE HAVE IT IN ALL OF US. WE CREATE OPPORTUNITIES TO GROW AND HELP YOU GET THE MOST OUT OF YOU. BUT YOU HAVE TO WANT IT, BY PUSHING YOURSELF AND NOT WAITING TO BE ASKED.



THE TALENT CODE

(AKA ‘HOW TO BE BRILLIANT’)

We want to bring out the best in all of you and for everyone to be brilliant. As we know, this company is built on amazing talent.

OUR ‘TALENT FRAMEWORK’

Although we’re not born brilliant, we all have it in us. We will give you the opportunities but you have to grasp them and work at it.



NO THANK YOU TO MEDIOCRACY

<Controversial opinion time> Most people and businesses are mediocre. There, we've said it. And yep, we're glad it's like this. Imagine if everyone was brilliant and every product was amazing. We'd have to choose boring and dull to stand out. Other people's mediocrity is our competitive advantage. So if just good enough is good enough for you, maybe Superdry isn't.

UNLOCKING OPPORTUNITIES

We've got some phenomenal talent here and we'll always look to promote from within*. So be ready to move on up. Don't wait to be asked. Make it happen. Grab opportunities by taking the initiative. And yes, loyalty's cool. But we know that we're not for everyone. So if you don't like it here, let's have an adult conversation.

*For the record, we're aiming for 7/10 vacancies to be filled internally.



Your
"Comfort Zone"

Where the magic happens that
accelerates your learning → ○

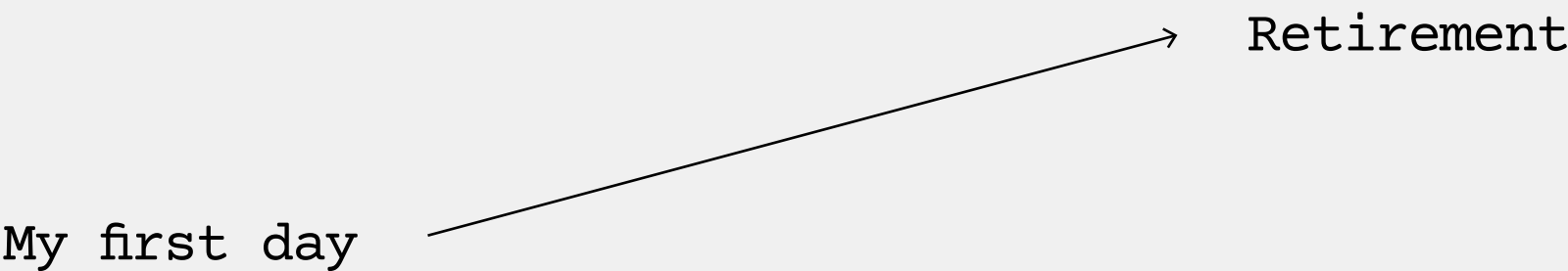
GET COMFORTABLE FEELING UNCOMFORTABLE

The best creativity, innovation and learning is done outside of your comfort zone. Way. Outside. On the edge of your ability. If you feel uncomfortable, it's usually because you're doing something brand new and growing. So take charge and enjoy the discomfort. Work with your leader to identify opportunities to push, stretch and challenge yourself.

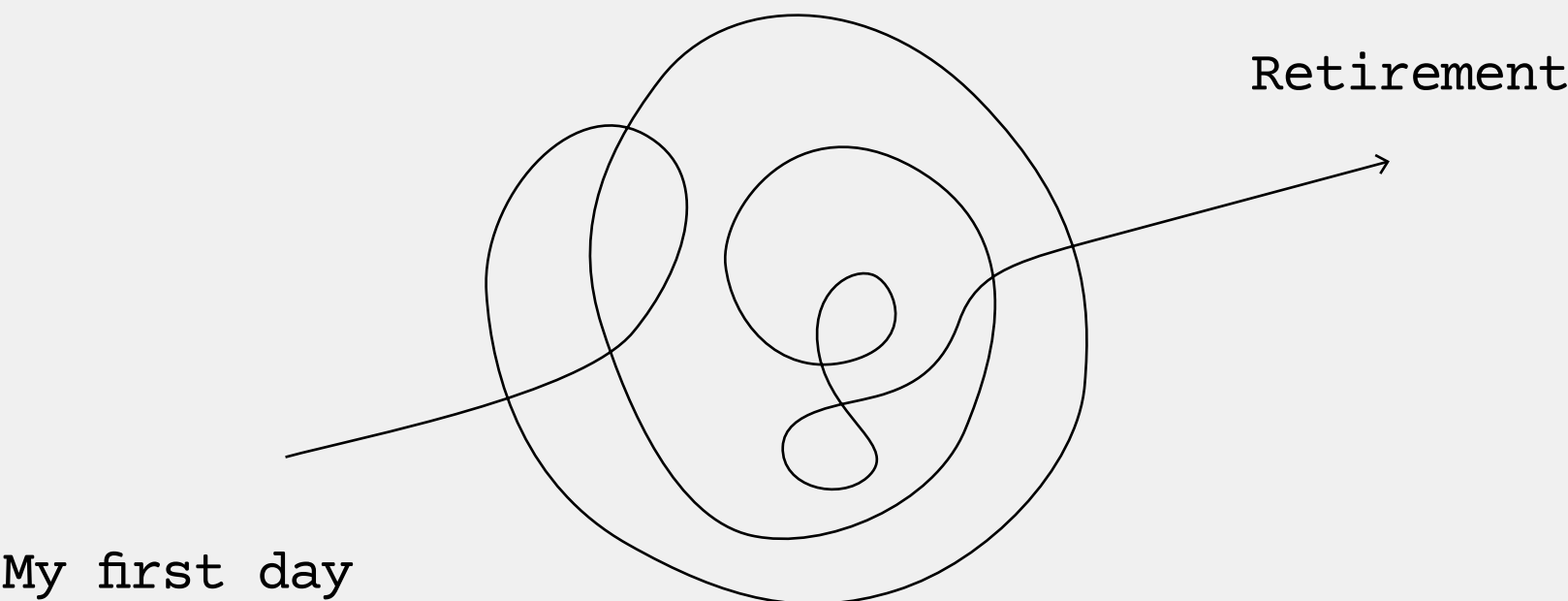
YOU CHART YOUR OWN COURSE. YES, YOU.

We love creating opportunities. But you have to grasp them as we don't serve them up on a plate. Have a goal, enlist the help of others and be determined. Despite what you've heard, nothing good ever came to those that sat around waiting.

WHAT PEOPLE THINK CAREER PATHS LOOK LIKE:



WHAT CAREER PATHS ACTUALLY LOOK LIKE:



NO.3

COLLABORATION PLAYS

WE ASPIRE TO BE A WORLD CLASS CREATIVE BRAND.
BUT CREATIVITY NEEDS DISCIPLINE TO BE EFFECTIVE.
WE SEEK TO DO THE RIGHT THING BY EACH OTHER,
AND FOR THE BRAND AND OUR CONSUMERS EVERY DAY
BY PULLING TOGETHER AS ONE TEAM, WORKING SMART
AND GETTING STUCK IN.



CREATIVITY NEEDS DISCIPLINE

Discipline is creativity's biggest ally. And so in striving for creative recognition, we all need discipline. But we prefer guidelines to rules. Guidelines provide freedom and flexibility to move quickly. But sometimes, we need to set rules - usually for a pretty good reason. Like the safety of our team or a legal requirement. If a rule exists, it's our responsibility to follow it. But if the reason becomes self-preservation, tell us and we'll kick it out.

DO THE RIGHT THING

We can't say it enough: "Do the right thing". For your colleagues, consumers and for Superdry.

If you're ever unsure, ask yourself: "Am I doing the right thing in the interests of these three stakeholders?".

Think hard, think about our values:

DO IT TOGETHER. INFECTIOUS PASSION. BE REAL.

TOGETHERNESS IS EVERYTHING

Talent wins games. But teamwork and intelligence - they win championships.
It's amazing what can be done if you don't care who gets the credit. When we're not worried about lines on an org chart or who's got the biggest job title.
Give away everything you know and celebrate others and always put the consumer first.
Collaboration, passion, authenticity are at the heart of our success. So show up, work together and be selfless. It's **how** the magic happens.

PLAY TO WIN AS A TEAM

HERE'S OUR WINNING FORMULA:

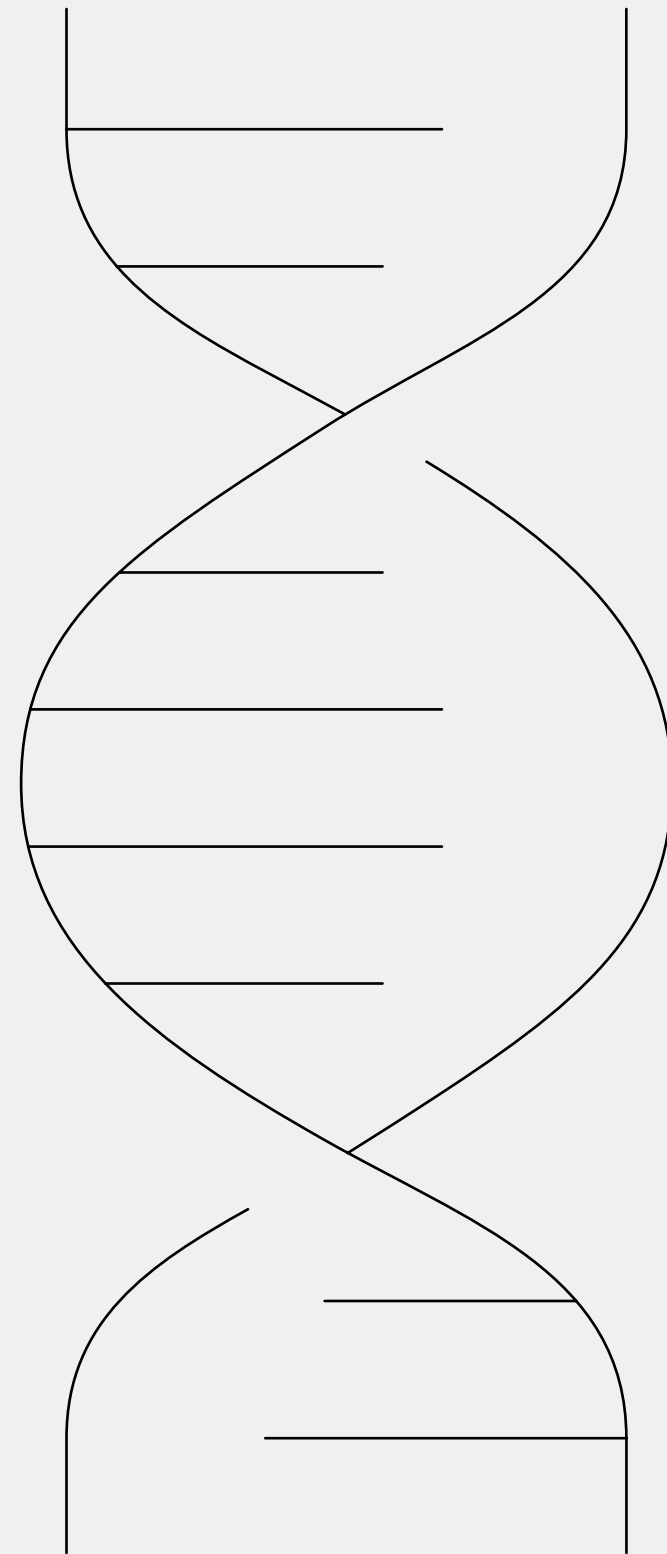
WIN: Everything we do is focused on improving consumer outcomes.
And every job is clear on how it's contributing.

WIN: We work in partnership with colleagues, reaching out proactively
- not waiting to the last minute.

WIN: We work as adults to establish the relative importance
of activity. The brand and consumers always come first.

WIN: We aren't precious about who, when or where. We're fanatically
precious about creating great outcomes in the pursuit of our mission.
Trust is freely given and repaid in kind.

LOSE: Not gonna happen.



ONE SIZE DOESN'T FIT ALL

We're 99.9% identical to one another but it's the 0.1% that's a big deal. So we look to create environments where the 0.1% can flourish. Maybe you're an early bird. Maybe you're a later-in-the-dayer. We trust you to find the best way to get the job done - in partnership with your team and peers. Because one size doesn't fit all. And in return, we ask that you take the time to find out what motivates the people you work with too. Everyone's happy, everyone wins.

WORK SMART

Working too hard is a one-way ticket to burnout. So work smart.
It's not about how many late nights you've put in. The only thing we care about is accomplishing great work in the pursuit of our mission:

**TO BE A BRAND THAT INSPIRES AND
ENGAGES THE CONTEMPORARY STYLE
OBSESSED CONSUMER LEAVING A
POSITIVE ENVIRONMENTAL LEGACY.**

So bring all of you, to what you do. Show up and perform.

From time to time, we're all expected to 'Go The Extra Mile'.
We've been successful because we have a history of working hard,
going above and beyond. That's life here. So get ready to roll your
sleeves up and get stuck in.

NO.4

GROW FUTURE THINKING

WE STAND UP FOR THE THINGS WE BELIEVE IN AND
WE DON'T SIT ON THE SIDELINES. WE'RE ALL
UNIQUELY DIFFERENT AND WE CREATE ENVIRONMENTS
WHERE INDIVIDUALITY AND BEING REAL CAN FLOURISH.





STAND FOR SOMETHING, STAND UP FOR SOMETHING

At times, you've got to just put yourself out there and see what happens. We want you to 'Grow Future Thinking' and take accountability to deliver meaningful change. If other people's outdated thinking gets in the way, we say do it anyway. Own it. We'll never tell people what they have to be passionate about or believe in. Instead we'll create the conditions for this passion and ambition to thrive. As a business we care about taking a stance on the things that really matter to us. And we want you to join us.

DIVERSITY RUNS IN OUR BLOOD

Our definition of diversity is 'unique perspectives'. Because we know the more perspectives, the better the decisions. The better the decisions, the better the experience for our consumers and the bigger our brand will become. Obvious, right? And that's why we aim to create environments where individuality can flourish and we can truly be ourselves. We trust each other to find the best way to get the job done.

NO.5

COMMUNICATION PLAYS

EVERYONE HAS A VOICE. WE WANT EVERYONE TO
USE THEIRS, SO SPEAK UP AND DON'T SIT ON
THE SIDE-LINES. BUT ALWAYS BE HONEST, AUTHENTIC
AND TREAT OTHERS WITH DEEP RESPECT.



YOU'RE RIGHT AND YOU'RE WRONG

If someone disagrees with you, don't take it personally. Sometimes, if you know it's the right thing to do, trust your instinct, take charge and be prepared to accept responsibility. You'll find out what you're truly capable of.

SPEAK UP AND...

...use your voice. But use it with authenticity, passion and respect. Yes, we want you to put yourself out there. Take a risk. Speak your mind. But always - always - be yourself.

SPEAK THE TRUTH

The best brands are radically truthful. And to be the best brand we can be, we must be honest between ourselves. There's nothing worse than dishonesty. Most failures in this world have dishonesty or passiveness at their core. Let's not be most failures.

NO.6

CHASE PROGRESSION NOT PERFECTION

IT'S SIMPLE. RUN WITH WHAT YOU'VE GOT AND FIX
IT AS YOU GO. MAKE IT, THEN MAKE IT BETTER.
SET THE BAR AT WORLD CLASS AND IT WILL PUSH
YOU FURTHER THAN YOU EVER THOUGHT POSSIBLE.
IF IT CAN'T BE DONE. DO IT ANYWAY.
IF IT DOESN'T EXIST. CREATE IT.



**READY?
FOR EVERYTHING?
LET'S DO THIS.**