



Introduction



As Mulberry entered its 50th year, we reflected on just how much we have evolved as a business, whilst still keeping people at the heart of everything that we do. As a global business with sites and retail stores across many locations, we are proud to have a diverse employee population and customer base. This is the fifth time that we are publishing our Gender Pay Gap Report, as well as the actions that we are taking to create a truly inclusive place to work.

The gender pay and bonus gap analysis contained within this report is from 5 April 2021 (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

March 2022

Gender Pay & Bonus Gap

	MEDIAN	CHANGE FROM 5 APRIL 2020	MEAN	CHANGE FROM 5 APRIL 2020
HOURLY RATE OF PAY 622 full pay relevant employees*	2.1%	+2.3%	31.4%	+3.5%
BONUS PAY 805 relevant employees**	5.9%	-1.3%	5.0%	-7.9%

*Full pay relevant employees includes all workers 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, they are excluded from the calculations.

** Relevant employees includes all workers 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

Since the publication of our last Gender Pay Gap Report, our hourly gender pay gap has increased slightly. Our mean hourly rate gap represents a difference of £7.34 per hour and our median hourly rate gap represents a difference of £0.25 per hour, both in favour of men. We believe this is driven by the restructure undertaken at the height of the pandemic and the parts of the business that were most impacted. It was our Production and Retail teams that were most impacted. These teams (like most others) are majority female, and they are also lower to lower-middle quartile earners, which are the pay bands that offset our upper quartile earners the most. In this reporting period, we also decreased the number of hours a full-time retail employee would work (from 37.5 hours per week to 35 hours per week), which will have had an impact on our hourly rate-based calculations. A further contributing factor to the increase in the gender pay gap is that in the previous reporting year our Management Board had taken a temporary pay cut because of the pandemic, which would have temporarily reduced our gender pay gap. Their pay has since been fully reinstated.

We are pleased to see that year-on-year our bonus pay gap has reduced. This is reflected in real terms by a mean difference of £52 (annually) and our median bonus pay gap is £43.50 both in favour of men. We believe this improvement has been driven by the circumstances in which the business was operating. For large periods of the bonus reporting period, we had employees on furlough, which meant that although they were receiving furlough pay, they were not earning the level of sales related bonuses that they would have received had the pandemic, and in particular store closures due to lockdown, not occurred.

Comparing our gender pay gap results with industry data, we see that our median results are significantly better than both the Office for National Statistics (ONS) and retail sector benchmark. Our median hourly pay gap is 2.1%, compared to the wholesale industry's 13.6% median hourly pay gap and the retail industry's 7.4% median hourly pay gap, according to ONS results.

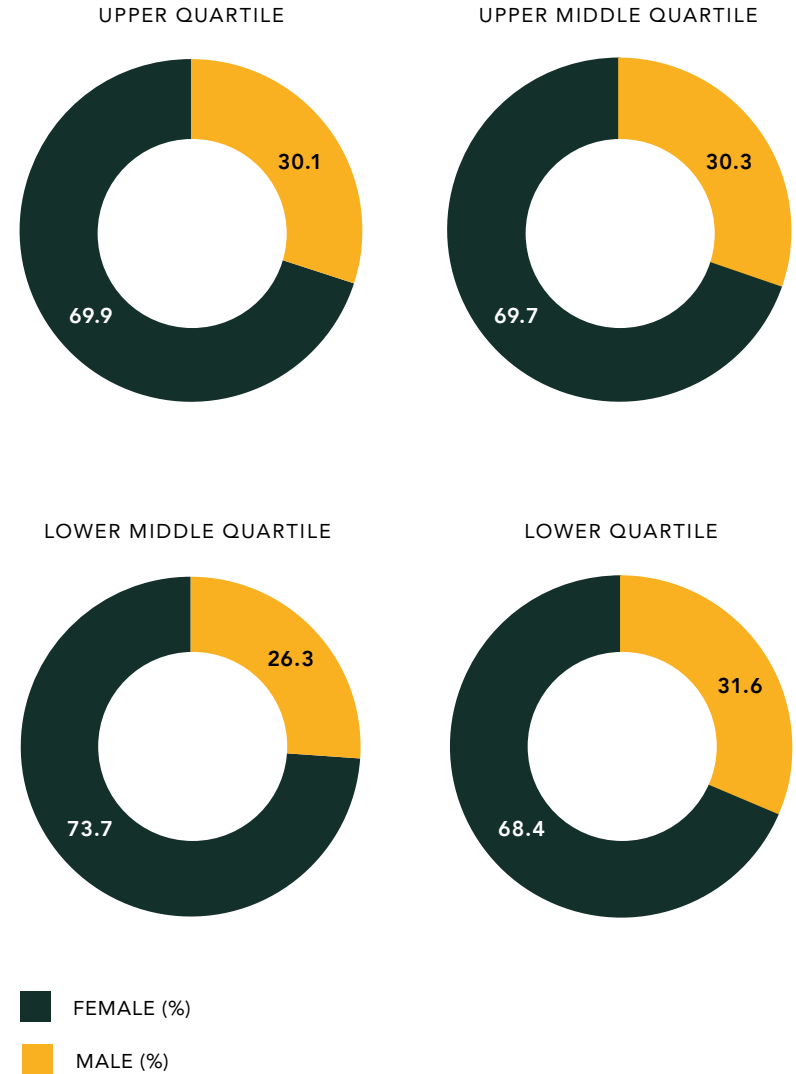
Whilst the size of the business has changed since the last reporting period, most of our business (Retail, Warehousing and Production) remains on defined pay scales. As in previous years, our gender pay gap is largely driven by roles across our corporate functions that have greater variation in rates 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 15 men at a senior level in our organisation.

Pay Quartiles

As in previous years, and despite a business restructure, the data continues to show the trend that across all four quartiles of our business, female employees are the dominant gender.

Year-on-year we have seen a decrease in the numbers of women across all four quartiles. This is a trend we will continue to monitor.

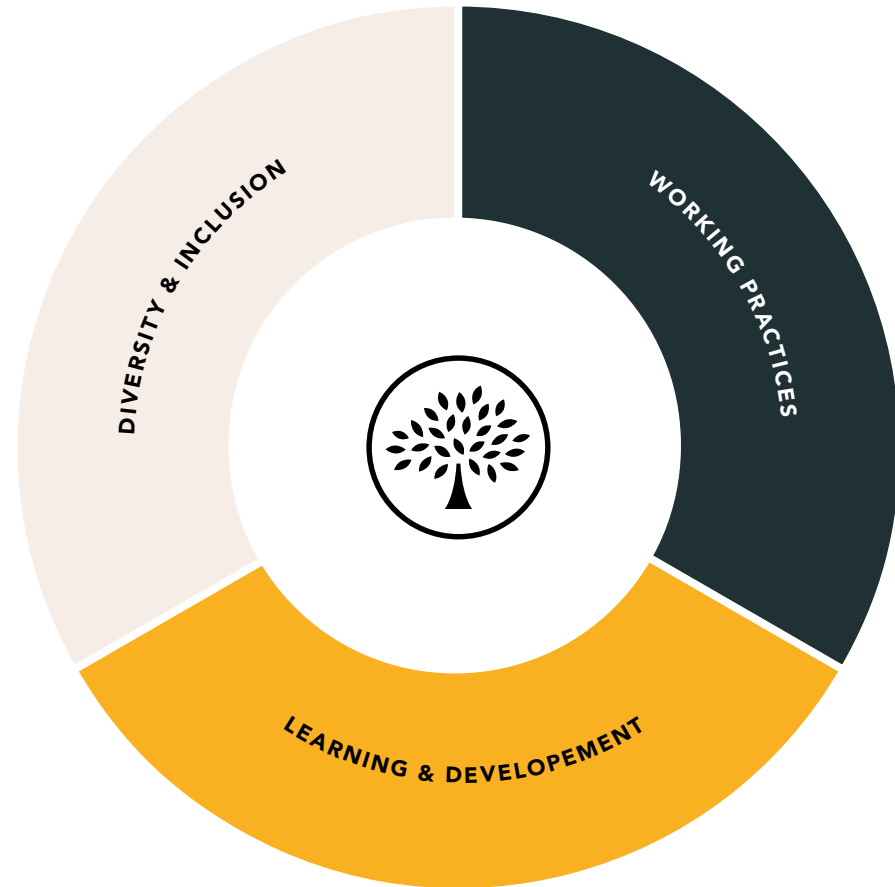
The lower quartile contributes to the pay gap positively in favour of women, and the middle and upper quartiles favour men. The weighting of men in the upper quartile has the biggest negative impact on our gender pay gap due to it containing our Management Board of which there are more men than women.



Closing the Gap

Despite the ongoing challenges of the pandemic, we have continued to implement initiatives across the business to support our agenda to strive to reduce the gender pay gap.

We continue to take a broader approach to how we address our gender pay gap. Remuneration is, of course, a critical part of that strategy, but we are also targeting actions that enable women to return to or stay in the workplace whilst maintaining their other caring responsibilities. We also continue to target initiatives that will enable women to develop professionally and progress their careers at Mulberry.



Diversity & Inclusion (“D&I”)

- Ongoing education to raise awareness of the challenges facing women and other minority groups in the work environment and beyond. We continue to celebrate and host events around key moments including, but not limited to, Pride, Black History Month and International Women’s Day.
- A key pillar of our ongoing strategy is to continue to ensure that we deliver fair and transparent recruitment and internal succession planning to ensure everyone has equal opportunity in selection processes and to develop and progress their careers.
- We are committed to ensuring there is female representation on every candidate shortlist for Leadership and Management Level opportunities.
- We are conscious of the gender dynamics of the luxury fashion industry in which we operate. We are actively participating in a wider conversation around how we can attract more diverse talent and offer alternative, less traditional routes into industry.
- As we continue to evolve our D&I strategy, we are considering the external partnerships we can forge to bring new and diverse voices to the conversation.



Working Practices

- Our hybrid working policy was successfully launched in 2021 allowing employees (based on eligible roles) to spend 50% of their time in an office space, working collaboratively on key projects and the remaining time working from home.
- We are committed to evolving our family friendly policies and to looking at how we best support families through challenging moments. We aim to do this by reviewing our existing policies and by implementing additional policies to support pregnancy loss, or employees undergoing fertility treatments.
- We continue to support the Living Wage foundations movement and are an accredited Living Wage employer.
- We are continuing to review our benefits offering and are committed to extending benefits more widely. We have undertaken a review of our bonus schemes and put in place clearly defined scheme terms and conditions ensuring transparency and fairness.
- We are continuing to drive consistency through our reward practices and to use external benchmarking tools, thorough internal reviews and sign off processes. The aim remains to introduce a job grading system that is shared openly across the business.



Learning & Development

- We are continuing to establish our Mental Health First Aid programme across the business and have trained an additional 13 employees and now have 28 mental health first aiders in total.
- We have run additional follow up sessions for our first Leading the Future cohort. We have also just enrolled our second cohort of future leaders. The second cohort consists of 7 women and 3 men.
- We are continuing to evolve our learning and development offering across the business. All employees have access to these programmes regardless of role or level.
- As part of our 3-year plan, we are aiming to review future talent plans to support the growth and transformation of the business.



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 95 full pay relevant employees*	10.8%	25.2%
BONUS PAY 231 relevant employees **	43.8%	27.9%

*Full pay relevant employees includes all workers 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, they are excluded from the calculations.

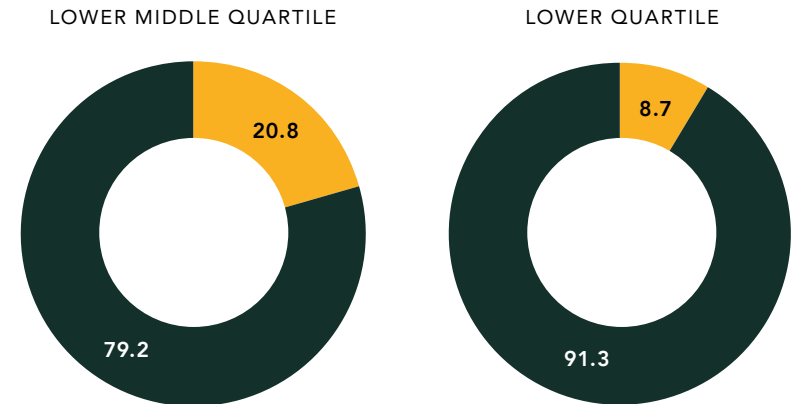
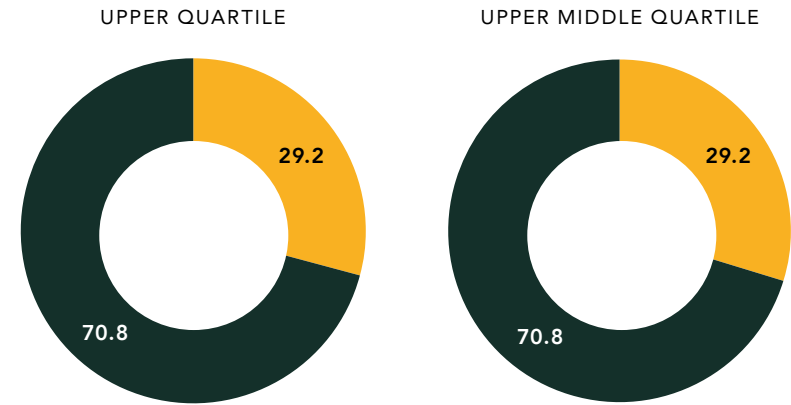
** Relevant employees includes all workers employed by the employer on the snapshot date regardless of their pay status. This headcount is used to calculate the bonus pay gap.

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 527 full pay relevant employees*	7.9%	32.3%
BONUS PAY 574 relevant employees **	7.8%	21.0%

*Full pay relevant employees includes all workers 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, they are excluded from the calculations.

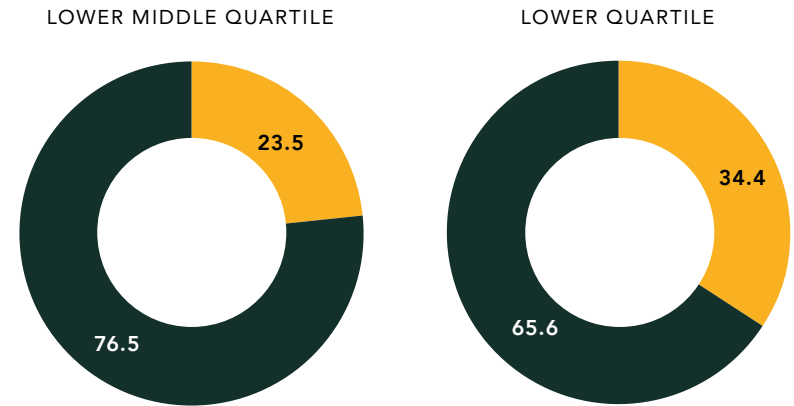
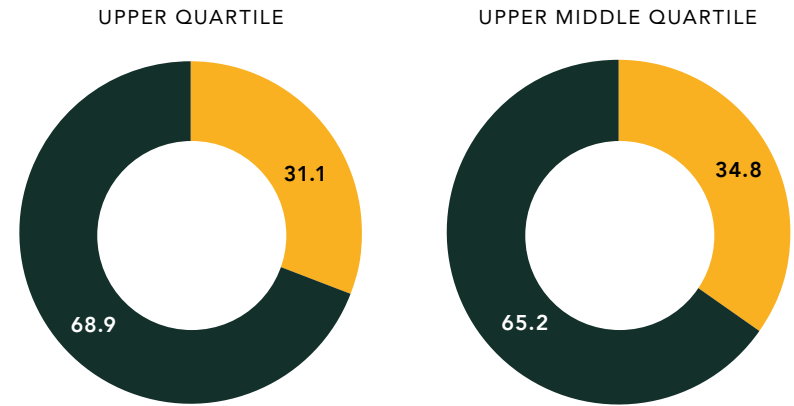
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