



Introduction



Mulberry is a truly global organisation and at the heart of our business are people with a wide range of backgrounds, nationalities and ages working across our many sites and retail outlets. This is the fourth time we are reporting our Gender Pay Gap alongside the steps we are taking to create the most inclusive environment possible for our workforce.

The gender pay and bonus gap analysis contained within this report is from 5 April 2020 (the snapshot date). The data is presented as Mulberry Group PLC, combining our two UK legal entities that have over 250 employees. The statutory disclosures for Mulberry Company (Design) Limited and Mulberry Company (Sales) Limited are at the end of this report.

I can confirm that the data contained in this report is accurate and published in accordance with the gender pay gap reporting guidelines and regulations.

Thierry Andretta
Chief Executive Officer
Mulberry Group PLC

May 2021

Gender Pay & Bonus Gap

	MEDIAN	CHANGE FROM 5 APRIL 2019	MEAN	CHANGE FROM 5 APRIL 2019
HOURLY RATE OF PAY 1123 full pay relevant employees*	-0.2%	1.3%	27.9%	-4.5%
BONUS PAY 1159 relevant employees**	7.2%	-15.8%	12.9%	-34.5%

*Full-pay relevant employees – this includes all employees employed by the employer on the snapshot date who were in receipt of their usual full basic pay. If an employee is paid less than their usual base pay (e.g. they are on reduced pay leave such as maternity, sickness absence), they are excluded from the calculations.

** Relevant employees – this includes all employees employed by the employer on the snapshot date regardless of their pay status. This headcount is used to calculate the bonus pay gap.

PROPORTION OF UK EMPLOYEES RECEIVING A BONUS

FEMALE



MALE



UNDERSTANDING THE GAP

We are very pleased to see that there has been a narrowing of our mean hourly pay gap as well as the mean and median bonus pay gap. Our mean hourly rate gap represents a difference of £5.22 per hour (in favour of men) and our median hourly rate gap represents a difference of £0.02 per hour (in favour of women).

Our bonus pay gap in real terms represents a mean difference of £180.21 (in favour of men) and our median bonus pay gap is £89.00 (in favour of men).

When benchmarking our gender pay gap results, we generally see that our median results are significantly better than both the Retail sector and the Office for National Statistics (ONS) benchmark. For example, our median hourly pay result is -0.2% and this compares to the ONS result of 15.4% and Retail sector of 7.0%. However, when looking at our mean hourly pay result of 27.9% this is higher than the ONS benchmark of 14.4% and Retail sector of 13.2%. We believe one of the reasons our mean results differ from our median is because they are more impacted by higher salaries in our upper pay quartiles.

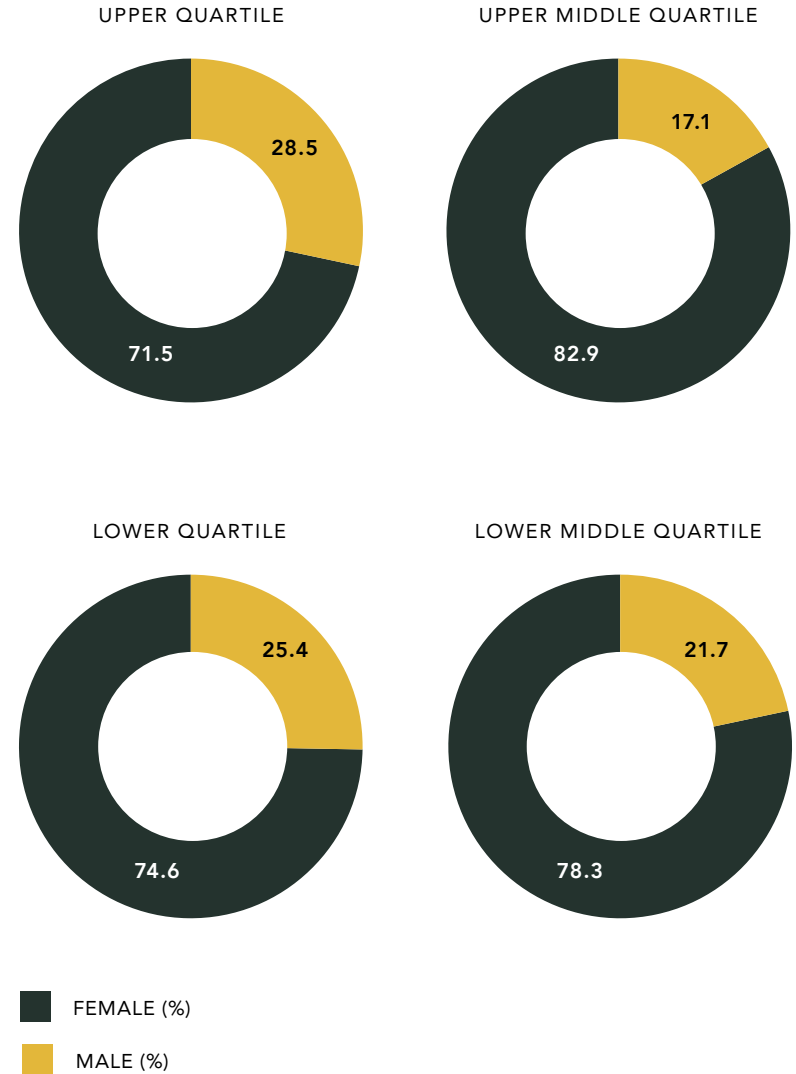
Most of our business (Retail, Warehousing and Production) remains on defined pay scales and it is unchanged from previous years that our gender pay gap is largely driven by roles across our corporate functions that have greater variation in rates of pay and undefined pay scales. The composition of our Management Board (made up of our most senior directors and CEO) remains unchanged and consists of 3 women and 5 men. Combined with our broader Mulberry Leadership Team, there are 29 women and 17 men at a senior level in our organisation.

During April 2020, we had 870 employees on furlough. This significant number of employees on furlough has not impacted our gender pay gap for this reporting period as Mulberry voluntarily, topped employees pay up to 100% during the early months of the government scheme.

Pay Quartiles

Our data continues to show the trend that across all four quartiles of our business female employees are the dominant gender. Encouragingly, the number of women in the Upper quartile has increased slightly (by 1% / 3 people) from the previous reporting year.

The upper middle and the lower quartiles both contribute positively in favour of women. The lower middle and upper quartiles favour men. The upper quartile of our business continues to drive the biggest negative impact on our gender pay gap and this is due to that fact that it contains the highest proportion of male colleagues. This group contains our most senior executives (Management Board) of which there are more men than women.



Closing the Gap

We are excited about the changes we have been implementing through 2020 and in to 2021. We believe many of these have already and will continue to support our agenda to strive to reduce the gender pay gap.

We are also particularly mindful that during the pandemic research has shown that women have been disproportionately affected through being furloughed, additional caring responsibilities and even job losses in the UK. As well as trying to narrow the gender pay gap, some of the initiatives below have been aimed at trying to support and retain our female workers through the pressures of the pandemic.



Diversity & Inclusion

- Educating our workforce and building awareness of the challenges facing women and other minority groups in the work environment and beyond. We aim to foster a culture of information sharing and open discussion which will support to drive positive change for all. As part of ensuring a regular dialogue with our employees, we launched our D&I Committee in 2020 which meets regularly to discuss key topics, share experiences and feedback on elements of our D&I Strategy. We will also be partnering with a selection of external organisations to support us on this journey.
- Adopting a progressive approach to our People Policies and Practices which impact Diversity and Inclusion, and further equipping our Managers to drive positive change within their teams.
- Attracting and hiring more diverse talent, across all protected characteristics, and ensuring there are female and male candidates in every recruitment selection process.
- Delivering fair and transparent internal recruitment and succession planning to ensure all employees, regardless of their protected characteristics, have the equal opportunity to develop and progress to more senior posts.
- Collaborating across our D&I Committee and Marketing teams on a Communications calendar to ensure we recognise key moments like International Women's Day, Pride and Black History Month and take the opportunity to reflect on and celebrate the success of our diverse employees.



Working Practices

- Continuing to build on our previous commitment to flexible working practices for all following the introduction of core hours in July 2019 for all Head Office employees. In January 2021 we introduced a 4-day working week at our production site in Bridgewater, which has positively impacted the work life balance of our Craftspeople. We are reviewing our current working practices for Head Office employees as a result of the pandemic as we recognise the positive impact working remotely has had on their work life balance and their mental wellbeing. We will move to a hybrid working model whereby employees spend circa 50% of their time in an office space, working collaboratively on key projects. Whilst it is more challenging for our retail teams, we are committed to continuously reviewing their working practices to optimise their work life balance.
- From 1 April 2021 Mulberry will pay all employees at least the real living wage. This is a voluntary, higher rate of pay than the government set minimum wages. We believe making this commitment enables us to support our employees and demonstrates an investment in them which, we trust will be returned with enhanced business performance.
- We are very proud to have recently increased our enhanced Maternity pay benefit from 12 weeks full pay to 18 weeks. We have also reduced the length of service to qualify for this benefit to 1 year. We will continue to focus on the improvement of family friendly policies, ensuring all employees are aware of the opportunities available to them.



Wellbeing

- It is our goal to support our employees as much as possible in all aspects of their life, not just their working life. Supporting them to be fulfilled, healthy and able to continue their career with Mulberry. We seek regular feedback through surveys to ensure the employee voice is an integral part of everything we do. Recent results demonstrate that employees feel particularly strongly about wellbeing and, as a result, we will continue to deliver regular wellness initiatives such as external webinars, yoga and meditation interactions and inspirational speakers, as well as broadening this offer.
- We are delighted to have invested in the qualification and accreditation of 15 Mental Health First Aiders across Mulberry. This demonstrates our commitment to supporting our employee's wellbeing and providing a channel for them if they are experiencing mental health challenges. We will look to invest in a second cohort later in 2021.
- We encourage our employees to check in with each other and recent survey results demonstrate that employees have a strong support network in the workplace and good interaction with their managers. We want to continue to strengthen this and will be introducing a new platform across all areas of the business which enables managers to have engaging, meaningful and impactful conversations with their teams focussing not only on priorities and goals, but on their wellbeing and acknowledging what is important to them.



Learning & Development

- We will ensure all employees, regardless of role or level, have equal access to training resources, learning and development, and opportunities for progression. Employees will be given equal opportunity to self-subscribe for most courses in our 2021/22 Training Calendar.
- In March 2020 we ran our first Leading the Future development programme. This programme was designed to support and develop our high-potential leaders. The programme was attended by 10 women and 2 men. We are poised to run a second Leading the Future cohort for 2021.



Statutory Disclosures



Mulberry Group plc has two UK legal entities which employ more than 250 employees:

Mulberry Company (Design) Ltd and Mulberry Company (Sales) Ltd.

The numbers relating to each of these follows on the subsequent pages.

Mulberry Company (Sales) Ltd

	MEDIAN	MEAN
HOURLY RATE OF PAY 344 full pay relevant employees*	6.6%	16.1%
BONUS PAY 354 relevant employees **	26.9%	25.4%

*Full-pay relevant employees – this includes all employees employed by the employer on the snapshot date who were in receipt of their usual full basic pay. If an employee is paid less than their usual base pay (e.g. they are on reduced pay leave such as maternity, sickness absence), they are excluded from the calculations.

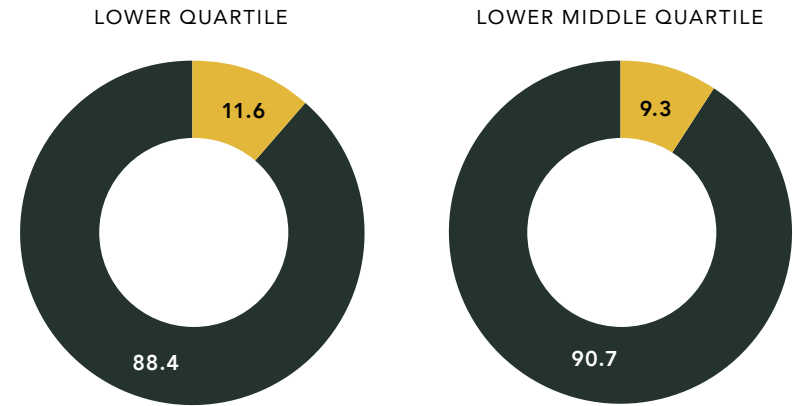
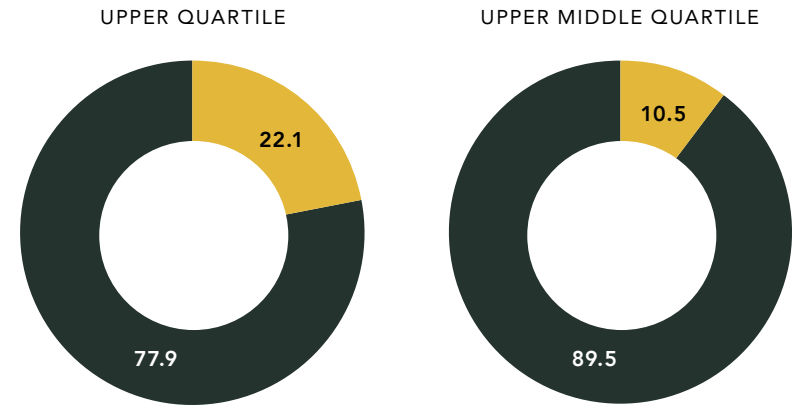
** Relevant employees – this includes all employees employed by the employer on the snapshot date regardless of their pay status. This headcount is used to calculate the bonus pay gap.

PROPORTION OF UK EMPLOYEES RECEIVING A BONUS

FEMALE



MALE



■ FEMALE (%)
■ MALE (%)

Mulberry Company (Design) Ltd

(also includes Mulberry Group employees)

	MEDIAN	MEAN
HOURLY RATE OF PAY 779 full pay relevant employees*	1.7%	28.5%
BONUS PAY 805 relevant employees **	3.7%	15.4%

*Full-pay relevant employees – this includes all employees employed by the employer on the snapshot date who were in receipt of their usual full basic pay. If an employee is paid less than their usual base pay (e.g. they are on reduced pay leave such as maternity, sickness absence), they are excluded from the calculations.

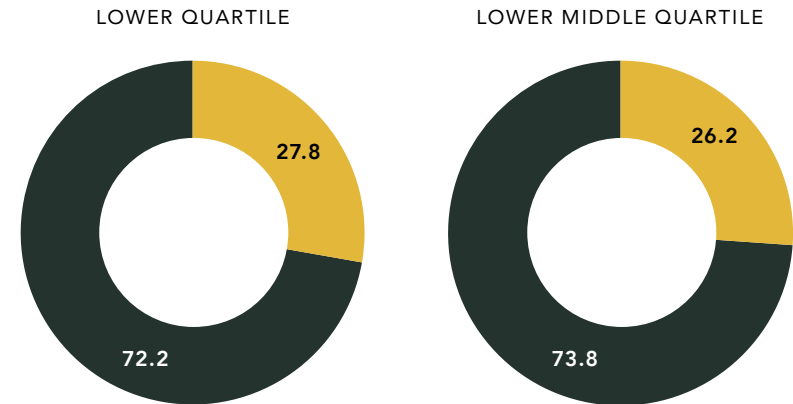
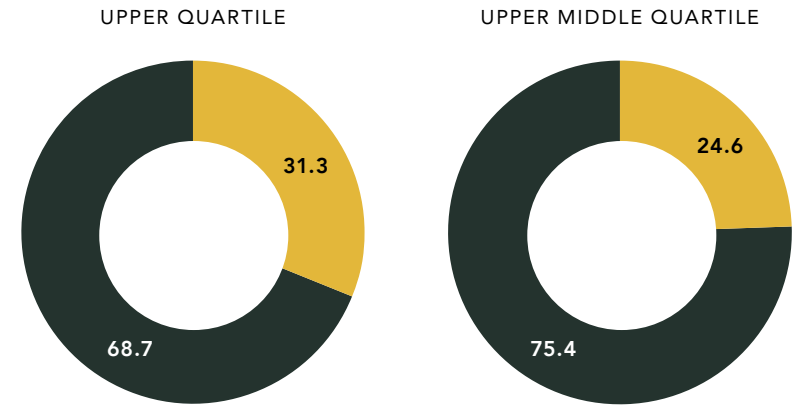
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