

Gender & Ethnicity Pay Gap Report 2024/2025

BURBERRY

Foreword



Alexandra McCauley, Chief People Officer

At Burberry, we are committed to being a place of inspiration and growth where both our business and our people can succeed.

Since our last report, I have had many discussions with colleagues about their experiences at Burberry and their love of both our brand and our company. At the core of each conversation has been an appreciation for what makes our culture so special – that our unique purpose and values are grounded in belonging. By fostering an open and inclusive culture in which all can belong, we enable our colleagues to bring their authentic selves to work and to thrive, irrespective of gender, ethnicity, sexuality, disability or age. As we build on our strategic programmes, further cultivating colleague growth and belonging is a fundamental tenet of not only our people strategy, but our identity as a brand founded on legacy and innovation.

As a company that is headquartered and manufactures in the UK, our colleague population is made up of a broad range of demographics in a variety of roles across our value chain, from design to distribution. For the fourth consecutive year, we have volunteered ethnicity data alongside our gender-focused metrics to give our people the fullest possible picture of our colleague landscape, and to reflect our commitment to transparency and equal pay.

In this report, we outline Burberry's pay and bonus gaps in the UK as of 5 April 2024. Where the data is segmented by gender, our findings have shown a median gender pay gap of 14.9% and a mean gender pay gap of 21%. Where the

data is segmented by ethnicity, our findings have shown a median ethnicity pay gap of 0.3% and a mean ethnicity pay gap of 12.3%.

As we strive to positively impact our pay gaps, we will continue to focus our efforts on creating opportunities for development as well as monitoring our progress with the support of industry reports and benchmarks. This includes the FTSE Women Leaders Review, which recognised Burberry for the seventh consecutive year as a top performer for women in leadership, and the Investing in Ethnicity Maturity Matrix, for which we were rated a Level 2 Star Employer for our commitment to creating a more inclusive and equitable workplace.

With each decade and era of our storied brand, it is our collective efforts that have driven Burberry forward, and our collective efforts that continue to make Burberry a place for all to belong. In this exciting and energising time, I look forward to working closely with our colleagues to build on those efforts and take measurable actions.

We confirm that the information in this report is accurate and published in accordance with the UK gender pay gap reporting guidelines and regulations.

Alexandra McCauley
Chief People Officer



About Burberry

For over a century, Burberry has pioneered clothing that protects people from the elements. From outfitting polar explorers to inspiring people to explore the outdoors, we create outerwear that affords the wearer freedom, function and protection in style, whatever the weather.

Burberry is a British luxury brand headquartered in London and built on the principles of Thomas Burberry, who founded the company in 1856. With his invention of gabardine in 1879, Thomas revolutionised outerwear and opened opportunities for adventurers to explore new spaces. This ethos of innovation and ingenuity permeates our culture and is the foundation for the choices we make at Burberry today.

Our Purpose and Values

Guided by our history of exploration and our shared belief that 'creativity opens spaces', our purpose is to unlock the power of imagination to push boundaries and open new possibilities for our people, our customers and our communities.

Our purpose is underpinned by our values. Being creatively driven, forward thinking, open and caring, and proud of our heritage are all hallmarks of our organisation and have remained core to our brand since the company was founded.

As a values-driven brand, we are committed to creating the next generation of sustainable luxury and believe that diversity, equity and inclusion are essential to fulfilling our purpose.



Our Commitment to Diversity, Equity and Inclusion

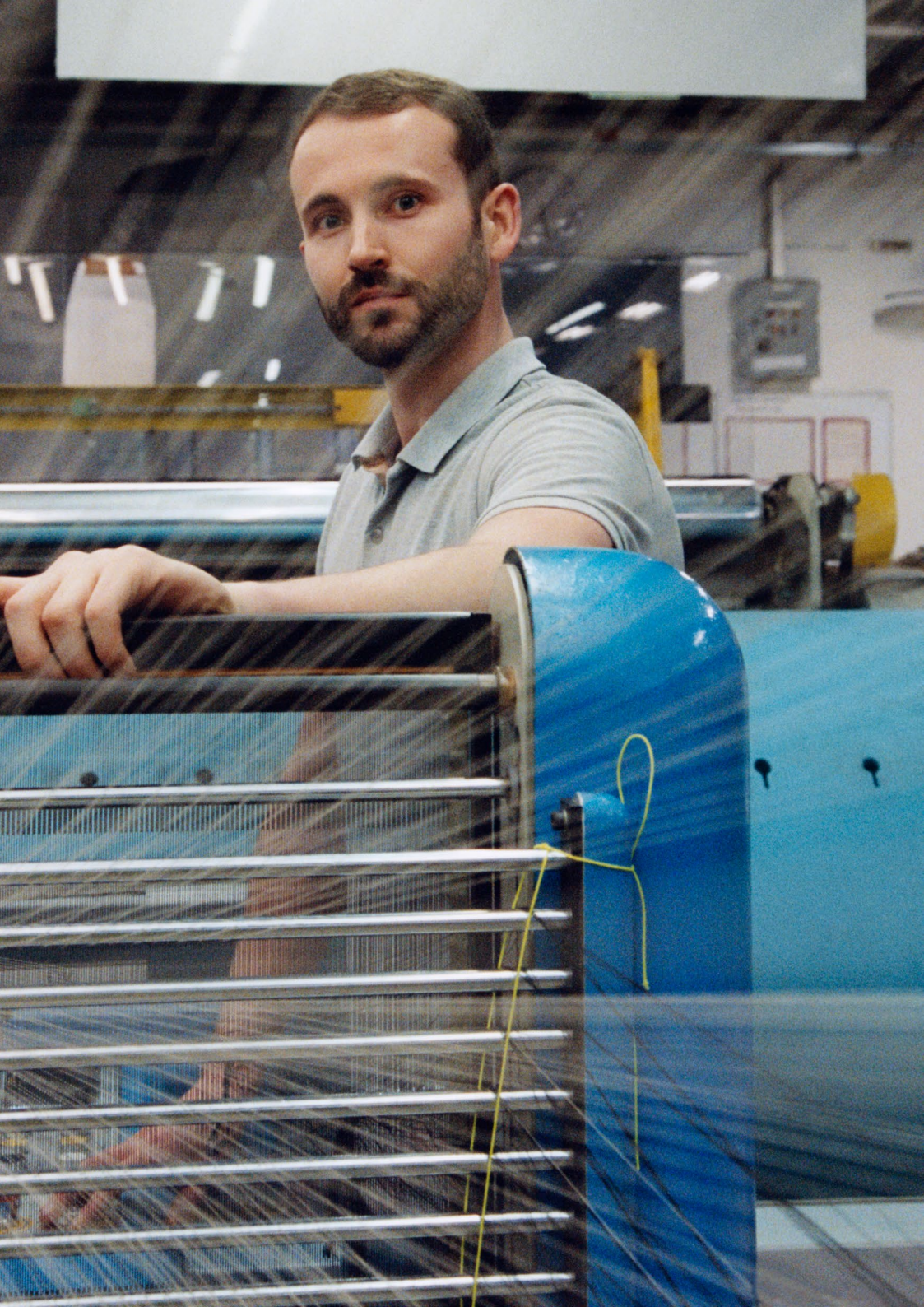
Working at Burberry means entering an inclusive space where all perspectives are valued, ideas are shared freely and creativity is encouraged.

We are committed to ensuring that our colleague population is representative of the communities we serve, and believe that fostering diversity of thought and an inclusive culture enables us to be more creative in everything we do.

To achieve this, we have set out global standards for how we can foster an inclusive environment in our Global Diversity, Equity and Inclusion Policy, as well as guidance which is enacted daily through our Global Diversity, Equity and Inclusion Strategy. We support our ambitions by engaging with our colleagues directly in safe spaces where feedback can be provided to the business throughout the year, and with the collaboration and consultation of both our Employee Resource Groups and Cultural Advisory Council.

Our commitment to diversity, equity and inclusion extends beyond Burberry. We champion and advocate for changemakers, organisations and initiatives that have a meaningful impact on underrepresented communities.





Burberry in the UK

Founded in the UK in 1856, Burberry is a British luxury brand headquartered in London. We weave gabardine, the revolutionary fabric invented by Thomas Burberry, at our mill in Keighley, and manufacture our iconic Heritage Trench Coats at our site in Castleford. We employ around 9,000 people worldwide, including around 3,000 in our home market across the following locations.

Burberry Headquarters, Horseferry House, London

- Our global headquarters at Horseferry House serves as a central hub for our entire organisation. Comprising of a range of functions from corporate to creative, our residence at Horseferry House continues a historic connection to central London, with the first Burberry store in London having opened at 30 Haymarket in 1891.

Burberry Business Services, Leeds

- Our Leeds office brings together our UK and EMEA shared service teams from Finance, HR and Procurement, as well as some of our Customer Service and IT roles.

Burberry Stores

- We operate a number of stores across the country, including our iconic flagship stores on Regent Street, Bond Street and Sloane Street in London.

Internal Manufacturing Sites

- We continue to manufacture in the UK with two key sites in Yorkshire. This includes our factory in Castleford, where we make our iconic Heritage Trench Coats by hand, and our mill in Cross Hills near Keighley, where we weave the shower-resistant fabric gabardine and produce our iconic Burberry Check cotton.

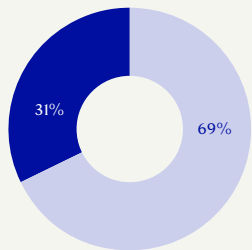
Burberry Hub, Blyth

- Our site in Blyth, Northumberland encompasses part of our supply chain operations, warehouse and distribution services, and remains home to our extensive brand archive.

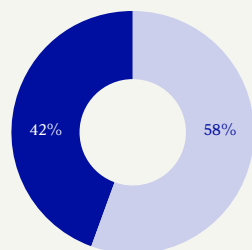
Our UK colleague population by location¹

■ Male ■ Female

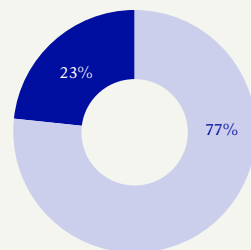
¹ As per statutory guidance, colleagues have been excluded if they were not paid their usual full basic pay because they were on leave.



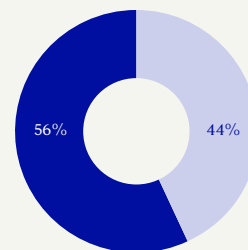
London HQ



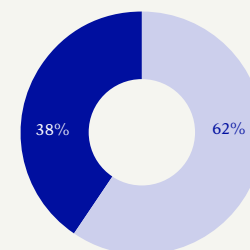
Burberry Business Services



Internal Manufacturing



Burberry Hub in Blyth



Burberry Stores



About Our Gender & Ethnicity Pay Gap Report

Since 2017, the UK government has required public and private sector employers with 250 or more employees to publish key data on the gender pay gap in their UK businesses.

We have reported gender pay gap figures annually in that period for our UK colleague population, which makes up about a third of our global colleague population. This report provides a snapshot of Burberry's gender pay gap in the UK as of 5 April 2024.

We are committed to practising transparency and, for the fourth consecutive year, we have voluntarily disclosed ethnicity pay and bonus gap data alongside our gender pay and bonus gap information.

Gender Identity

While gender pay gap regulations require us to segment our population by men and women, we recognise that gender identity is not binary and that many individuals will identify outside of these binary categories.

We actively support our colleagues of all gender identities through our Diversity, Equity and Inclusion Strategy and policy, internal guidance and our Employee Resource Groups.

Ethnicity Data

Our UK colleagues share their ethnicity data on a voluntary basis. As of 5 April 2024, we held ethnicity data for 75.4% of our UK colleague population – an increase of 4.2% from our previous report – which, based on the information available, has been segmented into white and ethnically diverse colleagues.

We recognise that this segmentation is not a full reflection of our colleague population and that there are large variances amongst different ethnic groups which can directly impact socioeconomic circumstances. As we continue to enhance our data collection and build a more complete picture of our colleague population, we will be able to identify further areas in which we can improve and will set our objectives accordingly.

Our approach to measurement of the ethnicity pay and bonus gaps is consistent with the methodology we use to calculate the gender pay and bonus gaps.

Our Commitment to Equal Pay

The gender and ethnicity pay gaps are distinct from equal pay, which is a comparison of the pay received by men and women carrying out the same or equivalent roles.

At Burberry, we are committed to paying our male and female colleagues equally for work of equal value, and to providing our colleagues across the Group with competitive total reward. We regularly undertake pay analysis to ensure we meet our commitment to pay all colleagues in line with their level and experience, and at a competitive and fair market rate.

We were also proud to be the first luxury retailer and manufacturer to achieve accreditation as a UK real Living Wage employer by the Living Wage Foundation and are dedicated to the promotion and adoption of the UK real Living Wage within our own operations.

Glossary of Terms

Pay

is basic salary as well as regular allowances, full pay for leave, bonuses and commission at the snapshot date. This does not include overtime, payment in lieu of annual leave, or payments received in connection with redundancy or termination of employment.

Bonus

is any additional pay above basic salary during the reporting period from 6 April 2023 to 5 April 2024. This relates to extra remuneration based on productivity, performance incentives and commission. This also includes proceeds from shares that were paid out during the reporting period.

Median

shows the percentage difference between the hourly pay of the 'middle' man and woman, or white and ethnically diverse individual, across UK-based roles at Burberry, if all were assembled in a row according to hourly pay.

Mean

shows the percentage difference between the average hourly earnings for men and women, or white and ethnically diverse individuals, across UK-based roles at Burberry.

Pay quartiles

show men and women, as well as white and ethnically diverse colleagues, across four pay bands. Quartiles are calculated by listing the rates of pay for all colleagues from lowest to highest, before splitting these into four equal-sized groups and calculating the percentage of men and women or white and ethnically diverse individuals in each.



Understanding the Data

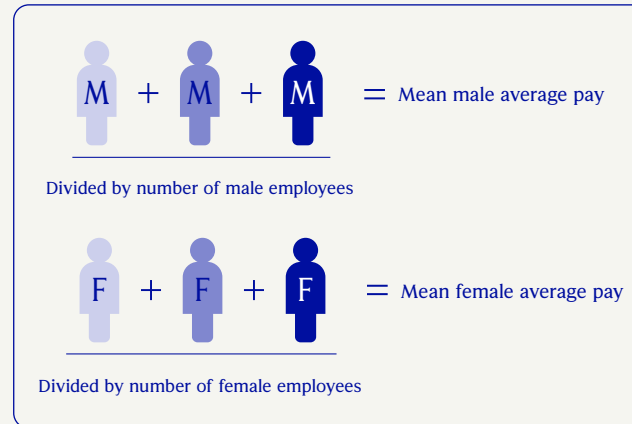
In line with legal requirements, we measure both the mean and median gender pay gap and bonus gap to better understand the key factors driving any imbalance in remuneration.

As per the definitions provided in the glossary, the mean measurement reflects the entire pay range across our UK organisation, while the median measurement excludes the impact of the highest and lowest earners.

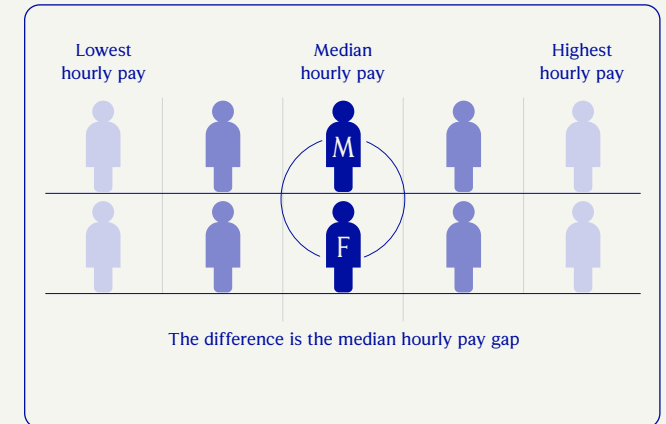
Many of the mean and median measurements are represented by both positive and negative percentages. A positive percentage indicates a gap in favour of either men or white colleagues. A negative percentage indicates a gap in favour of either women or ethnically diverse colleagues.

For example, when comparing men and women, a negative percentage indicates a gap in favour of women and means that hourly pay rates are higher for women than men on a mean or median basis. Similarly, when comparing white and ethnically diverse individuals, a negative percentage indicates a gap in favour of the ethnically diverse individual and means that hourly pay rates are higher for ethnically diverse individuals compared to white individuals on a mean or median basis.

How we calculate the mean pay gap:



How we calculate the median pay gap:



How to interpret the negative and positive percentages:

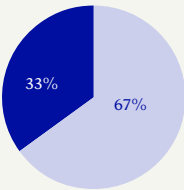
$- \%$ = a gap in favour of women or ethnically diverse colleagues

$+ \%$ = a gap in favour of men or white colleagues

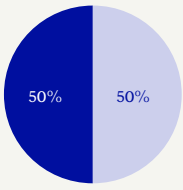
Our Gender Pay & Bonus Gap Data

Gender diversity at Burberry¹

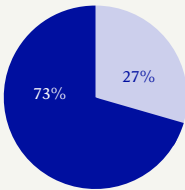
Men Women



All Burberry



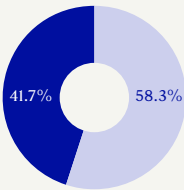
Burberry Board



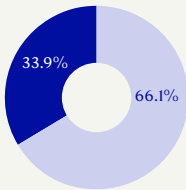
Executive Committee

Proportion of men and women in each pay quartile

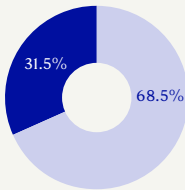
2023/2024



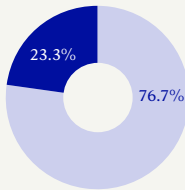
Upper quartile



Upper middle quartile

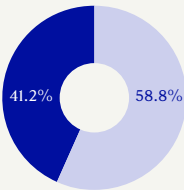


Lower middle quartile

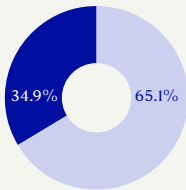


Lower quartile

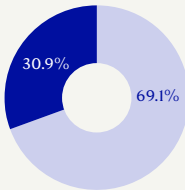
2022/2023



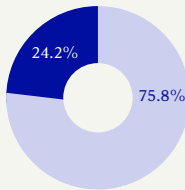
Upper quartile



Upper middle quartile



Lower middle quartile



Lower quartile

¹ Gender diversity at Burberry is based on global data. All other data provided in this report is UK only as per Gender Pay Gap reporting guidelines.

Median
pay gap
2023/2024

14.9%

2022/2023: 13.8%

Mean
pay gap
2023/2024

21.0%

2022/2023: 26.7%

Gender pay gap by quartile

UK pay quartile	2023/2024		2022/2023	
	Median pay gap	Mean pay gap	Median pay gap	Mean pay gap
Upper quartile	2.3%	12.6%	10.2%	22.7%
Upper middle quartile	-0.7%	-0.7%	0.2%	-0.9%
Lower middle quartile	0.4%	0.5%	-1.7%	-0.8%
Lower quartile	3.3%	0.7%	5.1%	0.5%

Median
bonus gap
2023/2024

27.8%

2022/2023: 39.8%

Mean
bonus gap
2023/2024

66.0%

2022/2023: 62.8%

Women
receiving
bonuses
2023/2024

81.1%

2022/2023: 78.5%

Men
receiving
bonuses
2023/2024

81.6%

2022/2023: 81.4%

Understanding Our Gender Pay & Bonus Gaps

Gender Pay

For this report, our median gender pay gap widened from 13.8% to 14.9%. A continuing driver of the median gender pay gap is the decreasing proportion of women as we progress upwards through the pay quartiles. The representation of women decreases from 76.7% in the Lower quartile, where the rate of pay is lower, to 58.3% in the Upper quartile, where the rate of pay is higher. With a higher proportion of women in our lower pay quartiles, the median reference point for women then also becomes lower.

Our mean gender pay gap narrowed from 26.7% to 21%. The narrowing of the mean gender pay gap is largely driven by an increase in female representation on our Executive Committee since our last report.

Gender Bonus

For this report, our median gender bonus gap narrowed from 39.8% to 27.8%. This was primarily driven by changes to our annual bonus scheme, which included an increase in the bonus potential for colleagues at Director and below, the majority of which are women.

Our mean gender bonus gap widened from 62.8% to 66%. A key contributor to the widening of the mean bonus gap is that this reporting year marked the first year that awards under the Burberry Share Plan vested. These are treated as bonus pay for reporting purposes. Due to the composition of our Executive Committee, the mean gender bonus gap continues to be skewed towards men.

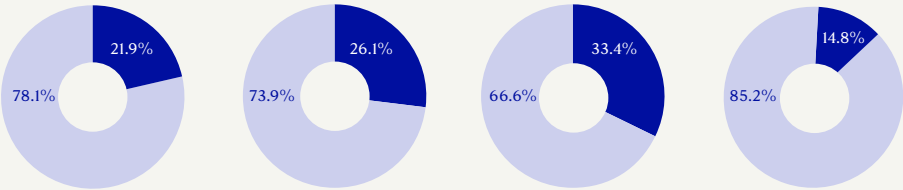


Our Ethnicity Pay & Bonus Gap Data

Proportion of white and ethnically diverse in each quartile ¹

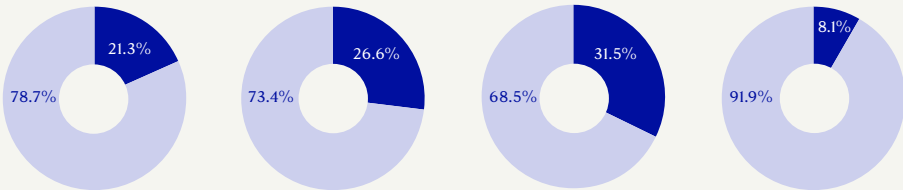
White
Ethnically Diverse

2023/2024



Upper quartile Upper middle quartile Lower middle quartile Lower quartile

2022/2023



Median ethnicity pay gap 2023/2024

0.3%
2022/2023: -10.6%

Mean ethnicity pay gap 2023/2024

12.3%
2022/2023: 6.4%

Ethnicity pay gap by quartile

UK pay quartile	2023/2024		2022/2023	
	Median pay gap	Mean pay gap	Median pay gap	Mean pay gap
Upper quartile	7.6%	22.8%	3.2%	19.5%
Upper middle quartile	-1.9%	-1.3%	-2.4%	-2.0%
Lower middle quartile	0.2%	-0.2%	-1.0%	-0.1%
Lower quartile	-5.4%	-2.5%	-9.6%	-5.2%

% of ethnicity data we hold

75.4%

Median ethnicity bonus gap 2023/2024

-29.8%
2022/2023: -72.0%

Mean ethnicity bonus gap 2023/2024

47.4%
2022/2023: 28.7%

¹ Ethnicity data is based on the voluntary disclosure of ethnicity information by our colleagues, which for this report comprises of 75.4% of our UK population. Colleagues that selected 'Prefer not to disclose' or 'Prefer to self-describe' have not been included.

Understanding Our Ethnicity Pay & Bonus Gaps

For this report, the percentage of colleagues that voluntarily disclosed their ethnicity data increased from 71.2% to 75.4%.

At the snapshot date, our median ethnicity pay gap narrowed from -10.6% to 0.3%, bringing the gap closer to 0. A key contributing factor to the narrowing of the median ethnicity pay gap is the increase of ethnically diverse colleagues in the Lower quartile, which has lowered the median reference point for this group.

Our mean ethnicity pay gap widened from 6.4% to 12.3%. The increase in the voluntary disclosure of ethnicity information, combined with the increased representation of ethnically diverse individuals in the lower quartiles, has contributed to the widening of the gap.

Bonus

For this report, our median ethnicity bonus gap has narrowed from -72% to -29.8%. The increase of ethnically diverse colleagues in the Lower quartile has been a key driver for this change and has lowered the median reference point for this group.

The demographic of the Lower quartile at the snapshot date has resulted in the mean ethnicity bonus gap widening from 28.7% to 47.4%. The data was further skewed by awards under the Burberry Share Plan vesting for the first time in this reporting period.



Our Commitment in Action

We believe that transparency drives accountability and will continue to use insights from this report to address our gender and ethnicity gaps, and inform our wider people and culture strategy.

Since the reporting period, we have continued to create a culture of inclusion and belonging by further embedding and developing our ongoing initiatives, including driving data disclosure, diversifying hiring practices and providing open forums for communication.

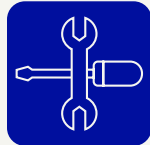
Looking forward, we plan to build on our ongoing efforts by:

- Conducting more detailed analysis of our increased diversity information to further understand the gaps and identify opportunities.
- Reviewing both our talent review and performance processes to ensure that they are enhanced by quality conversations, centre on unlocking the potential of our people, and support personal as well as professional development.
- Introducing a refreshed development offering for our leaders and line managers that equips them with the knowledge, skills and tools to succeed and lead with impact. Inclusivity practices and mindsets are woven into the frameworks, alongside a specific focus on how line managers can create a team culture of respect, trust and psychological safety.
- Building on our suite of independent learning for all colleagues with GoI, a digital learning programme that provides on-demand access to a broad spectrum of upskilling resources.
- Reuniting our corporate teams under one roof at our newly renovated London headquarters, Horseferry House. Redesigned to better suit the evolving needs of our colleagues, our new office features a range of inclusive spaces including dedicated rooms for wellbeing, quiet, multifaith practice and parenting.



Our Broader Strategic Programmes

As part of our people and culture strategy, we have a range of ongoing initiatives that help us to ensure that we are creating a culture of inclusion and belonging. From insights and solutions to policies and colleague networks, details of our broader strategic programmes include the following:



Continuing to utilise tools and training to eliminate bias from our recruitment process. We ensure our recruitment process is as fair and impartial as possible, and use gender decoders, diversity data monitoring and standardised interview forms to support this. We also continue to deliver our dedicated programme, 'Interviewing with Impact', to hiring managers to support best practice interviewing and decision-making.



Creating a diverse talent pipeline by ensuring individuals from both underrepresented and minority ethnic backgrounds have access to career opportunities through our talent partnership and sponsorship programmes. These include our creative arts scholarships with Central Saint Martins in London and our Stepping Stones Bursary Prize in partnership with The BRIT School; our ongoing partnership with The Business Disability Forum and The Outsider's Perspective; and our Burberry Inspire programme, which helps young people across the globe to build better futures.



Enhancing our training and development modules to ensure greater awareness of the barriers to an inclusive culture. In addition to our mandatory DEI training modules and celebration of recognition days, we continue to build on our training modules by offering global awareness sessions and mandatory online training, including on topics like sexual harassment.



A Global Parental Leave Policy that sets consistent minimum standards for all employees, regardless of gender. Our policy is applicable to all individuals who have responsibility for the care of a child, including a biological mother or father, adoptive parent, guardian or step-parent, and offers 18 week's paid leave to all with twelve months continuous service.



Establishing period-positive workplaces and creating support systems for colleagues directly or indirectly impacted by menopause. We recognise that periods and menopause are not just a women's issue and want to enable our colleagues to speak openly about the changes they are experiencing. In partnership with TOTM, we practice period dignity and offer free planet-friendly period care across our UK sites. For colleagues experiencing or indirectly impacted by menopause, we offer a host of resources at our global menopause support site, a Menopause Guide for Leaders and medical support for our UK colleagues through a Menopause Plan with BUPA.



Supporting the growth of our Employee Resource Groups (ERGs), including the expansion of our Working Parents ERG. We continue to stay connected with our ERGs, providing guidance on best practice to support engagement and belonging across our global workforce.

We are proud to be recognised for the seventh consecutive year as a top performer for women in leadership in the 2025 FTSE Women Leaders Review.

