



# Introduction



As a global business with more than 1,300 colleagues across 14 countries, celebrating the diversity within our workforce, creating an inclusive environment where everyone achieves their full potential is very important to us. This is our sixth report and details our continued progress in promoting inclusivity within Mulberry.

The gender pay and bonus gap analysis contained within this report is from 5 April 2022 (the snapshot date). The data is presented as Mulberry Group PLC, combining our two UK legal entities of Mulberry Company (Design) Limited and Mulberry Company (Sales) Limited. The statutory disclosures for both entities are at the end of this report.

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 2023

# Gender Pay & Bonus Gap

	MEDIAN	CHANGE FROM 5 APRIL 2021	MEAN	CHANGE FROM 5 APRIL 2021
<b>HOURLY RATE OF PAY</b> 801 full pay relevant employees*	-5.2%	-7.3%	25.5%	-5.9%
<b>BONUS PAY</b> 939 relevant employees**	13.6%	7.7%	68.8%	63.8%

\*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, we have seen notable improvement in both our median and mean hourly pay gap. We are confident this improvement has come from increased female representation on our Management Board. Looking back to our previous report, we can see a large impact as a result of furloughed employees; this scheme has now closed and is no longer a consideration.

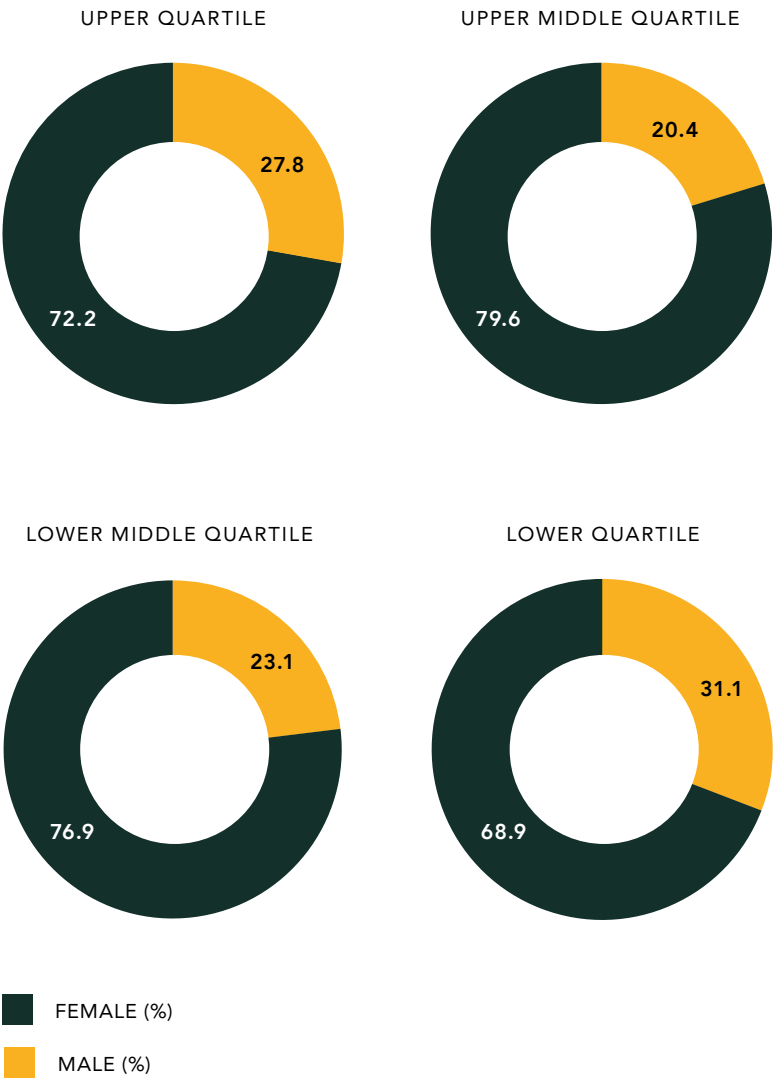
This report shows an increase in our bonus pay gap. This is reflected in real terms by a mean difference of 68.8% and a median bonus pay gap of 13.6% both in favour of men. We believe there are two key contributing factors: a larger than average number of employees on family related leave meaning they were not included in our calculations as per government guidance; and our Senior Leadership receiving their first regular pay and bonus awards since the pandemic.

Comparing our gender pay gap results with industry data we see that our median results are significantly better than the Office for National Statistics (ONS) benchmark. Mulberry's median hourly pay gap is in favour of women at -5.2% compared to ONS benchmark at 8.3% in favour of men.

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) consisted of 4 women and 5 men. Our broader Leadership Team constitutes 30 women and 13 men at a senior level in our organisation.

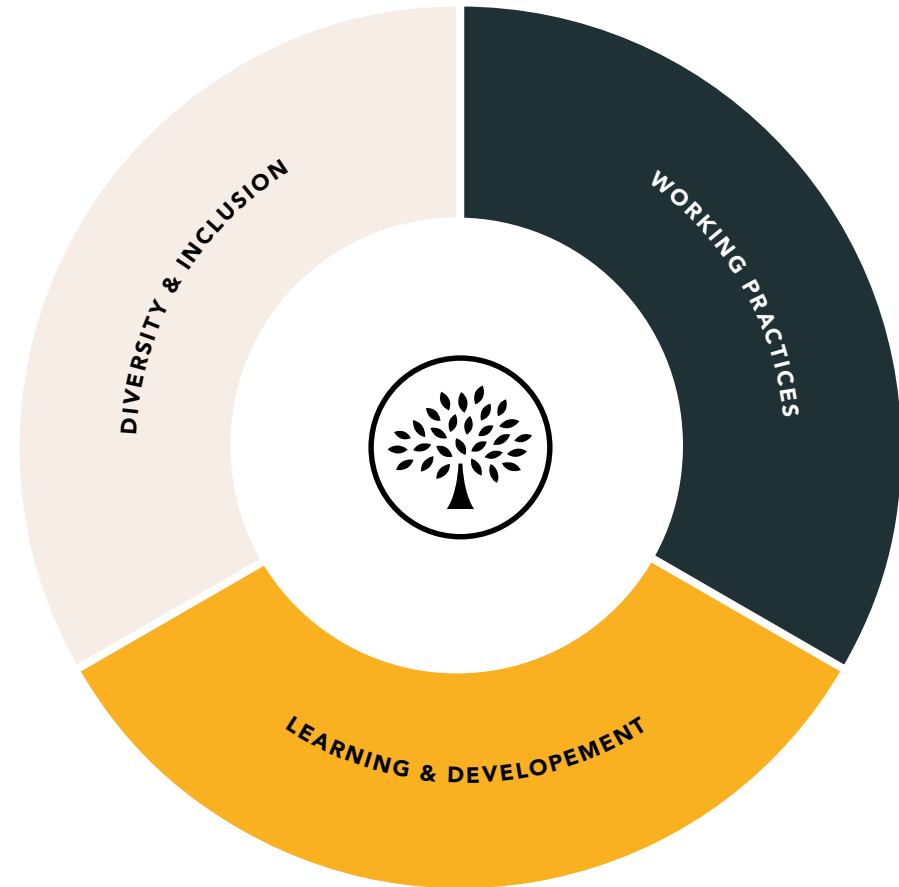
# Pay Quartiles

As in previous years, data highlights that female employees are the dominant gender across the four quartiles of our business. Since our last report we have seen a positive increase in the number of women across all quartiles which is a significant rise year on year. A higher ratio of women to men in our Leadership Team provides the rationale to explain the overall improvement.



# Closing the Gap

We are continuing to take a holistic approach to tackling our gender pay gap and remuneration is a key part of the strategy going forwards. Our focus continues to be targeting actions that enable women to return to, or stay in the workplace, as well as pursuing new initiatives that support women in their professional development.





# Diversity, Equity & Inclusion

- At Mulberry, we are committed to an inclusive culture, where our employees feel valued, respected and free to be their truest self. Gender dynamics are a key pillar of our Diversity, Equity and Inclusion Strategy.
- We continue to ensure our employees have a voice and use their insights to help develop our actions for the year ahead. In 2022 our employee engagement survey showed us that 78% of our employees feel they can be their true selves at work and 73% feel we have a positive and inclusive culture. We are pleased to see our Diversity, Equity & Inclusion strategy positively impacting our employees and improving these trends.
- Our Diversity and Inclusion Committee continues to meet regularly to discuss ideas and serves as an important platform for employees to contribute to evolving the business culture.
- We recognise that the right partnerships are critical to delivering our strategy, continuing our learning journey and ensuring Mulberry is positively contributing to the wider community. We are pleased to partner with Mentoring Matters, The Outsider's Perspective and Flourish in Diversity who are external organisations aiming to redress the balance of ethnic minorities within fashion and remove barriers to careers within the industry
- Meaningful events to drive awareness remain a priority. In recognition of International Women's Day, we were proud to host an inspiring panel discussion with female founders and leaders in business. Priya Ahluwalia, Creative Director and Founder of Ahluwalia, Jordan Mitchell, Co-Founder of Good Culture Inc. agency, Lydia Pang, CEO of MÖRNING. Studio, and Interim Global Marketing Director, Gemma Ebelis offered insights and advice, discussing their experiences navigating their respective spheres and tips on breaking into the creative industries.
- We 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.



# Working Practices

- We continue to foster a culture of hybrid working across our global offices. Eligible employees may work up to 50% of their time from home and we recognise this can be extremely valuable to working parents or others with caregiving responsibilities. This, alongside our flexible hours policy, has been a key tool in supporting female office workers to return to work following maternity leave.
- All UK Production employees now work a four-day week. This change has seen a wealth of positive benefits from employee engagement and wellbeing to attraction and retention. This initiative is also a key tool in helping employees achieve a positive work/life balance and manage their caregiving responsibilities.
- 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 such as the IVF and Fertility Policy that was launched in 2022.
- We continue to support the Living Wage Foundation and are an accredited Living Wage employer.
- We have implemented new HRIS software which we are confident will offer improvements in data and reporting, leading to actionable insights to better inform our broader people strategy and decision making.





# Learning & Development

- We know developing our teams is key to engaging and retaining our talented network of employees and ultimately delivering our business goals. The last year saw significant investment in learning and delivery of a calendar of development opportunities. Employees are given equal opportunity to self-subscribe to a range of different training topics.
- We continue to deliver bespoke activity aimed to further support the development of our next generation of business leaders through our Leading the Future programme. This is a combined network of 15 women and 4 men.
- We are proud of our existing network of Mental Health First Aiders and ensure the availability of this expertise across all business areas and physical workspaces. We have provided additional training to further equip our Managers to feel confident to support our employees when they experience challenges with mental health or wellbeing.





# 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
<b>HOURLY RATE OF PAY</b> 234 full pay relevant employees*	5.8%	26.3%
<b>BONUS PAY</b> 253 relevant employees **	34.5%	46.2%

\*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.

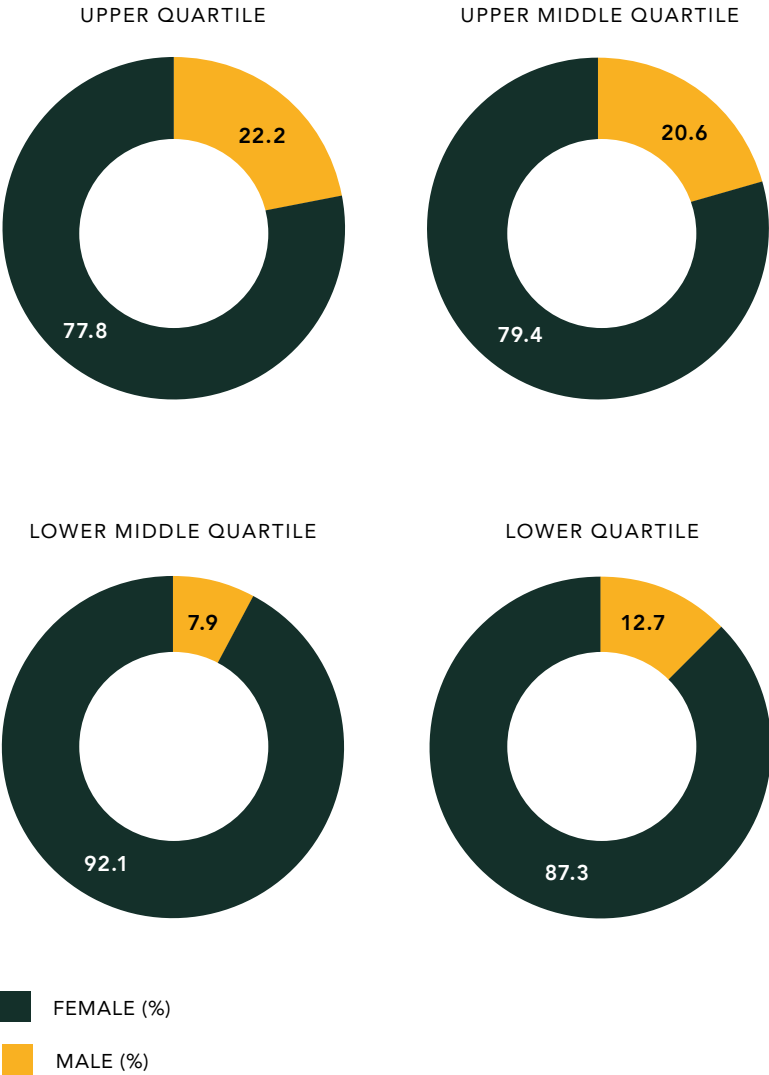
\*\* Relevant employees includes all workers employed by the employer on the snapshot date regardless of their pay status. This headcount is used to calculate the bonus pay gap.

## PROPORTION OF UK EMPLOYEES RECEIVING A BONUS

FEMALE



MALE



# Mulberry Company (Design) Ltd

(also includes Mulberry Group employees)

	MEDIAN	MEAN
<b>HOURLY RATE OF PAY</b> 567 full pay relevant employees*	-4.8%	22.6%
<b>BONUS PAY</b> 686 relevant employees **	15.2%	76.3%

\*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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