

YOOX NET-A-PORTER GROUP



GENDER PAY GAP

REPORT 2020

FOREWORD

At YOOX NET-A-PORTER, we have a long-standing commitment to supporting and promoting diversity, equity, and inclusivity in our workplace.

2020 was a year in which we further examined how we can continue to empower diversity. We are focused on closing our gender pay gap and driving initiatives to ensure YOOX NET-A-PORTER remains a place where everyone feels supported, has access to equal opportunities, can be themselves and work collaboratively.

Gender Balance

For many years, we have concentrated on accelerating gender equality, particularly in technology, a sector in which women are traditionally underrepresented. This forms a key part of YOOX NET-A-PORTER's work in diversity and inclusion and

contributes to the 'People Positive' commitments in our sustainability strategy, 'Infinity'.

This report provides our gender pay gap analysis for the UK and explains the reasons for our pay gap and our plans to reach gender pay parity across YOOX NET-A-PORTER. Women represent 66% of our employees and nearly 75% of our Senior Leadership Team in the UK.

More information about our long-term commitments and how we'll measure action within our sustainability strategy is available to read on [Infinity People Positive](#).

“At YOOX NET-A-PORTER we are champions of women across all levels. We continue to build an environment and culture that is collaborative, supportive, respectful and where everyone can succeed to drive sustainability and innovation.”

Paolo Inga
GLOBAL HR DIRECTOR



MEASURING THE PAY GAP

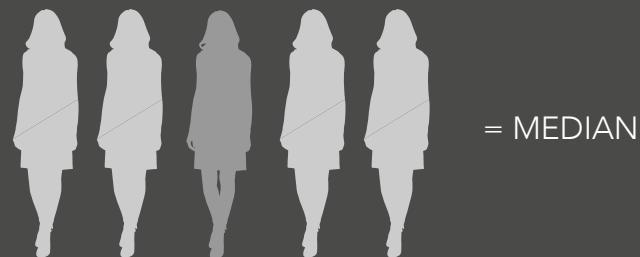
Under the UK Government's Gender Pay Gap reporting regulations, all employers in the UK with 250 or more employees must report their gender pay gap by sharing the median and mean (average) pay gaps between men and women's hourly pay and bonuses.

It is important to recognize that this is distinct from Equal Pay, which relates to men and women being paid the same for carrying out work of equal value.

The data in the next section shows the median and mean pay gaps between men and women's hourly pay and bonuses.

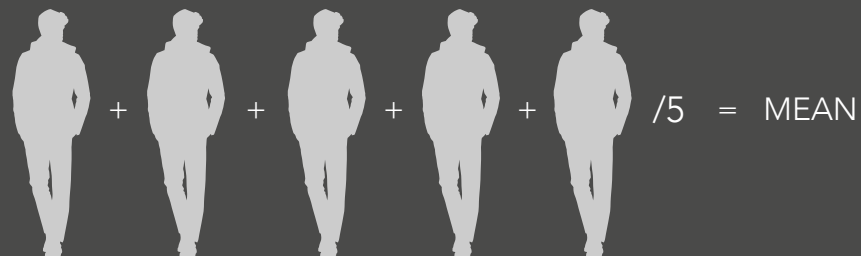
We also share the proportion of men and women in each quartile of the pay distribution. The data reflects our UK reporting requirements – employees of non-UK based companies are not included.

The median pay gap



The median is the figure that falls in the middle of a range when everyone's wages are lined up from smallest to largest. The median gender pay gap is the difference between the employee in the middle of the range of male wages and the employee in the middle of the range of female wages.

The mean pay gap



The mean is calculated by adding up the wages of employees and dividing this figure by the number of employees. The mean gender pay gap is the difference between the mean male pay figure and the mean female pay figure.

UNDERSTANDING OUR PAY GAP 2020

The mean pay gap for employees across our UK business is 15.1% and the median is 26.9%. This represents an increase of 0.2% in the mean pay gap and 1.0% in the median pay gap since 2019.

Explaining our gender pay gap

1. An important factor behind our gender pay gap is the difference in number of men and women in different areas of our business. At YOOX NET-A-PORTER, we have a higher representation of women in the non-tech and entry level roles. These roles are typically paid in the first three quartiles (Lower, Lower Middle and Upper Middle). Meanwhile, we have more men in technology roles, which are typically paid in the top quartiles (Upper Middle and Upper). While paid similar rates for the same jobs, this creates a difference in the overall mean and median for women and all men.
2. YOOX NET-A-PORTER is a digital business with a large proportion of employees in technology. Like many other companies in the technology industry, increasing female representation in a previously male dominated sector continues to be a challenge. We are pleased to report that women represent 32% of our technology workforce in the UK – ahead of the technology industry average. Nonetheless, we continue to have more men than women in technology roles, particularly in senior positions. This is a key factor in driving our gender pay gap since these jobs typically command higher pay due to high demand for these skills.

Explanation of bonus gap

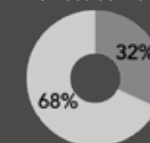
3. Bonus gap has the highest degree of volatility due to the payment dates and changes in the way we paid out bonuses compared to the previous three years. Overall women represent 66% of our UK employees. For 2020, we delivered a negative mean bonus gap -31.9%.

This data is based on a higher proportion of women receiving a bonus (12%) compared to men (7%). In 2020 YOOX NET-A-PORTER aligned its financial calendar with its parent group, Richemont. As a result of this transition, the bonus was paid after March 2021 and therefore will be included in the 2021 Gender Gap Report. On a median basis, the gap 34.5% reflects the composition of our teams with more women in entry level roles with the median value of bonus, which is lower than the median of bonuses paid to men.

Mean Pay Gap	15.10 %	Mean Bonus Pay Gap	-31.90 %	% of men receiving a bonus payment	7.0 %
Median Pay Gap	26.95 %	Median Bonus Pay Gap	34.50 %	% of women receiving a bonus payment	12.0 %

Proportion of men and women in each pay quartile

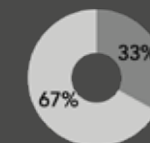
LOWER QUARTILE
lowest earners



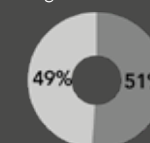
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE
highest earners



● Male
● Female

ADDRESSING THE PAY GAP

As part of our commitment to create a diverse and inclusive workplace for everyone, we have launched a number of key projects which will help to address our pay gap:

We have launched a **Diversity & Inclusion Census** to better understand our internal diversity and create more meaningful and targeted initiatives to ensure greater representation at YOOX NET-A-PORTER.

In addition to the Women in Tech community, we have created four new **Employee Resource Groups** (Ethnicity, LGBTQ+, Disability, Age), the leaders of which also drive progress within our D&I Council to accelerate change in the company. These groups provide a dedicated space for employees to share perspectives, establish support networks and propose new projects that advance our diversity and inclusion efforts.

We created a **Diversity & Inclusion Council** where the leaders of the Employees Resource Groups share the communities' feedback with an intersectional lens and deepen the conversation about equity to accelerate change in the company.

Throughout the pandemic, we have continuously reinforced our existing **Smart Working policy** to further embed remote working and support our employees.

We have rolled out the **Global Equity and Diversity policy**, which, alongside the **Global Harassment and Discrimination Policy** and the **Grievance Policy and Complaints Procedure**, supports our objective of enhancing and promoting an inclusive culture in our workplace.

Our Recruitment Team are receiving training to identify and overcome gender-bias that may exist within recruitment. Through our Diversity Dashboard, we are using data to better understand and inform promotion decisions. Furthermore, we are bolstering our broader diversity and inclusion agenda.

Our **Women in Tech Community** is continuing to spearhead engagement and role-modelling activities with the aim of attracting female talent to the organisation, creating a space for women to thrive, accelerate their careers and shape the future female talent pipeline.





YOOX NET-A-PORTER GROUP is the world's leading online luxury fashion retailer.

We employ over 5,378 people globally (2,201 in the UK) across our three divisions: Luxury, Fashion and Online Flagship Stores as well as: Technology & Operations and Corporate business functions.

Declaration

Our Gender Pay Gap figures have been calculated in line with the regulations set out in the Gender Pay Gap Reporting legislation. We confirm the information and data reported is accurate as of the snapshot date 5 April 2020.

Paolo Inga
Global HR Director