



Gender Pay Gap Report 5th April 2019

Mulberry

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 third 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 2019 (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

April 2020

Gender pay and bonus gap

	MEDIAN	MEAN
Hourly rate of pay 1121 'FULL-PAY' RELEVANT EMPLOYEES *	-1.5%	32.4%
Bonus pay 1195 RELEVANT EMPLOYEES **	23.0%	47.4%

*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 colleagues receiving a bonus



Understanding the gap

The make-up of our organisation has not changed substantially from the previous year; 68% of our workforce are in Production (34.4%), Retail (30.0%) and Warehousing / Logistics (3.6%). These groups have little pay variation and typically follow more defined pay scales. The remaining 32% of our workforce consists of colleagues that work in our corporate functions and this is where we see greatest pay variation.

The composition of our Management Board (made up of our most senior directors and CEO) has altered slightly and for this reporting period consisted of 3 women and 5 men (for the last reporting period it was 3 women and 6 men). In combination with our broader Mulberry Leadership Team, there are 37 women and 21 men at a senior level in our organisation. We continue to be proud of the representation of women in senior roles across our business, but this is not representative of the

business as whole and because of this it has a negative impact on our gender pay and gender bonus gap.

Our gender pay and bonus gaps have changed from twelve months ago. However, we can largely attribute these changes to the fact we have reviewed our calculation methodology, and our data this year includes our Non-Executive Chairman and five Non-Executive Directors. Our Non-Executive population contribute to 7.6% of the mean gender pay gap and 0.4% of our median gender pay gap. The impact of this is that our mean gender pay gap has increased by 7.3% and our median gender pay gap improved by 2.4%. Overall, the mean gender pay gap is the result of the difference in pay for specific types of roles because it is our policy that women and men are rewarded equally for the same job.

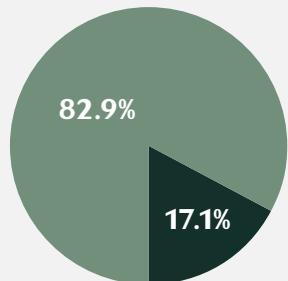
Our median pay gap of -1.5% (equating to a difference of £0.14 per hour in favour of women) is significantly better than the Office for National Statistics (ONS) average median gender pay gap of 17.0%, and it is also better than the average median pay gap for organisations in our industry, which is 6.5%.

The majority of our employees are eligible for a bonus and over 89% of men and women received a bonus. Our median gender bonus pay gap figure of 23.0% (equating to a difference of £366 in favour of men) is broadly in line with the average for organisations in our industry (22.1%) and is materially better than the ONS overall median of 65%.

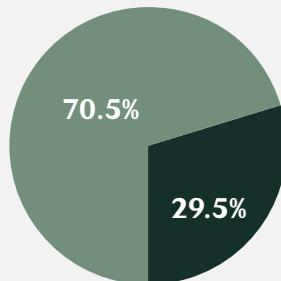
Pay Quartiles

– FEMALE – MALE

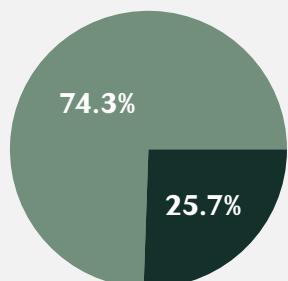
Upper Middle



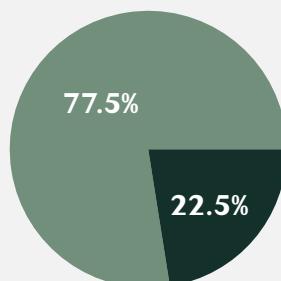
Upper



Lower



Lower Middle



Across all four quartiles of our business, female colleagues are the dominant gender. Our data shows a minimal, or no, gender pay gap in the pay rates across the upper middle, lower middle and lower pay quartiles.

The lower, lower middle and upper middle quartiles all have a neutral or positive impact on reducing our gender pay gap. Due to the fact the upper quartile of our business contains the highest proportion of male colleagues this has the biggest negative impact on our gender pay gap. Even though female colleagues are still the dominant gender in this pay quartile, this group contains our most senior executives (Management Board) of which there are more men than women.

Closing the gap

Over the last twelve months we have made great progress against the objectives we set out in our previous gender pay gap report. We have:

- Improved job design and implemented flexible working practices with initiatives such as ‘flexi hours’ and ‘summer hours’ rolled out to as much of our workforce as possible.
- Made training courses on a variety of subjects readily available for colleagues, including the launch of our first ‘Leading the Future’ development programme and introduced ‘NextGen’ training for all retail colleagues. Our ‘Leading the Future’ programme is designed to nurture our next generation of Senior Managers and consists of 80% women.
- Reviewed the annual performance management approach to encourage an ongoing conversation to highlight development opportunities. Talent mapping exercise carried out across the business.
- Continued to uphold a fair and transparent recruitment process. Internal applications for more senior opportunities are encouraged through a newly launched recruitment system and internal digital careers page. Recruitment training sessions have been run, emphasising the importance of behavioural interviewing and the part it can play in the reduction of bias.
- Ongoing activity focussed on creating a culture of openness, acting responsibly and giving feedback through our Mulberry Values and our Employee Engagement survey.

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.

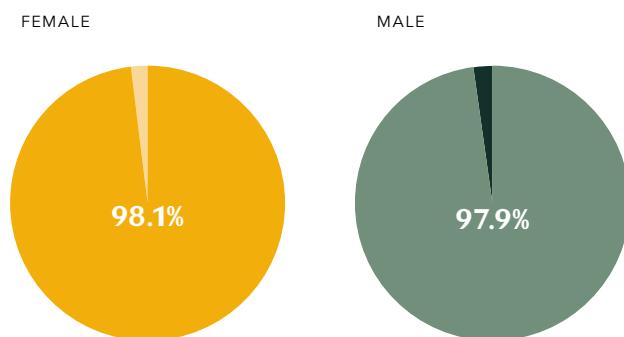
The numbers relating to each of these follow on the subsequent pages.

Mulberry Company (Sales) Ltd

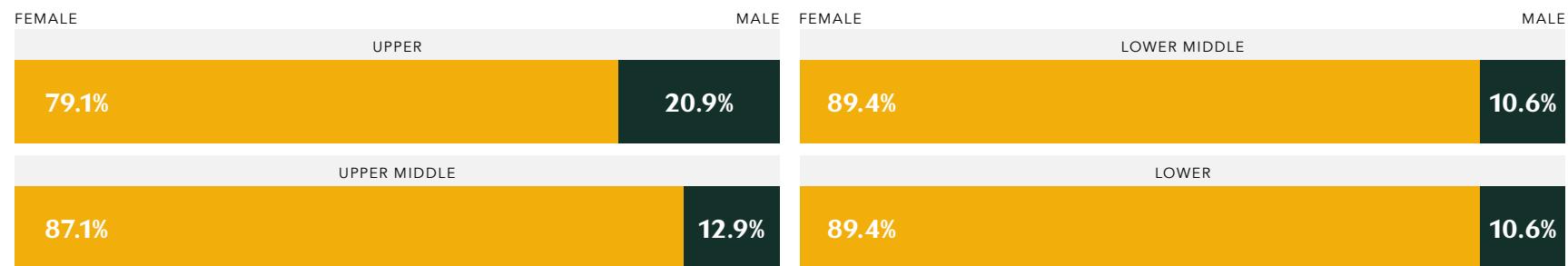
Headcount: 341 full-pay relevant employees / 360 relevant employees

	MEDIAN	MEAN
Hourly pay gap	13.8%	18.1%
Bonus pay gap	50.9%	52.9%

Proportion of colleagues receiving a bonus



Hourly pay quartiles

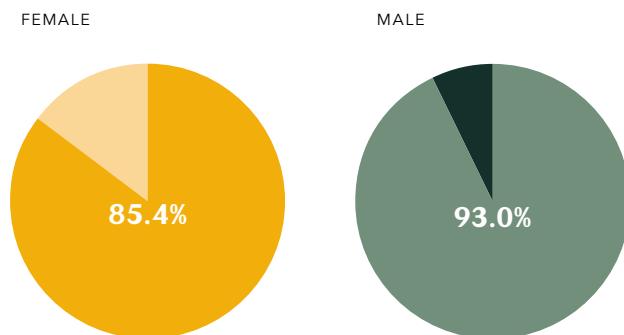


Mulberry Company (Design) Ltd

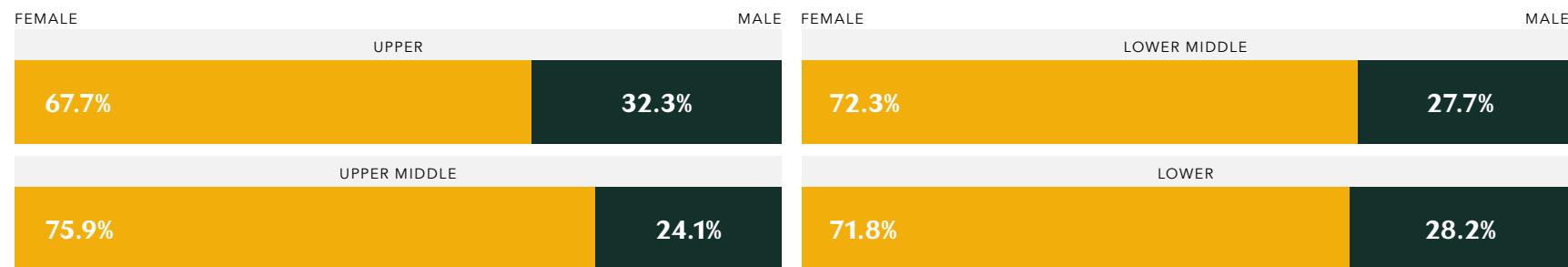
Headcount: 780 full-pay relevant employees / 835 relevant employees
(also includes Mulberry Group employees)

	MEDIAN	MEAN
Hourly pay gap	0.0%	32.6%
Bonus pay gap	19.8%	48.0%

Proportion of colleagues receiving a bonus



Hourly pay quartiles



This report is dated 5th April 2019

