

A man in a grey suit, white shirt, and tie stands next to a black and gold helicopter. He is wearing aviator sunglasses and holding a black Michael Kors satchel. The helicopter has the registration 'N130CZ' on its side. The scene is set outdoors on a tarmac with a bright sun in the background.

# MICHAEL KORS

GENDER PAY GAP REPORT 2022



# MICHAEL KORS

Michael Kors is an equal opportunity employer and values diversity as a key factor of its success.

We believe that we reward all our employees fairly, however we recognise that some gender pay gap may exist due to factors beyond our direct influence.

Therefore, we welcome the initiative of the UK Government and are committed to work to reduce any existing gap.

This report includes the required metrics for Michael Kors (UK) Limited, as well as some contextual information and our global people and reward strategy.

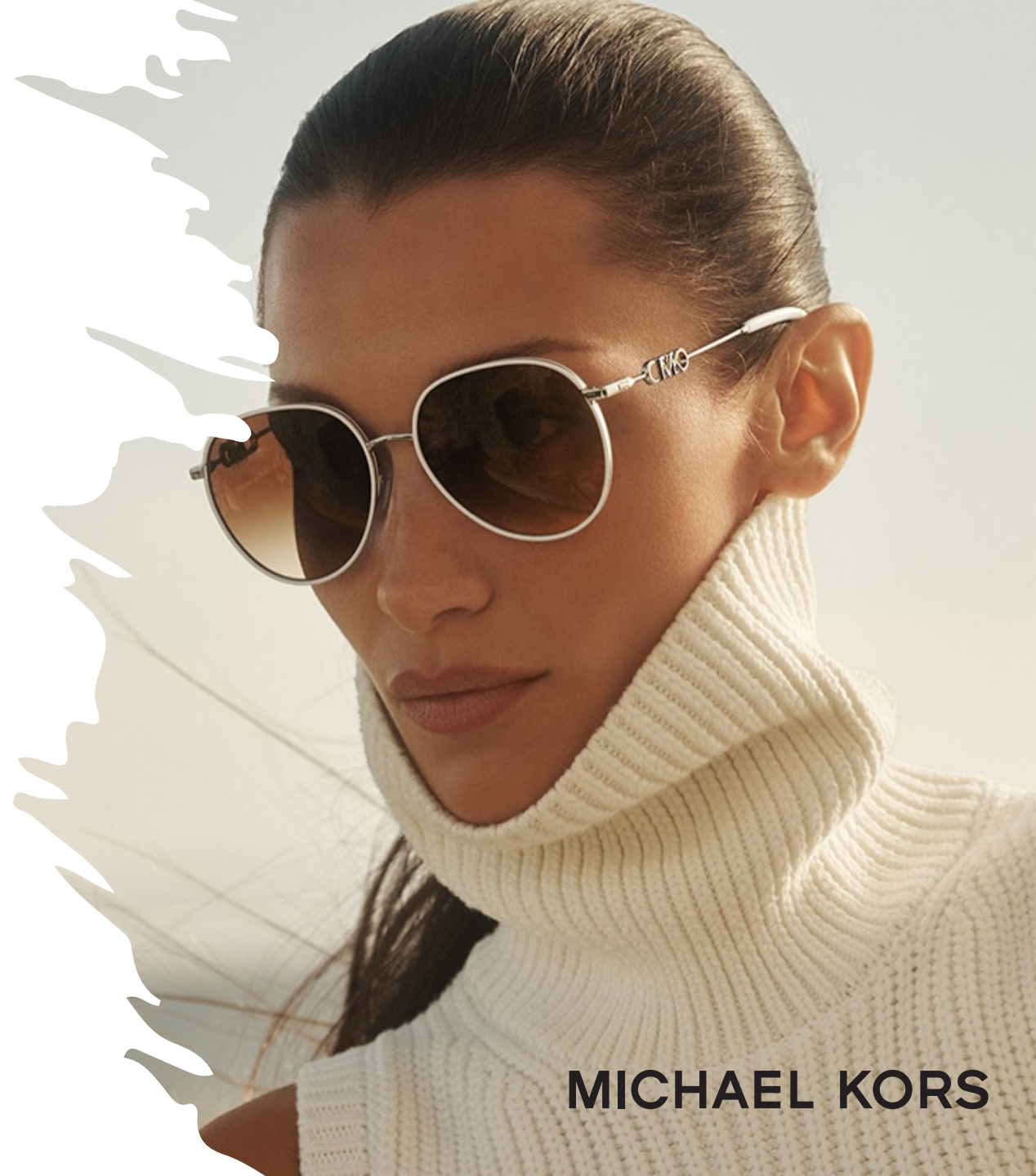
The report focuses on gender pay, which is the difference in pay between all men and women across the organisation.

It does not reflect equal pay, which refers to the difference in pay between men and women in comparable roles (equal pay for equal work).



# UNDERSTANDING THE REPORT

- The gender pay gap is the difference between the average pay of men and women, across the business, expressed as a percentage.
- It is important to note, that the gender pay is not the same as equal pay for equal work.
- Fewer females in senior positions will therefore result in a gender pay gap, even if those women are paid more than their male counterparts.
- **Mean Hourly Pay** is calculated by adding all of the male or female figures together and dividing by the total number of employees included.
- **Median Hourly Pay** is the middle pay value in the range of all values, aligned from the smallest to the largest.
- **Snapshot date** is the date on which our gender pay gap calculations are based on - **5 April 2022**



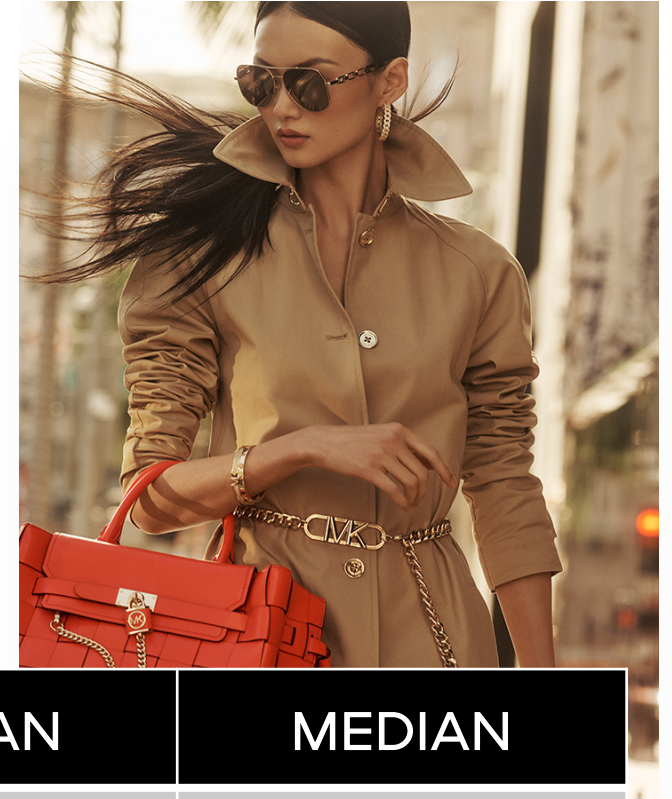
**MICHAEL KORS**

# GENDER PAY GAP 2022

This calculation shows the difference in hourly pay between the mean and the median hourly pay of women and men.

**Ordinary Pay** elements include basic pay, allowances and pay for leave and are **included** in the gender pay gap calculation.

**Exclusions** from this calculation include overtime pay, benefits in kind, authorised expenses and any payments associated with leaving the company.



PAY GAP	MEAN	MEDIAN
	30.6%	20.5%

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# BONUS GAP 2022

This figure looks at the difference in total bonuses, paid in the 12 months ending on 5 April 2022.

It compares the mean and median bonuses paid to women with the mean and median bonuses paid to men during that period.

Our figures reflect our current demographics whereby our male population are typically operating in our most senior roles. This is a key area of opportunity for Michael Kors.



BONUS	MEAN	MEDIAN
	52.3%	8.7%

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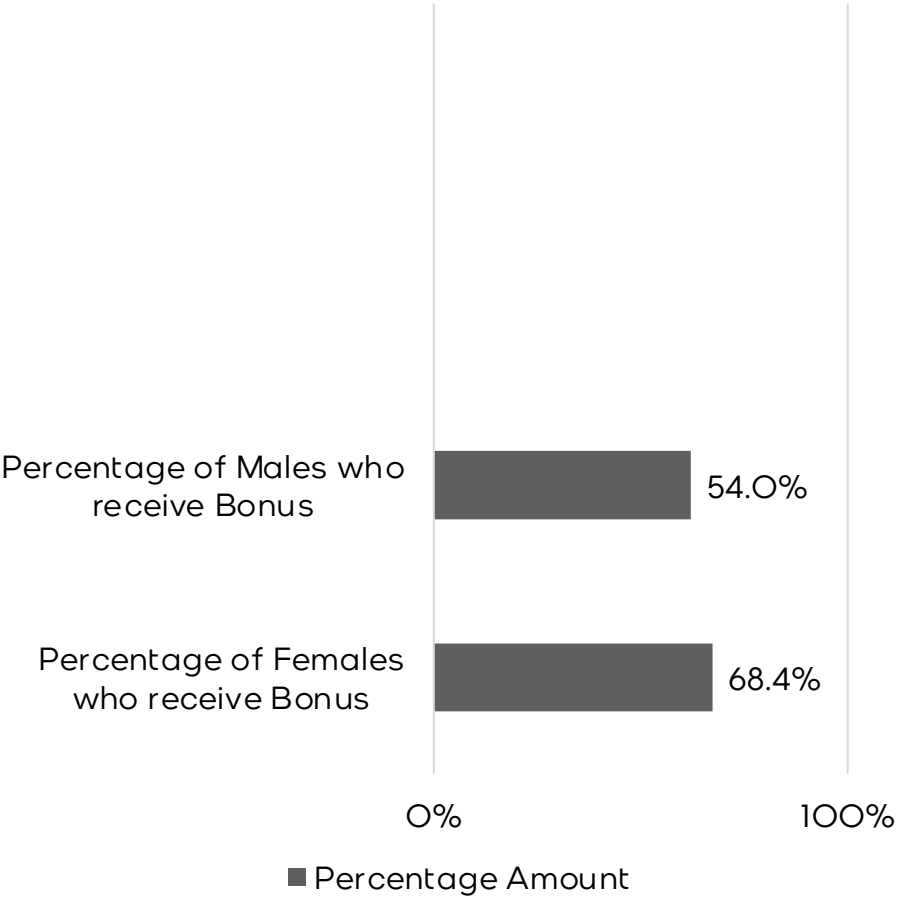
PROPORTION OF EMPLOYEES RECEIVING A BONUS

The graph shows the proportion of women and men who receive a bonus in the 12 months preceding the snapshot date of 5 April 2022



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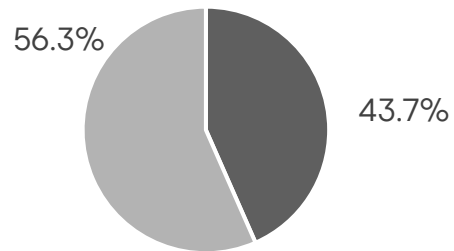
Proportion of Employees  
Receiving Bonus



# PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE

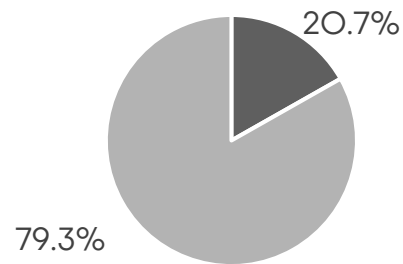
Percentage of women and men in each equally sized quartile of the salary structure. These are obtained by ordering all salaries from lowest to highest and then considering the first 25% for the lower quartile, then the next 25% for the lower-middle quartile, the next 25% for the upper-middle quartile and the final 25% for the upper quartile.

Upper Quartile



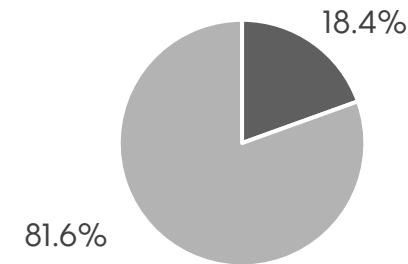
■ Upper Quartile - Male  
■ Upper Quartile - Female

Upper Middle Quartile



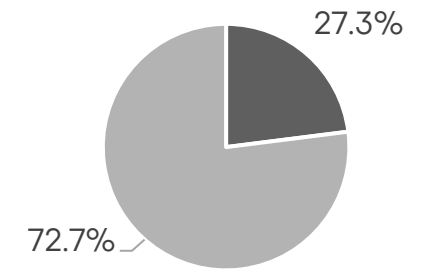
■ Upper Middle Quartile - Male  
■ Upper Middle Quartile - Female

Lower Middle Quartile



■ Lower Middle Quartile - Male  
■ Lower Middle Quartile - Female

Lower Quartile



■ Lower Quartile - Male  
■ Lower Quartile - Female



# OUR PEOPLE AND OUR REWARD PHILOSOPHY

Here at Michael Kors, we are proud of our commitment to diversity, equity and inclusion to foster an inclusive culture where employees and customers of diverse backgrounds are celebrated.

To drive this commitment, our Global Diversity and Inclusion team has led initiatives designed to develop skills and increase leadership succession for our people, including our female population. These initiatives include launching Employee Resource Groups, in particular one designed to support working parents; providing mandatory training in areas of diversity and inclusion, anti-sexual harassment and microaggressions, and; establishing Mentorship and Reverse Mentorship programs.

In 2022 we continued to drive our pan-European flexible working framework, including our core hours policy, which has become a main driver in attracting talent whilst retaining them through fair and equitable reward decisions based on role requirements, skills, and performance. Our corporate annual bonus policy has been reviewed to no longer pro-rate these for those on maternity leave, in recognition of the impact contributions make during this important time away from the business.

We manage all job offers and pay decisions through a central HR information system which ensures all data is trackable whilst providing several levels of approval on pay decisions to balance market competitiveness with internal equity across the business.

*We confirm that the information  
included in this report is accurate.*

*March 2023*

ALISON THORNE, VICE PRESIDENT, HUMAN RESOURCES



**MICHAEL KORS**



A fashion advertisement for Michael Kors. A woman with long dark hair, wearing sunglasses, a dark denim jacket over a black top, and a black skirt, is standing on the white stairs of a boat. She is holding a large, brown, studded Michael Kors handbag. The background shows a body of water and a sunset sky with a large tree on the right. The Michael Kors logo is visible on the handbag.

**MICHAEL KORS**