

EMPOWERING PEOPLE

SUSTAINABILITY AT YNAP
2016 SNAPSHOT

YOOX
NET-A-PORTER
GROUP



OUR SUSTAINABILITY VISION:

EMPOWERING PEOPLE

As the world's leading online luxury retailer, we have a responsibility - and also an opportunity - to create a more sustainable future.

We are in a unique position, working with large numbers of leading brands and also touching millions of customers globally, to tackle the social and environmental challenges we face, address customer concerns, and work to ensure the long-term prosperity of our business and the luxury fashion industry.

Our Sustainability Vision is centred on Empowering People and is built around three pillars: **Education, Empowering Women** and **Responsibility**.

We will work as a catalyst, sharing knowledge, innovating, leading by example, to translate this vision into a reality.

Our Sustainability Vision is also inspired by four of the United Nations' Sustainable Development Goals for 2030:



{ “*IN* 2009 YOOX GROUP INTRODUCED SUSTAINABILITY INTO ITS CORE PRACTICES INCLUDING THE LAUNCH OF **YOOXYGEN**, A PIONEERING PLATFORM FOR PROMOTING ENVIRONMENTALLY FRIENDLY BRANDS, AND THE **ECOBOX™**, ONE OF THE FIRST E-COMMERCE PACKAGING MADE ENTIRELY OF RECYCLABLE MATERIALS. THIS YEAR WE ARE DELIGHTED TO PLEDGE YOOX NET-A-PORTER GROUP'S STEADFAST COMMITMENT TO SUSTAINABILITY.”

Federico Marchetti,
CEO, YOOX NET-A-PORTER GROUP



KEY FACTS

OUR PEOPLE

4,128
employees

33
years is the
average age

40%
of our staff are aged
30 or under

There are over
75
nationalities among
our employees

96%
of our employees
have **permanent**
contracts

EDUCATION

We are funding
students to teach
children the basics
of coding in
partnership with
Imperial College
London

The **London Tech**
Hub, a new centre
for innovation,
will house a
20%
increase in tech jobs
at YNAP

40
business ideas
were generated at
our tech team's first
hackathon

We have partnered
with **SDA Bocconi**
School of Management
Milan, to create a
course in Digital
Strategy, Marketing
and e-commerce for
the MAFED Master

EMPOWERING WOMEN

61%
of YNAP **employees**
are women

63%
of YNAP **new hires** in
2016 were women

51%
of **middle and senior**
managers are women

Women leaders
at YNAP are paid
on average

14%
more than male
counterparts

RESPONSIBILITY

YOOXYGEN
has formed
a partnership on
responsible fashion
with **Parsons School**
of Design

All our multi-brand
online stores adhere
to the **Fur Free**
Retailer Program

We are committed
to going
100%
renewable by
2020, as part of the
RE100 program

Our new Milan
distribution centre
is targeting
"excellent" level of
BREEAM sustainable
building certification

EDUCATION

OUR COMMITMENTS

YNAP believes education empowers potential and is committed to investing in quality education as a foundation for improving young people's lives.

We will continue to invest in digital education, which is essential for supporting the digital transformation of our business and helping to build a diverse talent pool that will benefit our industry and wider communities.

We will extend our education programmes, and provide more opportunities for school-children, university students, and young people starting out in their careers.

We recognise the key role that our people play in our success and we want to continue to attract and retain the brightest and the best talent in the industry.

We are creating an ecosystem that promotes and supports innovation and new thinking and working to promote a positive and inclusive company culture that supports the growth of our employees.

OUR ACTIONS

- YOOX NET-A-PORTER GROUP is a member of the **European Commission's Digital Skills and Jobs Coalition**, set up to provide training for digital jobs for 1million young people by 2020.
- We are creating a **talent incubator network**, which will offer both schoolroom and workplace experiences.
- We have partnered with **SDA Bocconi School of Management in Milan**, to develop a new master's course on digital strategy, marketing and e-commerce.
- We run an **MBA Internship Programme**, enabling students from leading educational institutions including Harvard, Stanford, Columbia and London Business School, to join as interns each summer.
- Innovation is at the heart of our new **Tech Hub** in London, which boasts 70,000 square feet of space and houses up to 650 employees, amounting to a **20%** increase in tech jobs at YNAP.
- **Global Hackathons** give our tech teams opportunities to imagine smart new solutions for the business, and in 2016, 51 teams produced **40 digital solutions** for the business.

EMPOWERING WOMEN

OUR COMMITMENTS

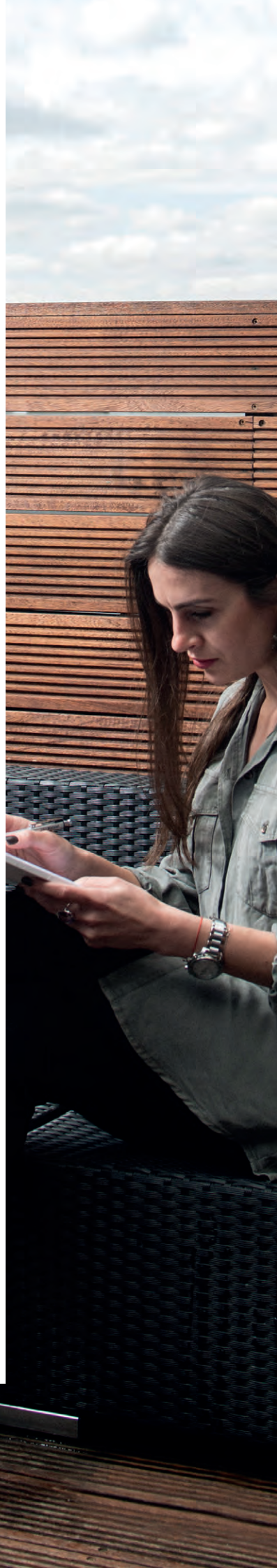
YNAP supports and promotes equality for women. We are committed to closing the gender pay gap and providing equal pay for work of equal value.

Further increasing equality in the workplace will be a key focus for YNAP in the coming year. It is not only the right thing to do; it is a key business priority.

There should be no barriers to realising ambitions. We are committed to supporting mothers and parents and we are rethinking the workplace and developing a range of flexible working programmes.

OUR ACTIONS

- **61%** of YNAP's **employees** are women.
- In 2016, **63%** of YNAP's **new hires** were women.
- Women hold **51%** of **senior and middle management roles**.
- In 2017, with the appointments of women to the posts of Chief People Officer and President of Off-Season, we have now reached a **50%** presence in the **Executive team**.
- Women in executive, top management, senior and middle management roles are earning on average **14%** more than their male counterparts.
- In 2016, YNAP was cited among **Top Employers in Italy**, and also included in the first **Top Attractors in the UK** ranking released in June 2016 by LinkedIn.
- In 2016, NET-A-PORTER was listed among the **Top 300 Graduate Employers** in the UK by the Guardian Newspaper.
- To support and promote the outstanding women working in the IT industry, YNAP sponsored the **Women in IT Awards 2017**.
- Since its launch in 2014, PORTER magazine has championed **Incredible Women** and produced world-leading content which celebrates incredible women from all walks of life.



RESPONSIBILITY

OUR COMMITMENTS

YNAP is committed to managing and reducing the social and environmental impacts of our business, collaborating with brands and suppliers to improve practices, and leading developments in our industry.

In 2009 YOOX GROUP introduced sustainability into its practices when it launched **YOOXYGEN**, a pioneering platform for environmentally friendly brands. YOOX GROUP also introduced the **Ecobox™, which is made from 100% recyclable materials**, certified by RESY, FSC and SFI, in the same year. This pioneering spirit is instilled in YNAP's Vision.

YNAP is committed to providing more information about supply chains, empowering customers to make informed choices about luxury fashion purchases.

We will pursue more green partnerships and collaborations with NGOs and charitable organisations.

OUR ACTIONS

- In 2016, YNAP joined the international **Fur Free Retailer Program**, supported by the Fur Free Alliance (FFA). All our multi-brand online stores are Fur Free.
- NET-A-PORTER has been a certified member of the **Responsible Jewellery Council** since 2014.
- We are a member of the **United Nations Global Compact** and part of **RE100**, a shared international commitment by leading companies to **100% renewable power** by 2020.
- This year YOOX has extended its commitment to promoting responsible practices in fashion through **YOOXYGEN** with a new partnership with **Parsons School of Design** in New York.
- Our new In-Season logistics hub in Milan is being built towards achieving an 'excellent' level of **BREEAM sustainable building certification**.
- Our first statement in accordance with the **UK Modern Slavery Act 2015**, covering 2016, has been published on our website.
- We work to make a difference in wider communities, and in 2016 we supported over **20 charities** and social initiatives.



A full-page background image featuring two men in a natural setting. One man is standing on a large tree stump, looking off to the side. He is wearing a dark navy bomber jacket with red and white striped trim on the collar and cuffs, over a light-colored crewneck sweater and dark trousers. The other man is sitting on the ground in front of him, also looking off to the side. He is wearing a dark navy bomber jacket with a geometric logo on the left chest, over a white t-shirt and dark trousers. The background shows a lush green landscape with trees and a clear sky.

FOR FURTHER INFORMATION:

Discover more about YOOX NET-A-PORTER GROUP's 2016 Sustainability Report online at www.ynap.com/sustainability

For press enquiries: press@ynap.com

We welcome your views about our efforts to be a more sustainable company. You can contact us at: sustainability@ynap.com

www.ynap.com

LinkedIn: YOOX NET-A-PORTER GROUP

Twitter: @YNAP