

A woman with long blonde hair and bangs is sitting on a white scooter. She is wearing a white, long-sleeved, knee-length dress with a complex, floral-patterned lace or cutout design. She is holding a large, round, woven straw basket with a fringed top and a leather strap. The background features a light-colored building with blue shutters and a potted plant with pink flowers. The overall aesthetic is Mediterranean or coastal.

MICHAEL KORS

GENDER PAY GAP REPORT 2025

OUR PEOPLE AND OUR REWARD PHILOSOPHY

At Michael Kors, we believe that progress comes through action - and that means continually challenging ourselves to do better. We are proud of the steps we've taken so far, but we also recognise that meaningful progress in closing the gender pay gap requires consistent focus, honest reflection, and a long-term commitment to fairness.

Over the past year, we've continued to embed principles of equity into how we attract, retain, and reward our people. We know that talent comes in many forms, and we are committed to ensuring everyone has the opportunity to grow and succeed, no matter their role or background. Our approach is grounded in creating a workplace where contributions are recognised and rewarded based on performance, skills, and potential - supported by clear processes and consistent governance.

We continue to refine how we make decisions about pay and progression, using data and technology to support transparency and accountability. Every offer we make, every promotion we consider, and every reward we give is reviewed with fairness in mind. Alongside this, we support career progression through a structured mentorship programme, pairing employees with experienced colleagues from across the organisation to build skills, broaden networks, and support long-term development.

In partnership with our Parenthood Employee Resource Group, we have enhanced our support for returning parents through a Buddy Programme and dedicated training for line managers. These initiatives are designed to help individuals transition back into the workplace and sustain their career progression over time.

We are also continuing to strengthen our inclusive hiring practices through mandatory monthly training for all hiring managers and interview panellists, focused on reducing bias and promoting fair, consistent recruitment decisions. By strengthening our processes and building awareness among our managers, we're helping to create a culture where equitable outcomes are the expectation, not the exception.

We're mindful that the gender pay gap is shaped by many factors - some inside the workplace, and some beyond it. While numbers alone don't tell the whole story, they give us an important snapshot of where we are and where we still need to go. That's why we take this report seriously: not as a compliance exercise, but as a chance to reflect, learn, and recommit.

Our journey is ongoing, and we know there is always more to do. But we remain clear on our goal - to offer equal opportunities and fair rewards to everyone at Michael Kors. We're proud of the progress we've made, and we remain focused on the work ahead.

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

March 2026

CHRIS AMPLO, PRESIDENT, MICHAEL KORS EMEA

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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 2025



GENDER PAY GAP 2025

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
	23.2%	16.0%

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BONUS GAP 2025

This figure looks at the difference in total bonuses, paid in the 12 months ending on 5 April 2025.

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
	75.7%	-21.6%

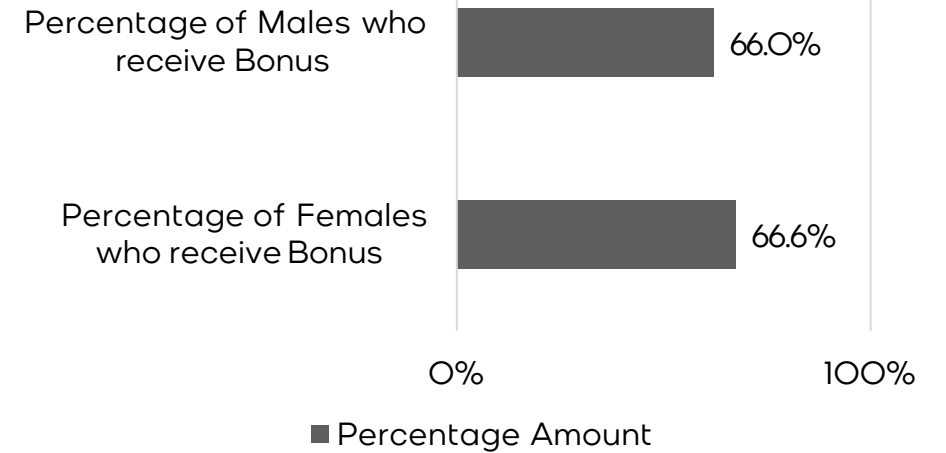
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PROPORTION OF EMPLOYEES RECEIVING A BONUS

The graph shows the proportion of women and men who receive a bonus in the 12 months preceding the snapshot date of 5 April 2025.



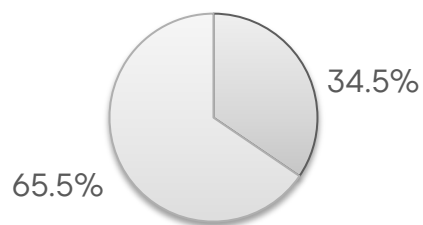
Proportion of Employees Receiving Bonus



PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE

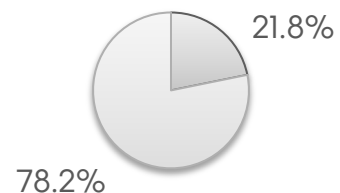
Percentage of women and men in each equally sized quartile of the salary structure. These are obtained by ordering all salaries from lowest to highest and then considering the first 25% for the lower quartile, then the next 25% for the lower-middle quartile, the next 25% for the upper-middle quartile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

Upper Quartile



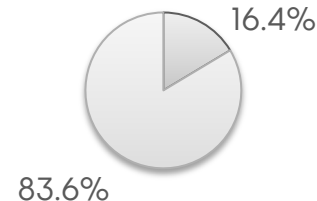
- Upper Quartile - Male
- Upper Quartile - Female

Upper-Middle Quartile



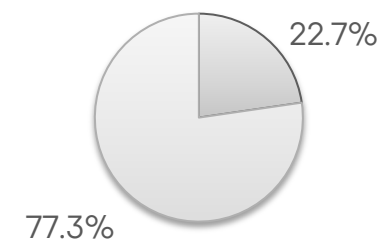
- Upper-Middle Quartile - Male
- Upper-Middle Quartile - Female

Lower-Middle Quartile



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

Lower Quartile



- Lower Quartile - Male
- Lower Quartile - Female

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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).



A man with dark hair, wearing a light blue denim shirt and light blue jeans, is sitting on a brick wall. He is looking towards the camera with a slight smile. He is holding a large, tan-colored woven bag with a black polka-dot pattern. The bag has a leather-like bottom and a drawstring top. The background shows a body of water and mountains in the distance. The text "MICHAEL KORS" is overlaid on the image in a bold, black, sans-serif font.

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