



Mulberry

Gender Pay Gap Report 5 April 2018

Introduction



At Mulberry we are proud of our diverse workforce and believe fair and equal reward is vital to our success as an international luxury fashion business. We have a high degree of diversity in our teams and employ people with a wide range of backgrounds, nationalities and ages across our different sites in the UK.

The gender pay and bonus gap analysis contained within this report is from 5 April 2018 (the snapshot date). We have combined the data for our UK companies within the report and set out the statutory reports for the main UK entities, Mulberry Company (Design) Ltd and Mulberry Company (Sales) Ltd, at the end of the 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

Gender pay and bonus gap

	MEDIAN	MEAN
Hourly rate of pay 1149 'FULL-PAY' RELEVANT EMPLOYEES *	0.9%	25.1%
Bonus pay 1238 RELEVANT EMPLOYEES *	7.1%	59.3%

* 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 they are excluded from the gender pay gap 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

FEMALE



MALE



Understanding the gap

To understand our gender pay and bonus gaps it is necessary to understand the composition of our workforce. Three areas of our business account for 75% of our employees; Production, Retail and Warehouse and Logistics. They have little pay variation, typically follow more defined pay scales, and as in all parts of our business, men and women are paid at the same rate for the same job. The remaining 25% of our people are employed in a very diverse range of disciplines and skills, which gives rise to the greatest pay variation.

Our Management Board (made up of our most senior directors and Chief Executive) consist of 3 women and 6 men. When this is expanded to the broader Leadership Team, there are 37 women and 23 men. We therefore have a good representation of women in senior roles in our business.

Our median pay gap of 0.9% is significantly better than the Office for National Statistics (ONS)

average median gender pay gap of 18.4%, and it is also better than the average median pay gap for organisations in our industry, which is 5.6%.

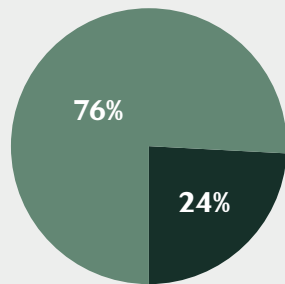
Our mean gender pay gap has reduced to 25.1% from 27.9% in the prior year. Overall, the mean gender pay gap is the result of the difference in pay for specific types of role because it is our policy that women and men are rewarded equally for the same job.

The majority of our employees are eligible for a bonus and over 90% of men and women received a bonus. Our median gender bonus pay gap figure of 7.1% is significantly better than the average for organisations in our industry (23.4%) and is materially better than the ONS overall median of 44.1%.

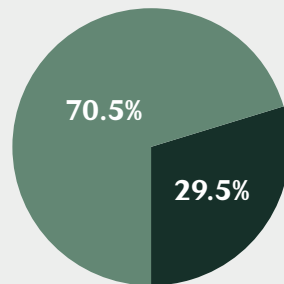
Pay Quartiles

■ – FEMALE ■ – MALE

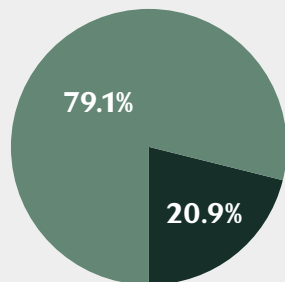
Upper Middle



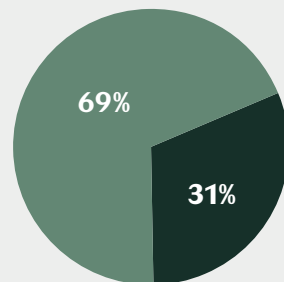
Upper



Lower



Lower Middle



Across all four quartiles of our business, our female colleagues are the predominant gender. Our data shows there is very little, or no, gender pay gap in the pay rates across the upper middle, lower middle and lower pay quartiles.

Further analysis shows that our lower quartile has a neutral impact on our gender pay gap, and the lower middle and upper middle quartiles have a positive impact which is helping to reduce our gender pay gap. It is the upper quartile of our business that has the biggest negative impact on our gender pay gap. Even though female colleagues are still the dominant gender in this pay quartile, it contains our most senior executives (Management Board) of which there are more men than women.

Closing the gap

We are committed to narrowing our gender pay and bonus gaps in the coming years. We believe that focussing our efforts in the following areas will help us to achieve this.

Reward & Benefits



- PROVIDE COLLEAGUES WITH A TRANSPARENT REWARD AND BENEFITS MATRIX AND CONTINUALLY REVIEW JOB DESIGN TO ALLOW FOR FLEXIBLE WORKING AND/OR JOB SHARING

Talent Development



- INTRODUCE DEVELOPMENT PROGRAMMES AIMED AT SUPPORTING COLLEAGUES AND ASPIRING FUTURE LEADERS
- ENSURE THAT OUR PERFORMANCE MANAGEMENT APPROACH PROVIDES CLEAR AND OPEN FEEDBACK TO ENCOURAGE CAREER DEVELOPMENT AND PROGRESSION

Recruitment



- ENSURE THAT RECRUITMENT PROCESSES CONTINUE TO BE FREE OF BIAS (CONSCIOUS OR UNCONSCIOUS)
- PROVIDE SUPPORT TO FEMALE COLLEAGUES ALLOWING THEM TO GROW THEIR CAREERS INTERNALLY

Mulberry Values



- ONE OF MULBERRY'S CORE VALUES IS TO BE RESPONSIBLE. WE RESPECT AND SUPPORT OUR PEOPLE AND WE WANT TO ENSURE THAT WE ENCOURAGE ALL OUR PEOPLE TO DEVELOP AND GROW IN OUR BUSINESS
- WE ARE WORKING HARD TO DEVELOP A CULTURE OF IMPROVEMENT AND FEEDBACK THROUGH THE INTRODUCTION OF OUR COLLEAGUE ENGAGEMENT SURVEY

Statutory Disclosures



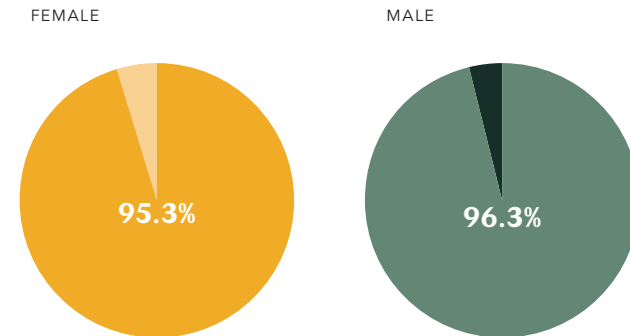
Mulberry Group plc has two UK subsidiaries which employ more than 250 people:
Mulberry Company (Design) Ltd and Mulberry Company (Sales) Ltd.
The numbers relating to each of these follow on the subsequent pages.

Mulberry Company (Sales) Ltd

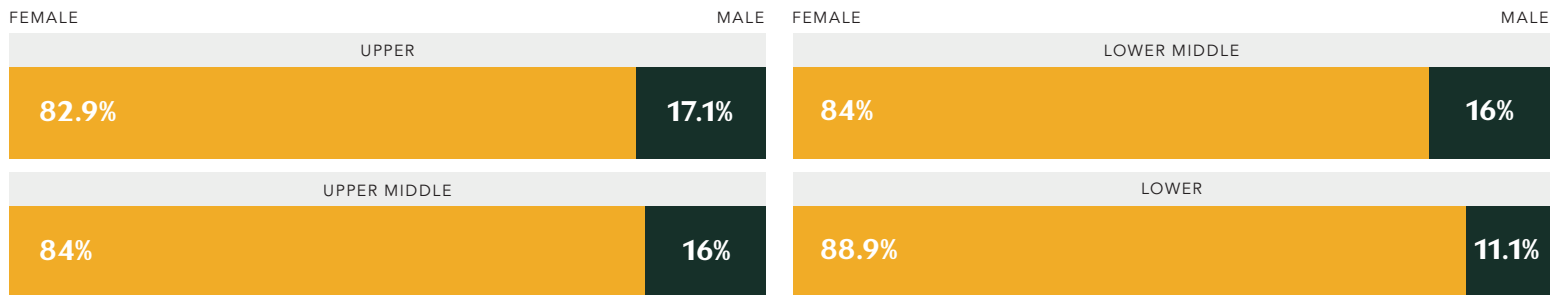
Headcount: 325 full-pay relevant employees / 351 relevant employees

	MEDIAN	MEAN
Hourly pay gap	4.9%	16.3%
Bonus pay gap	21.3%	39.9%

Proportion of colleagues receiving a bonus



Hourly pay quartiles

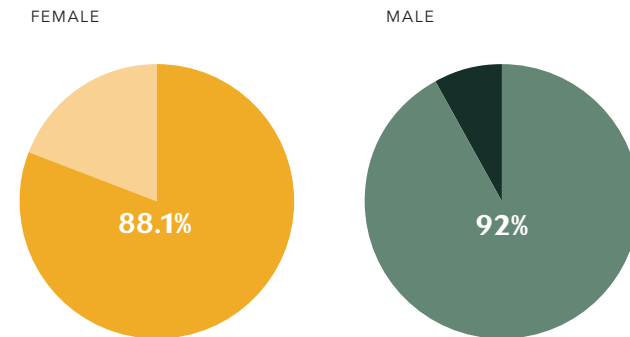


Mulberry Company (Design) Ltd

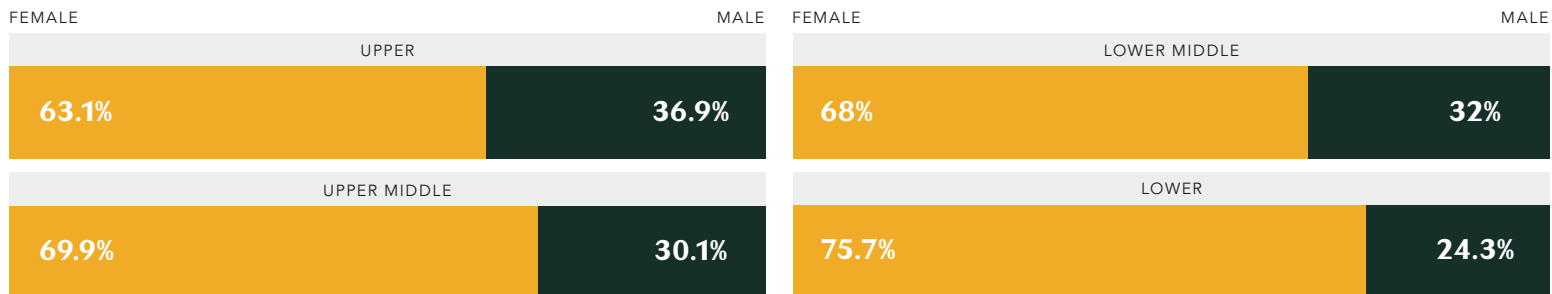
Headcount: 824 full pay relevant employees / 887 relevant employees
(also includes Mulberry Group employees)

	MEDIAN	MEAN
Hourly pay gap	4.8%	26.6%
Bonus pay gap	12.7%	66.8%

Proportion of colleagues receiving a bonus



Hourly pay quartiles



This report is dated 5 April 2018

