

Gender and Ethnicity Pay Gap  
Report 2025/2026

**BURBERRY**

Protecting, Exploring and Inspiring since 1856

# Foreword



For 170 years, Burberry has pioneered clothing that protects people from the elements – from Thomas Burberry’s invention of gabardine to outfitting polar explorers and inspiring generations to embrace the outdoors. That spirit of innovation continues to shape every part of our business today, guiding how we create, collaborate and foster an inclusive culture where our colleagues feel valued, supported and empowered.

Through our Burberry Forward strategy, we are focused on reigniting a high-performance culture that enables our people and our business to thrive, grounded in a strong sense of belonging, wellbeing and a shared connection to our purpose and values.

Transparency is central to this approach. By openly measuring, reviewing, and communicating our pay gaps, we create clarity and trust, and ensure we are focused on the areas where change is needed most.

We will continue to use the insights from this report to inform how we address our gaps, build inclusive talent pipelines, and curate development opportunities that empower our people to excel and approach everyday challenges with a growth mindset.

Within this report we outline Burberry’s pay and bonus gaps for our UK operations as of 5 April 2025, our snapshot date. For the fifth consecutive year, we have volunteered ethnicity as well as gender-focused data, reflecting our commitment to transparency. Our analysis shows a median gender pay gap of 15.5% and a mean gender pay gap of 20.2%, alongside a median ethnicity pay gap of 0.1% and a mean ethnicity pay gap of 15.7%.

Our colleagues’ voices are central to strengthening a culture where everyone can thrive. Since the snapshot date, we have further embedded listening into the colleague lifecycle, strengthening our cadence of insight gathering through targeted surveys at key moments, including post-promotion and return from parental leave, to enable more proactive action and sustained engagement. Through our October 2025 B:Heard listening survey, we were proud to see improved overall engagement, with year-on-year parity achieved between female and male colleagues.

Alongside this, we have also placed an even greater focus on internal retention and mobility by refining our talent acquisition processes, simplifying our approach to year-end performance assessments and reviewing team structures to create clearer opportunities for growth. As a result, we have made 145 UK-based promotions since the snapshot date, 67% of which are women. We have also continued to invest in learning and development, including the launch of B:Leaders and B:Managers – frameworks designed to equip colleagues with the knowledge, skills and tools to lead with clarity and confidence.

In July 2025, we further strengthened senior-level representation with the appointment of regional presidents Claudia Kim, Frank Van Loon, Josie Zhang and Laura Dubin-Wander to our Executive Committee.

This momentum continued into early 2026, when we were proud to be recognised for the eighth consecutive year as a top performer for women in leadership in the FTSE Women Leaders Review, and, for the first time, included in the Investing in Ethnicity Maturity Matrix Top 30 Index after progressing from a Star to an Advanced Employer.

Looking ahead, we are building on these foundations and evolving our approach to fostering an inclusive culture – one centred on belonging, where everyone continues to feel valued and part of our brand, with responsibility for this shared more broadly across the business. This progress and the successes we have achieved would not have been possible without the continued commitment of our colleagues, each of whom play an integral role in driving Burberry forward.

This report highlights the initiatives and actions we have taken to date, and we confirm that the information presented is accurate and published in accordance with the UK gender pay gap reporting guidelines and regulations.

Alexandra McCauley  
Chief People Officer



# About Burberry

Burberry is a global fashion brand with a rich British heritage.

The brand was founded in 1856 by Thomas Burberry who revolutionised rainwear with his invention of gabardine – a shower-resistant fabric that is used for Burberry’s signature trench coat styles. Gabardine soon became the fabric of choice for explorers and everyday adventurers alike, allowing people all over the world to experience the British love of outdoor pursuits and fascination with the changing weather. Today, Burberry is rooted in Timeless British luxury – bringing together tradition and innovation and combining practicality with elegance.

Burberry is a home for everyone and belonging is central to our approach. This sense of community is deeply rooted in Thomas Burberry’s outlook – a family man, he was a reformer who strongly believed in the power of human connection. Today, we continue his legacy, striving to act responsibly and contribute meaningfully to the collective.



# Burberry in the UK

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. At the snapshot date, we employed around 8,500 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 brings together the full spectrum of Burberry’s functions, from corporate to creative, in a single central hub. Located in the heart of London, the site continues a long-standing connection to the city, dating back to 1891 when the first Burberry store opened at 30 Haymarket.

## Burberry Business Services, Leeds

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

## Burberry Stores

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

## Internal Manufacturing sites

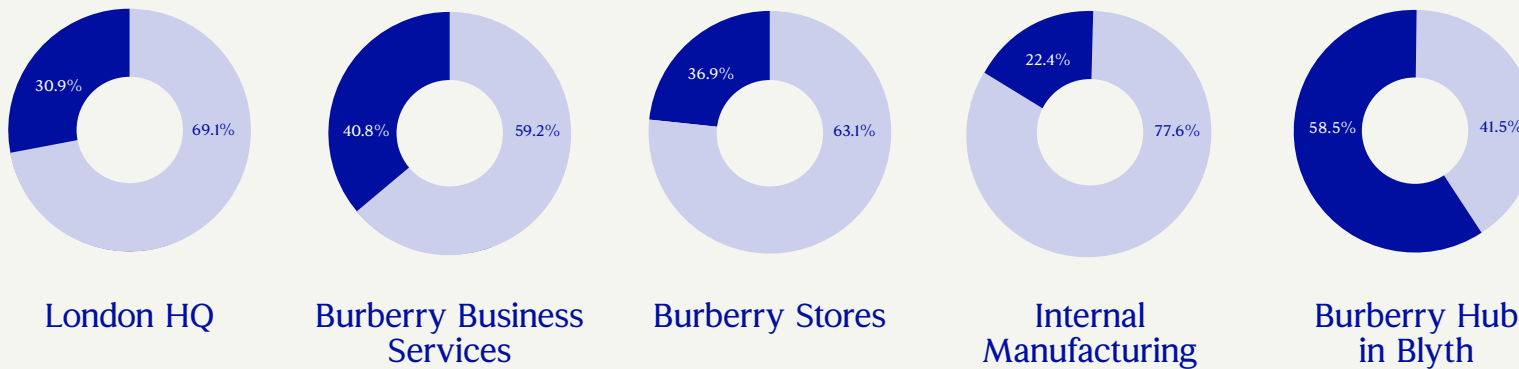
- We continue to manufacture in the UK with two key sites in Yorkshire. This includes our factory in Castleford, where we make our iconic Heritage Trench Coats by hand, and our mill in Cross Hills near Keighley, where we weave the shower-resistant fabric gabardine and produce our iconic Burberry Check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

## 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 location<sup>1</sup>

■ Male ■ Female



<sup>1</sup> This data reflects our UK colleague population at the snapshot date, 5 April 2025. As per statutory guidance, colleagues have been excluded if they were not paid their usual full basic pay because they were on leave.



# About the Gender and 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 2025.

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

## Ethnicity Data

Our UK colleagues share their ethnicity data on a voluntary basis. As of 5 April 2025, we held ethnicity data for 76.1% of our UK colleague population 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.

## 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 policy, internal guidance and Employee Resource Groups.

## 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 2024 to 5 April 2025. This relates to extra remuneration based on productivity, performance incentives, commission and one-off recognition awards. 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

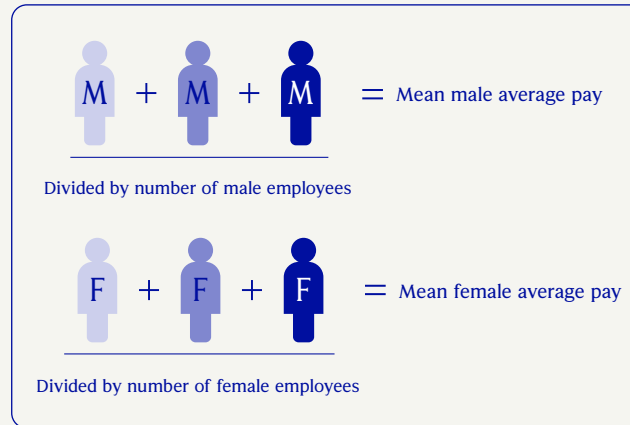
In line with legal requirements, we measure both the mean and median gender pay gap and bonus gap to better understand the key factors driving any imbalance in remuneration.

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.

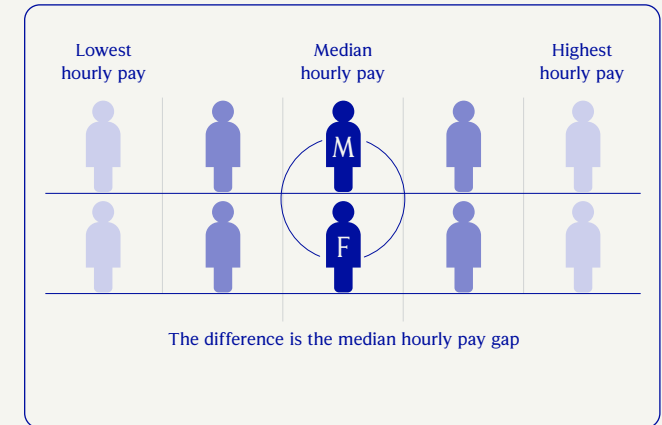
Many of the mean and median measurements are represented by both positive and negative percentages. A positive percentage indicates a gap in favour of either men or white colleagues. A negative percentage indicates a gap in favour of either women or ethnically diverse colleagues.

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:

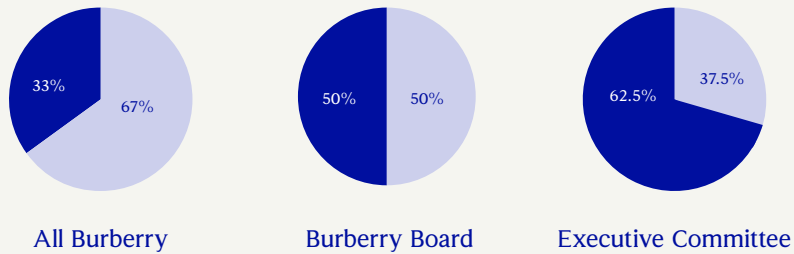
$- \%$  = a gap in favour of women or ethnically diverse colleagues

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

# Our Gender Pay and Bonus Gap Data

## Gender diversity at Burberry<sup>1</sup>

■ Men ■ Women



Median pay gap 2024/2025

**15.5%**

2023/2024: 14.9%

Mean pay gap 2024/2025

**20.2%**

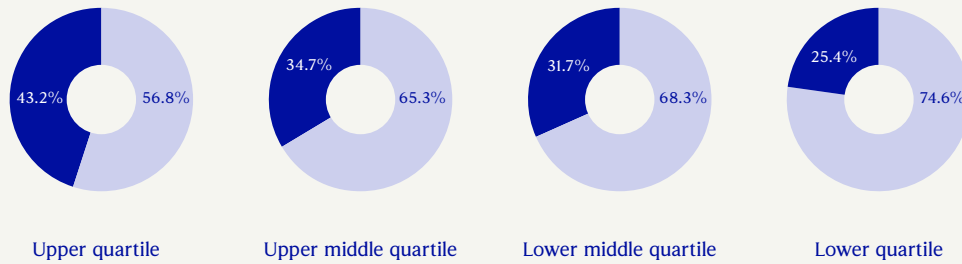
2023/2024: 21.0%

## Gender pay gap by quartile

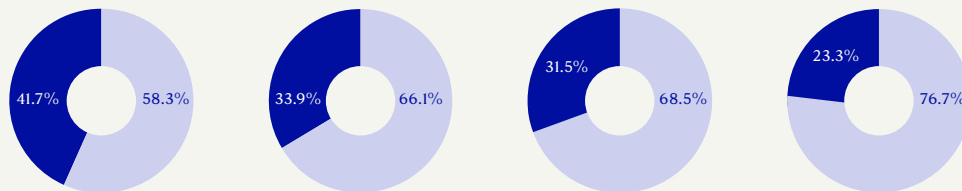
UK pay quartile	2024/2025		2023/2024	
	Median pay gap	Mean pay gap	Median pay gap	Mean pay gap
Upper quartile	2.7%	9.5%	2.3%	12.6%
Upper middle quartile	-0.5%	0.1%	-0.7%	-0.7%
Lower middle quartile	0.0%	0.3%	0.4%	0.5%
Lower quartile	4.7%	1.6%	3.3%	0.7%

## Proportion of men and women in each pay quartile

2024/2025



2023/2024



Median bonus gap 2024/2025

**25.0%**

2023/2024: 27.8%

Mean bonus gap 2024/2025

**38.0%**

2023/2024: 66.0%

Women receiving bonuses 2024/2025

**88.7%**

2023/2024: 81.8%

Men receiving bonuses 2024/2025

**89.7%**

2023/2024: 81.6%

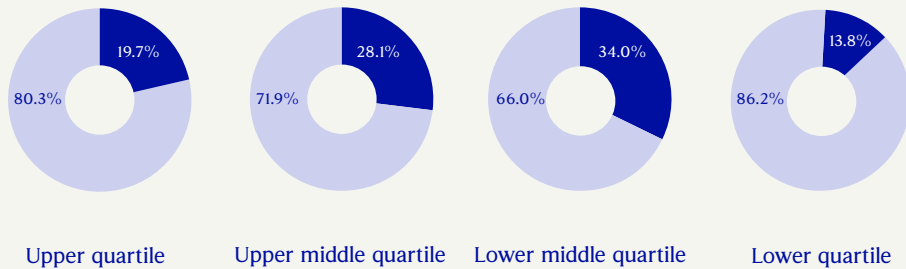
<sup>1</sup> Gender diversity at Burberry is based on global data. All other data provided in this report is UK only as per Gender Pay Gap reporting guidelines.

# Ethnicity Data from our UK Population

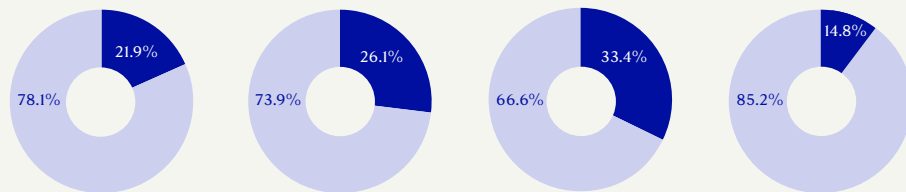
## Proportion of white and ethnically diverse in each quartile<sup>1</sup>



2024/2025



2023/2024



## % of ethnicity data we hold

**76.1%**

Median ethnicity pay gap 2024/2025

**0.1%**  
2023/2024: 0.3%

Mean ethnicity pay gap 2024/2025

**15.7%**  
2023/2024: 12.3%

## Ethnicity pay gap by quartile

UK pay quartile	2024/2025		2023/2024	
	Median pay gap	Mean pay gap	Median pay gap	Mean pay gap
Upper quartile	9.0%	23.7%	7.6%	22.8%
Upper middle quartile	-1.5%	-0.2%	-1.9%	-1.3%
Lower middle quartile	1.0%	-0.4%	-0.2%	-0.2%
Lower quartile	-6.4%	-3.5%	-5.4%	-2.5%

Median ethnicity bonus gap 2024/2025

**-62.8%**  
2023/2024: -29.8%

Mean ethnicity bonus gap 2024/2025

**7.1%**  
2023/2024: 47.4%

<sup>1</sup>Ethnicity data is based on the voluntary disclosure of ethnicity information by our colleagues, which for this report comprises of 76.1% of our UK population. Colleagues that selected 'Prefer not to disclose' or 'Prefer to self-describe' have not been included.

# Understanding our Gender Pay and Bonus Gaps

## Gender Pay

At the snapshot date our median pay gap widened from 14.9% to 15.5%, while our mean gender pay gap narrowed from 21.0% to 20.2%.

A key driver of our ongoing mean and median gender pay gap is that women are concentrated more in the lower pay quartiles than in the upper quartiles. This in turn brings the median pay data point for women lower than for men.

While the proportion of men increased by 1% in the upper quartile, the number of men towards the top of the upper quartile decreased, causing the mean gender pay gap to narrow.

## Gender Bonus

Both the percentage of men and women receiving bonuses increased in the reporting period.

At the snapshot date, the median gender bonus gap narrowed from 27.8% to 25.0%. One of the reasons for this is the variety of bonus arrangements we have in place across the organisation, including commissions and store management bonuses, through to annual discretionary corporate bonuses and one-off recognition awards.

The mean gender bonus gap narrowed from 66.0% to 38.0%. The reduction is partly due to the exclusion of Burberry's CEO in the calculations, as he joined the company in July 2024 and was not eligible to receive a bonus in the reporting period (6 April 2024 – 5 April 2025). This was also the second year of vesting for awards granted under the Burberry Share Plan ("BSP") which for bonus reporting purposes is treated as bonus pay. For this reporting year, the value of the BSP is significantly lower than the prior year, given the lower value of the share price in July 2024 compared to July 2023.

As with prior years, one of the main contributing factors to our ongoing gender bonus gaps is the requirement to calculate the bonus gap using actual bonus payments received by colleagues during the 12-month period up to the snapshot date of 5 April 2025. For part-time colleagues these payments are pro-rated to reflect their part-time working pattern. In the UK we have just over five times more female part-time workers than male and therefore the impact of using actual bonus payments for this population skews the gender bonus pay gap more favourably towards men.





# Understanding our Ethnicity Pay and Bonus Gaps

Ethnicity data is based on voluntary disclosure. As of 5 April 2025, we held ethnicity data for 76.1% of our UK colleague population.

## Ethnicity Pay

At the snapshot date our median ethnicity pay gap narrowed from 0.3% to 0.1%. A driver of this shift is the increase of ethnically diverse colleagues in the upper middle quartile and decrease of ethnically diverse colleagues in the lower quartile. As a result of these changes, the median ethnically diverse colleague is higher up the pay scale.

The mean ethnicity pay gap widened from 12.3% to 15.7% following an increase in white colleagues at the top of the upper quartile.

## Ethnicity Bonus

At the snapshot date, the median ethnicity bonus gap widened from -29.8% to -62.8%. Our median bonus value is impacted by the fact that different bonus plans for different roles across the organisation and the payouts under these bonus plans are differentiated based on performance.

The mean ethnicity bonus gap narrowed from 47.4% to 7.1%. While the majority of the higher paid colleagues in the upper and upper middle quartiles continue to be white, for this reporting period the value of the Annual Bonus was lower due to business performance, as was the vesting value of the Burberry Share Plan. Like the mean gender bonus gap, this has also narrowed the ethnicity bonus gap.

# Our Progress

As part of our Burberry Forward strategy, we are focused on reigniting a high-performance culture that enables our people to fully mobilise their creativity and talent. Our roadmap for achieving this has four pillars which we use to track our progress:

## Organising for Growth

As we focus on organising for growth, clear organisational structures and defined roles and responsibilities will provide the foundation for a high-performance culture.

In the reporting period, we reviewed the structure of our business to create a more agile organisation, ensuring all of our colleagues have clearly defined roles and understand what is expected of them. Our Executive Committee also agreed to introduce new decision-making principles and processes to strengthen accountability and ensure we have the right capabilities for data-driven decision-making to create value at scale.

Since the snapshot date, we have built on these changes by further evolving our ways of working, aligning our cost base with the scale of the business and strengthening both our creative and commercial focus.

We have also continued to prioritise colleague engagement through more frequent global, functional and regional town halls, employee listening forums and enhanced leadership communications. Supported by the Executive Committee, the CEO used these forums to provide clarity, guide leaders and share progress against Burberry Forward.



## Authentic Leadership

Cultivating authentic leadership is crucial to both inspiring colleagues and enabling them to deliver our Burberry Forward strategy with focus, urgency and optimism.

We invested in learning and development through Leading Forward, a programme designed to build leadership capability across the organisation and empower colleagues to seek opportunity in everyday challenges.

The B:Leaders Framework, launched in March 2025 for our Director and above population, equips leaders with the knowledge, skills and tools to lead with clarity, inspire confidence and drive impactful change. It is delivered through learning events, online resources, interviews with senior leaders and peer coaching circles.

The B:Managers Framework provides line managers with structured development via virtual skills-based sessions and a Line Manager Playbook, ensuring a consistent and supportive management experience. Together, these initiatives support a high-performance, inclusive culture, enabling our people to thrive and bring our Burberry Forward strategy to life.

## Talent at the Centre

By putting talent at the centre of our strategy and prioritising opportunities for growth, we are building an adaptable, resilient and inclusive workforce where all our people can thrive.

We reviewed our talent acquisition processes to increase our focus on internal retention and mobility. As part of this we evolved our performance approach to enable more regular conversations with line managers and introduced a more simplified three-point rating scale for FY 2025/26 year-end performance reviews. We also shifted our focus to transferable skills and further evaluated team structures to ensure there are opportunities for growth. As a result, we have made 145 UK-based promotions since the snapshot date, 67% of which are women.

We continued to partner with organisations on programmes to ensure that individuals from both underrepresented and minority ethnic backgrounds are given access to career opportunities at Burberry. These programmes include our creative arts scholarships with Central Saint Martins in London, our Stepping Stones Bursary Prize in partnership with The BRIT School, our ongoing partnership with The Outsiders Perspective, and our Burberry Inspire programme, a youth initiative created by The Burberry Foundation to help young people across the globe build better futures.

In July 2025, we appointed our regional presidents Claudia Kim, Frank Van Loon, Josie Zhang, and Laura Dubin-Wander to our Executive Committee, strengthening representation amongst our senior leadership team. In early 2026, we were also proud to be recognised by the 2026 FTSE Women Leaders Review as a top performer for women in leadership for the eighth consecutive year.

## Purpose and Belonging

By championing belonging, we foster a workplace culture where our people can thrive, connected to Burberry's purpose, confident in their contribution and clear on their role in shaping our culture.

Since the snapshot date, we have evolved our approach to Diversity, Equity and Inclusion (DEI) to reflect our belief that everyone at Burberry has a role to play in bringing our inclusive culture to life. Embedding DEI into our HR processes – from talent acquisition and development to engagement and performance – remains central to this evolution.

As part of this, we are reviewing the structure and governance that guide our decisions, including how we approach partnerships and participate in key cultural moments. This includes the launch of an internal Cultural Advisory Council to strengthen the connection between colleagues and our culture. We continue to work with external partners, including The Outsiders Perspective and the Business Disability Forum, and to take part in benchmarks such as the FTSE Women Leaders Review and the Investing in Ethnicity Maturity Matrix.

Our colleagues' voices remain essential to strengthening a culture where everyone can thrive. Through our global October 2025 B:Heard listening survey, we were proud to see improved overall engagement, with year-on-year parity achieved between female and male colleagues. To further embed listening across the colleague lifecycle, we are introducing targeted surveys at key moments – such as return from parental leave, long-term sickness and post-promotion – to enable more proactive action and sustained engagement.

Together with the voluntary disclosure of ethnicity data in our annual Gender & Ethnicity Pay Gap reporting, these actions support transparency, accountability and targeted, data-led progress.



