

YOOX NET-A-PORTER GROUP



GENDER PAY GAP

REPORT 2022

FOREWORD

At YOOX NET-A-PORTER, we strive to create a culture in which our people, partners and customers feel welcome, included and supported.

As part of Infinity, our sustainability strategy to 2030, we are committed to becoming People Positive: championing diversity and inclusivity to unlock opportunities for our business, industry, and beyond.

We believe this work begins from the inside of our organisation. Becoming People Positive means embedding our values across the business, empowering our teams to contribute towards a better future, and ensuring they are provided with equitable opportunities for success.

Gender Balance

Our Diversity, Equity and Inclusion (DEI) journey has been particularly focused on accelerating gender equality in technology, a sector where women are traditionally underrepresented. We began by increasing technology accessibility and education for young people, especially women, with digital training projects that have provided coding classes to over 10,000 children. Meanwhile, our Women's Network is

one of the longest-standing and most active of our Employee Resource Groups (ERG). Members of the Women's Network play a defining role in creating an environment of empowerment, equality, advancement and community for women in our workplace.

Women represent 68% of YOOX NET-A-PORTER employees, over half of our Senior Leadership Team and 33% of our technology team.

This report details our gender pay gap analysis for the UK. It explains the reasons for our pay gap and outlines our plans to reach gender pay parity across YOOX NET-A-PORTER. We take pride in the progress we have made so far and will continue our work towards closing this gap further.

Further information on our long-term commitments and how we will measure action within our Infinity sustainability strategy can be found [here](#).

“At YOOX NET-A-PORTER, we recognise and value the strong representation of women in our business and the significant contributions they make.

We are fully committed to ensuring that they are provided with opportunities that support, respect and further empower them. This year, we will continue to take action towards gender parity and ensure that YOOX NET-A-PORTER is the optimal workplace for women.”

Paolo Inga
GLOBAL HR DIRECTOR



MEASURING THE PAY GAP

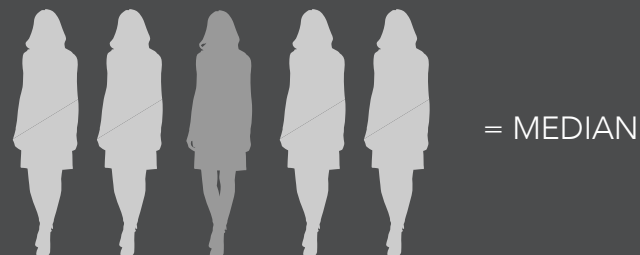
Under the UK Government's Gender Pay Gap reporting regulations, all employers in the UK with 250 or more employees must report their gender pay gap by sharing the median and mean (average) pay gaps between men's and women's hourly pay and bonuses.

It is important to acknowledge that the Gender Pay Gap differs from Equal Pay, which relates to men and women being paid the same for carrying out work of equal value.

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

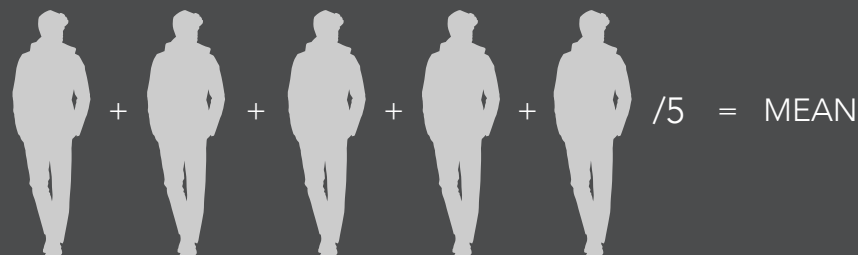
We also share the proportion of men and women in each quartile of the pay distribution. The data reflects our UK reporting requirements only; employees based outside of the UK are not included.

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 2022

Explaining our gender pay gap

1. The mean pay gap for employees across our UK business is 16.3% and the median is 13.3%. This represents an increase in the mean pay gap of 2.7% and a narrowing of the median pay gap of 3.4% from last year.
2. An important factor behind our gender pay gap is the difference between the number of men and women in different areas of our business. At YOOX NET-A-PORTER, women represent 68% of our employees and 76% of our Senior Leadership Team in the UK.

We have a higher representation of women across all areas of our business apart from our technology team, which consists of 33% women. While the ratio of women employed in technology at YOOX NET-A-PORTER compares favourably against the wider technology industry, this remains a sector where men tend to account for a higher proportion of the total.

Since 2019, our pay gap in technology has continued to reduce and currently sits at 10% across all levels, which is also lower than the national median gender pay gap of 14.9%. This is a key contributor towards our gender pay gap, since these roles typically command higher pay to reflect high demand for these skills.

Mean Pay Gap	16.30 %	Mean Bonus Pay Gap	0.30 %	% of men receiving a bonus payment	84.00 %
Median Pay Gap	13.30 %	Median Bonus Pay Gap	3.90 %	% of women receiving a bonus payment	76.00 %

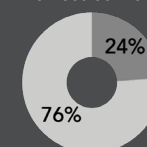
Explanation of bonus gap

3. During the relevant bonus period, a higher proportion of men received a bonus (84%) compared to women (76%).

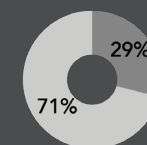
This was mainly due to the higher number of women joining the company after the bonus eligibility cut-off date and would consequently be excluded from the reporting period for bonuses. The mean bonus gap is 0.3% and the median bonus gap is 3.9%.

Proportion of men and women in each pay quartile

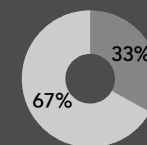
LOWER QUARTILE
lowest earners



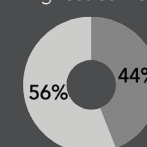
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE
highest earners



● Male
● Female

ADDRESSING THE PAY GAP

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

We will continue to measure internal diversity through our **Diversity Census**. Using its results, we will create more meaningful and targeted initiatives that ensure greater representation at YOOX NET-A-PORTER. The next Diversity Census will be conducted in 2023.


In 2022, we refreshed our approach and commitment to our **Employee Resource Groups (ERG)** and **DEI 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, equity and inclusion efforts. Our **Women's Network ERG** has historically spearheaded engagement and role-modelling activities with the aim to attract female talent to the organisation, create a space for women to thrive, accelerate their careers and shape the future female talent pipeline.

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 have been trained to identify and overcome gender bias that may exist within recruitment. Through our Diversity Dashboard, we are also using data to understand and inform promotion decisions.

In line with the People Positive focus area of our Infinity strategy, we will continue to drive DEI education across the business. We have launched a bespoke **Unconscious Bias training**, which is mandatory for employees across all levels. We have also rolled out an **Inclusive Leadership training** for all people managers, to support their understanding of how to foster an inclusive culture in our workplace. To make the step from awareness to activation, we are developing a bespoke training around Allyship for all YOOX NET-A-PORTER employees, to launch in 2023.





YOOX NET-A-PORTER
is home to the world's leading
online luxury, fashion and style
destinations.

We employ nearly 4,500 people globally (1,800 in the UK) who work 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 2022.

Paolo Inga
Global HR Director