

YOOX NET-A-PORTER GROUP



GENDER PAY GAP

REPORT 2021

FOREWORD

At YOOX NET-A-PORTER, we are proud to promote a workplace culture that enables and embraces diversity, equity, and inclusivity in all its forms.

Five years ago, organisations such as ours were asked to analyse and publish their gender pay gap for the first time. Since then, we've been focusing on understanding our gender pay gap in more detail, and 2021 was a year in which we continued to take steps towards closing the gap. Ours is a business passionate about diversity, equity and inclusivity, and we are committed to driving initiatives that mean YOOX NET-A-PORTER remains a place where our people feel confident to be themselves, have access to equal opportunities, and can work collaboratively.

Gender Balance

Operating at the intersection between fashion and technology, YOOX NET-A-PORTER has been a front runner in gender equality for many years particularly in technology, a sector in which women are traditionally under-represented. We are proud to lead by example through the make-up of our technology team as well as broader

initiatives designed to encourage more young women and girls towards careers in technology. 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. It explains reasons for our pay gap and outlines our plans to reach gender pay parity across YOOX NET-A-PORTER. Women represent 67% of our employees and nearly 75% of our Senior Leadership Team in the UK. The progress we have made so far is important to us and we will continue to strive to close this gap further.

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 have a history of focusing on female representation throughout our organisation. This year we have taken important steps on the long-term journey towards gender parity, and we continue to foster a culture based around collaboration, support and respect, and where everyone has the opportunity to succeed.”

Paolo Inga
GLOBAL HR DIRECTOR



MEASURING THE PAY GAP

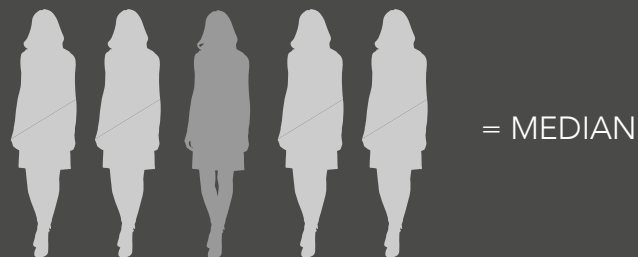
Under the UK Government's Gender Pay Gap reporting regulations, all employers in the UK with 250 or more employees must report their gender pay gap by sharing the median and mean (average) pay gaps between men and women's hourly pay and bonuses.

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.

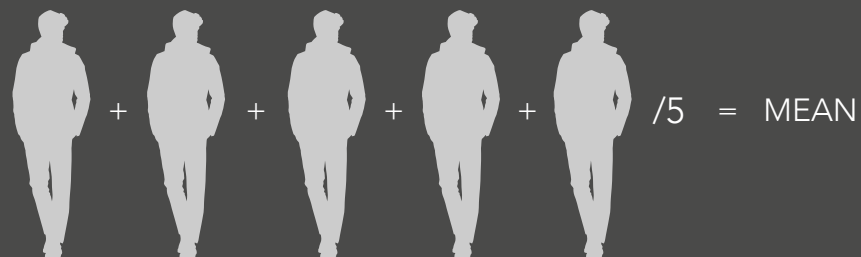
We also share the proportion of men and women in each quartile of the pay distribution. The data reflects our UK reporting requirements – employees of non-UK based companies are not included.

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 2021

The mean pay gap for employees across our UK business is 13.6% and the median is 16.70%. This represents a reduction of -1.5% in the mean pay gap and -10.25% in the median pay gap since 2020.

Explaining our gender pay gap

1. An important factor behind our gender pay gap is the difference in the number of men and women in different areas of our business. At YOOX NET-A-PORTER, we have a higher representation of women in all areas of our business, with the exception our technology roles. Even though women make up 32% of our technology teams – far above the industry average - we have more men in technology roles, which are typically paid in the top quartiles (Upper Middle and Upper).
2. YOOX NET-A-PORTER is a digital business with a large proportion of employees in technology. Since 2019, our pay gap in technology has reduced to 12% and is also below the UK national mean pay gap of 15.4%. 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 67% of our UK employees.

For 2021, we delivered a negative mean bonus gap -27.6%. A negative mean gap highlights that women on average received higher bonus payments than men. This data is based on a higher proportion of women receiving a bonus (85.5%) compared to men (83.8%). On a median basis, the gap (6.3%) 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.

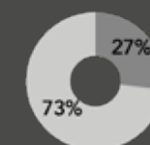
Mean Pay Gap	13.60 %	Mean Bonus Pay Gap	-27.60 %	% of men receiving a bonus payment	83.80 %
Median Pay Gap	16.70 %	Median Bonus Pay Gap	6.30 %	% of women receiving a bonus payment	85.50 %

Proportion of men and women in each pay quartile

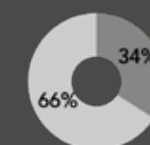
LOWER QUARTILE
lowest earners



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE
highest earners



● Male
● Female

ADDRESSING THE PAY GAP

As part of our continued commitment to creating a diverse and inclusive workplace for everyone, we have shared updates on key projects designed to help address our pay gap:

We continue to measure our internal diversity through our **Diversity Census** to create more meaningful and targeted initiatives to ensure greater representation at YOOX NET-A-PORTER.

Support of our Employee Resource Groups is ongoing (Ethnicity, LGBTQ+, Women in Tech), and our D&I Council continues to accelerate change in the company and to create opportunities to mark important events such as Black History Month UK and US, Women's History Month and Pride. 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.

Our **Women in Tech Community** is particularly active in spearheading 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.

We have continuously reinforced our existing Smart Working policy to further embed remote and flexible working and support our employees.

Our work continues to be underpinned by our **Global Equity and Diversity policy**, which, alongside the **Global Harassment and Discrimination Policy** and the **Grievance Policy and Complaints Procedure**, support 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, and we are using data, through our Diversity Dashboard, to understand and inform promotion decisions. Furthermore, we are bolstering our broader diversity and inclusion agenda.

We have launched a bespoke **Unconscious Bias training** to support the shift that the company wants to take from unconscious bias to conscious inclusion.

We have rolled out **an Inclusive Leadership training** for all the leadership and the managers population to better understand how to foster an inclusive culture in our workplace.



YOOX NET-A-PORTER is the leading destination for online luxury, fashion and style.

We employ nearly 5,000 people globally (2,036 in the UK) who work across our three divisions: Luxury, Fashion, 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 2021.

Paolo Inga
Global HR Director

