



Mulberry

MULBERRY GROUP PLC
GENDER PAY GAP REPORT 2023

Introduction



Mulberry is a global business with over 50 years of history, during which time we have ensured that we have kept people as the central focus of everything that we do. Through this approach, we have been able to develop an inclusive company culture of which I am immensely proud, and our commitment to diversity continues to be one of the things that, in my opinion, makes Mulberry great. Our seventh report details how we are continuing to progress in terms of our gender pay gap, and the initiatives we have in place to truly support all our colleagues.

The gender pay and bonus gap analysis contained within this report is from 5th April 2023 (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 2024

Gender Pay & Bonus Gap

	MEDIAN	CHANGE FROM 5 APRIL 2022	MEAN	CHANGE FROM 5 APRIL 2022
HOURLY RATE OF PAY 825 full pay relevant employees*	-15.9%	-10.7%	20.7%	-4.8%
BONUS PAY 779 relevant employees**	8.6%	-5.0%	71.7%	2.8%

*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 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

Since the publication of our 2022 Gender Pay Gap Report, we are pleased to have seen a reduction in the mean hourly pay gap year on year of nearly 5%. We have continued to see a further improvement in favour of women in our median pay gap from -5.2% last year to -15.9% this year.

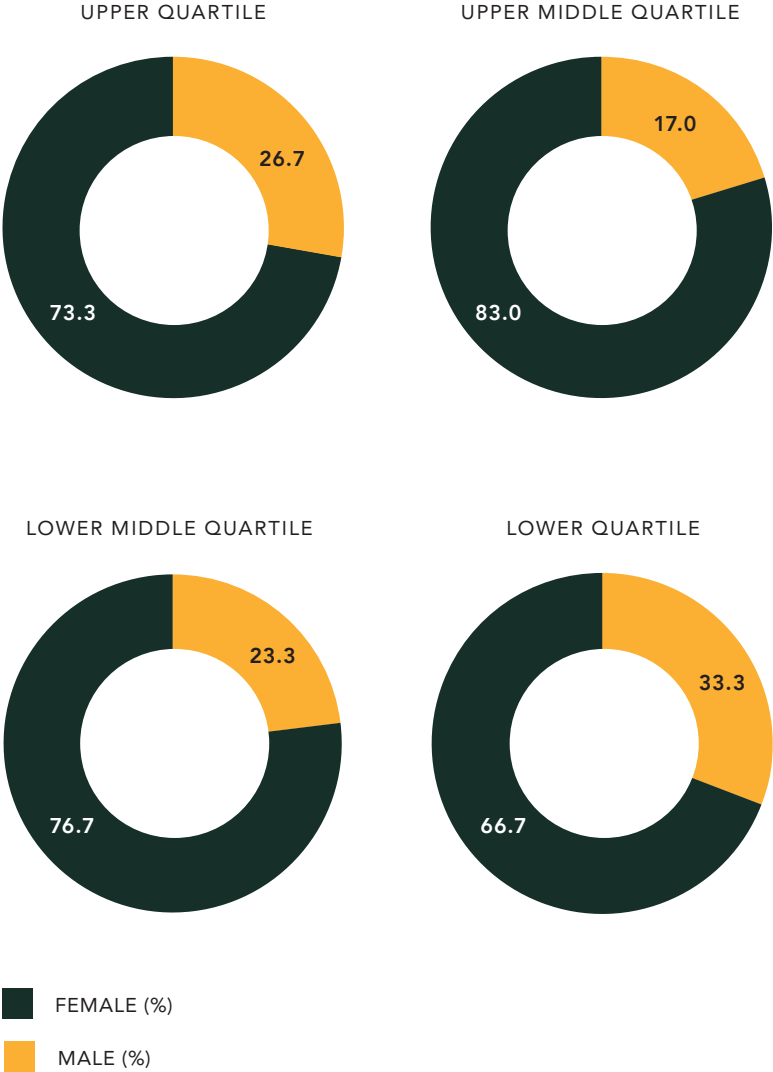
As of the snapshot date, the composition of our Management Board (made up of our most senior directors and CEO) remains unchanged and consists of three women and five men. We have, however, seen growth to 76% in the representation of women at a Senior Leadership level, and we are pleased that Senior Leader representation is now in line with the percentage of women in our UK business (also 76%). We are confident that this increase in representation has aided the improvement in our mean pay gap year on year. Our workforce demographic means that the majority of employees, across Retail and Supply Chain, are on structured pay scales. Our corporate employees are on undefined pay scales, but we have utilised benchmarking to review salaries and believe this has also contributed to the improvements seen in our gender pay gap.

We were able to pay a bonus at all levels in the organisation for the first time since 2018, which has positively impacted our median bonus pay gap. The structured approach to offering based on industry benchmarking has resulted in a reduction in the median bonus gap to 8.6%, albeit our mean bonus pay gap has increased slightly to 71.7% in favour of men.

As with last year, we continue to be ahead in comparison to industry data. The Office of National Statistics benchmark for full-time employees' median pay in April 2023 was 7.7% in favour of men, whereas Mulberry is -15.9% in favour of women.

Pay Quartiles

Our data continues to show the trend that across all four quartiles of our business, female employees are the dominant gender.



Closing the Gap

We have continued our strategy to tackle our gender pay gap, with remuneration and benchmarking a priority for us, as it has been in previous years. On top of that, we have launched further initiatives to support women at Mulberry throughout their journey with us. We are pleased to have expanded our focus to five core pillars in order to ensure we are attracting the right talent; supporting all employees with their professional development; ensuring everyone has a voice; and creating a culture where employees want, and are supported, to stay with Mulberry.



Talent Acquisition

- We continue to deliver fair and transparent recruitment and internal succession planning to ensure equity in our selection processes and to support everyone in developing their careers. We are proud that 79% of our internal promotion opportunities were filled by women during the last financial year.
- We run regular reporting on the candidate pipeline to ensure female representation for each role. We proactively source candidates to adjust any tilted representation to ensure there are female candidates on every shortlist for Leadership and Management Board level opportunities.
- We have a dedicated Talent Team to guide, educate and support hiring managers and inform shortlisting decisions, ensuring the process is consistent and transparent for candidates. In addition to this, we launched a 'What to Expect' pack to share with candidates to support in making our processes fair and transparent.
- We are committed to increasing our female representation across the business, with a focus on women in Technology. Over the past year, we have appointed women into the following leadership and management roles: Chief Information Officer, Lead Business Analyst, Project Manager (Technology) and Test Manager.
- During the hiring process, we ask all our candidates whether they require any additional flexibility and are committed to incorporating these requests where possible.



Diversity, Equity & Inclusion

- We know that our inclusive culture is core to what makes Mulberry great and, with a high percentage of female employees, recognise how gender dynamics are key to our DE&I strategy.
- We have launched our new bi-annual global Employee Engagement Survey. Through this, we are now able to understand and develop action plans based on gender-specific feedback with questions focused on equal opportunities, development, and company culture.
- We have continued the evolution of our DE&I Committee and have enhanced representation on the committee to capture the voice of our employees across the organisation. We are committed to continually evolving and improving our processes to ensure an inclusive and equitable culture. The DE&I committee and our Employee Resource Groups (ERG) serve to ensure there is a continuous dialogue.
- This year saw the launch of several ERGs to ensure focussed discussion and awareness building on key topics. We were pleased employees came together to form our 'Mulberry Women' ERG. The group's self-defined purpose is to support the business in elevating women at Mulberry, provide education opportunities to all colleagues on women's topics and to support and enable our talented women to reach their full potential, while also forging connections with women across the Mulberry community.
- We have successfully increased our access to key DE&I data by encouraging employees to voluntarily share data via our HR Information System. Through this, we are able to more effectively measure the impact of our DE&I activity and initiatives.



Working Practices

- We are dedicated to ensuring fair compensation for all our employees, so we regularly benchmark both new and existing roles to align with industry standards. This ongoing practice helps us maintain a culture of equity and fairness, where everyone receives fair pay for their work.
- We are proud to continue to be an accredited Real Living Wage employer, which we have been since 2021, and support the Real Living Wage Foundation.
- We have relaunched our exit interviews to allow us to capture more meaningful data around why employees chose to leave Mulberry, so we can make more informed decisions around strategic employee initiatives.



Employee Experience

- Last year we launched IVF and Fertility policies, and have continued our efforts to support employees with a focus on our family-friendly policies, including expanding our Breastfeeding Policy.
- We are committed to supporting employees at every stage in their lives and have refreshed our menopause support for employees either experiencing, or due to begin, menopause. We have a dedicated policy in place that details a range of support available and, through our partnership with the Retail Trust, we are able to offer additional independent advice and support to employees. We were also pleased to sign the Menopause Workplace Pledge.
- We have relaunched our Flexible Working Policy and are pleased to offer all employees the right to request flexible working from day one of employment.
- We recognise the benefits of hybrid working for employees, which is why we continue to offer hybrid working opportunities to employees in our global offices where possible. Through our employee survey, we understand how, in particular, this benefit allows caregivers to more effectively balance their lives. As a result, we remain committed to supporting additional flexible working practices alongside hybrid working, such as flexi hours and a four-day week across our production locations.



Learning & Development

- We have created a dedicated team to focus on global Learning & Development, Talent, and Performance. This team aims to empower and retain the best talent, as well as maximising career development and opportunities for internal mobility. It also underscores our commitment to improve our diversity and ensure equity across learning opportunities and progression.
- We have continued to offer our Apprenticeship programmes across Mulberry in a variety of specialisms. This year we have seen 11 individuals begin new programmes, 8 of whom are female, and 12 individuals graduate, 9 of whom were female. We are pleased that 11 of our 12 graduates remain with the company today, allowing us to retain their newly developed skills in the business.
- From April to December 2023, we have delivered a range of unique courses encompassing both soft and hard skills to meet the evolving needs of our business. This multifaceted approach to learning has resulted in nearly half of our employees taking part in sessions on topics such as inclusive behaviour, leading with impact, and people management, reflecting our commitment to fostering a culture of continuous growth and development.
- In June, we launched LinkedIn Learning, a comprehensive platform designed to facilitate on-demand, continuous learning and skill development amongst all employees. We have seen nearly a third of employees already accessing the platform and we are looking to expand our utilisation of the platform further through various initiatives.



Statutory Disclosures

Mulberry Group plc has 2 UK legal entities which employ more than 250 employees: Mulberry Company (Design) Limited and Mulberry Company (Sales) Limited. The numbers relating to each of these follows on the subsequent pages.



Mulberry Company (Sales) Limited

	MEDIAN	MEAN
HOURLY RATE OF PAY 234 full pay relevant employees*	14.9%	18.4%
BONUS PAY 253 relevant employees**	11.3%	14.1%

*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 calculations.

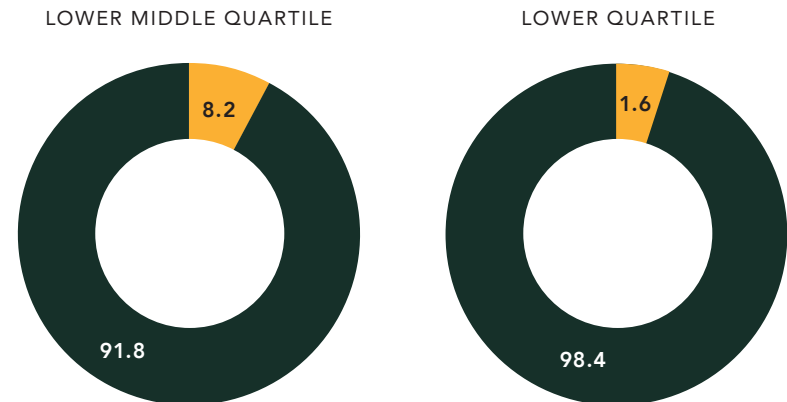
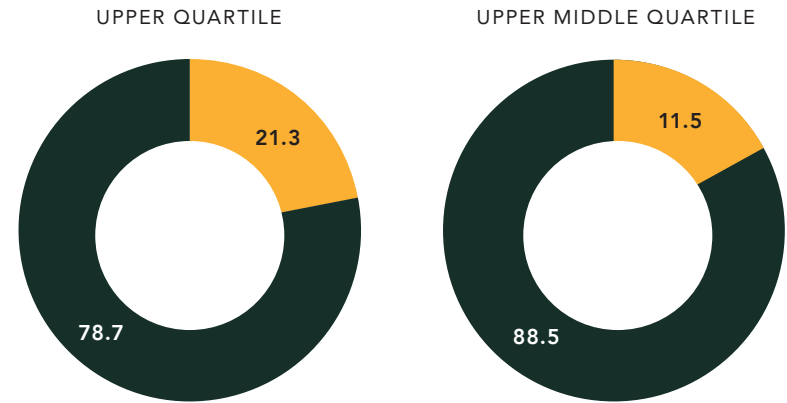
**Relevant employees – this includes all employees employed by the employer on the snapshot date regardless of their pay status. This headcount is used to calculate the bonus pay gap.

PROPORTION OF UK EMPLOYEES RECEIVING A BONUS

FEMALE



MALE



■ FEMALE (%)
■ MALE (%)

Mulberry Company (Design) Limited

(also includes Mulberry Group employees)

	MEDIAN	MEAN
HOURLY RATE OF PAY 567 full pay relevant employees*	-3.2%	19.4%
BONUS PAY 686 relevant employees**	6.7%	68.8%

*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.

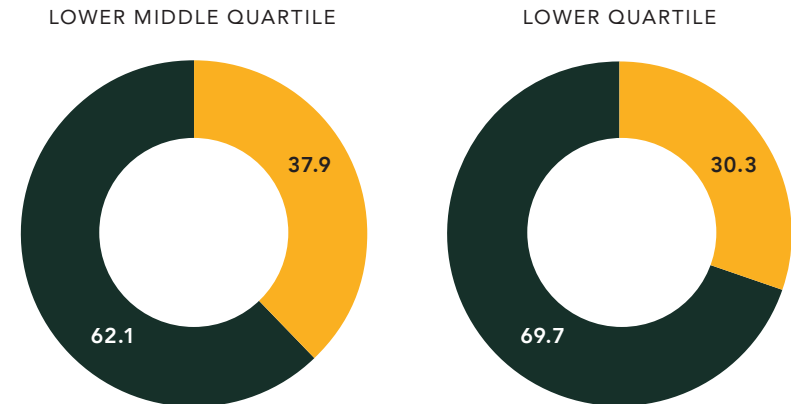
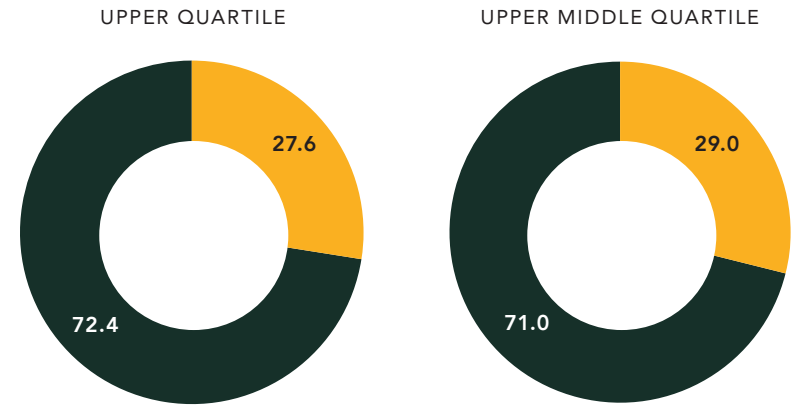
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