

YOOX
NET-A-PORTER
GROUP

YOOX
NET-A-PORTER
GROUP

Gender Pay Gap

REPORT 2023



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 Commitment to Diversity and Inclusion has a specific focus on advancing gender equality in the technology sector, where women have been historically underrepresented. Our efforts began by enhancing technology accessibility and education particularly for young women.

Through digital training initiatives we've provided coding classes to over 10,000 children. Meanwhile, our Women's Network, one of our longest standing and growing Employee Resource Groups (ERGs) play a pivotal role in fostering an empowering, equal and supportive environment for women within our workplace.

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 the pay gap further. Women represent 69% of YOOX NET-A-PORTER employees based in the UK, almost two thirds of our Senior Leadership Team and 32% of our technology team.

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

“Our commitment to gender diversity at YOOX NET-A-PORTER remains steadfast, continuing in our legacy of supporting women to grow and succeed in their careers. Our refreshed approach to Employee Resource Groups this year has resulted in a thriving Women’s Network, leading initiatives across the business that further empower our employees. This is just one way we are supporting the women who make up the majority of our workforce and our senior leadership teams.”



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.

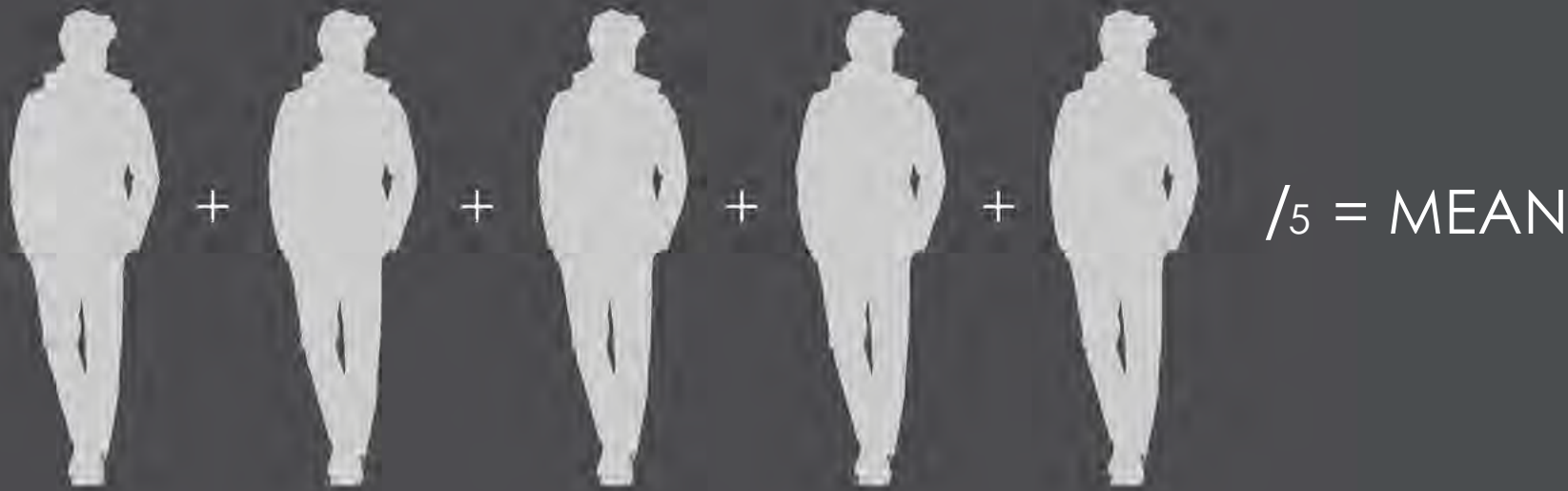
We also share the proportion of men and women in each quartile of the pay distribution. The data reflects our UK reporting requirements only; employees based outside of the UK are not included.

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 2023

Gender Pay Gap

1. The mean pay gap for employees across our UK business is 16.2% and the median is 13.5%. This represents a slight decrease of 0.1% in the mean pay gap while the median pay gap has widened slightly by 0.2% 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 69% of our employees and 65% 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 32% 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 9.3% across all levels, which is also lower than the national median gender pay gap of 14.3%. This is a key contributor towards our gender pay gap, since these roles typically command higher pay to reflect high demand for these skills.

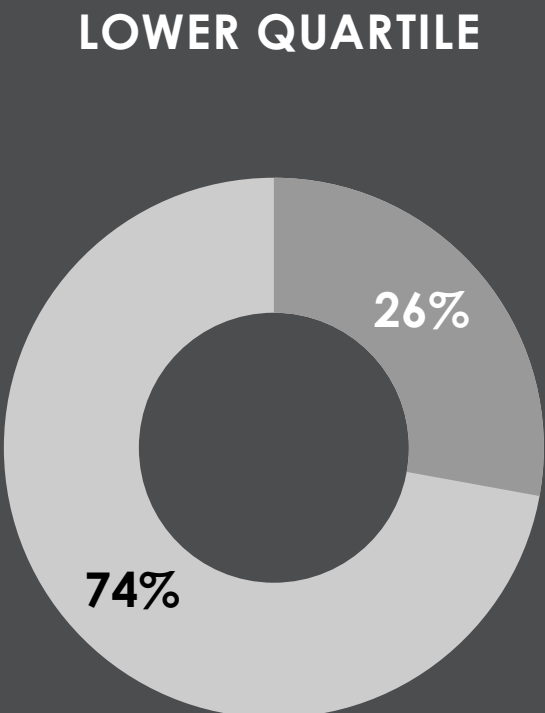
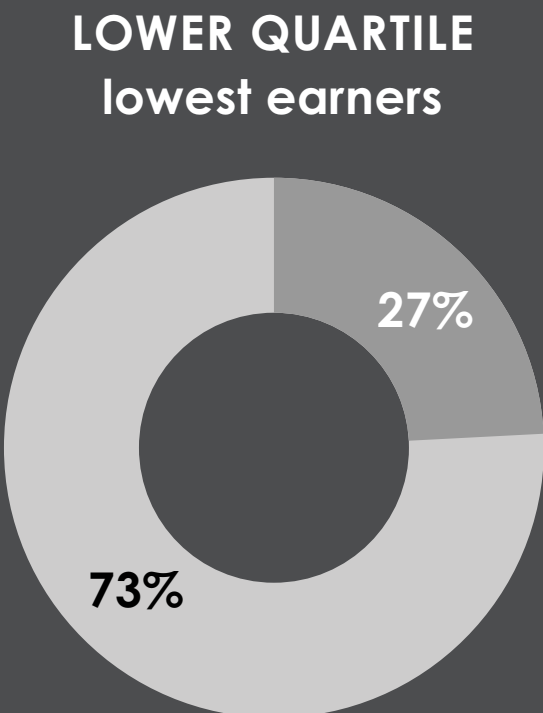
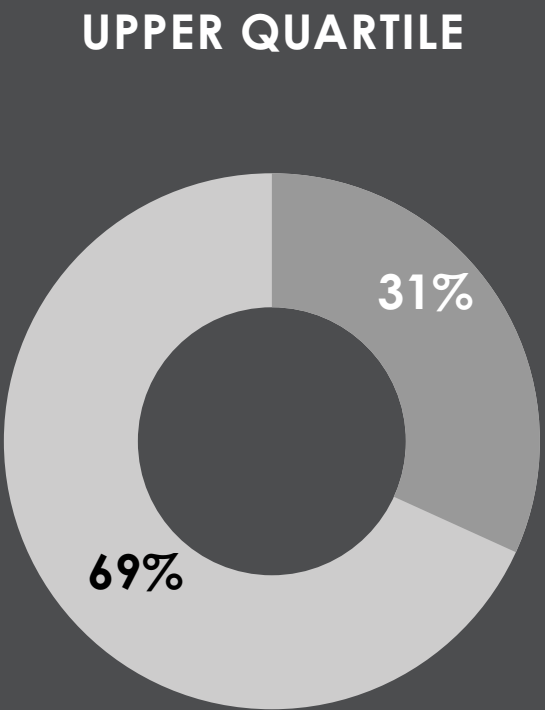
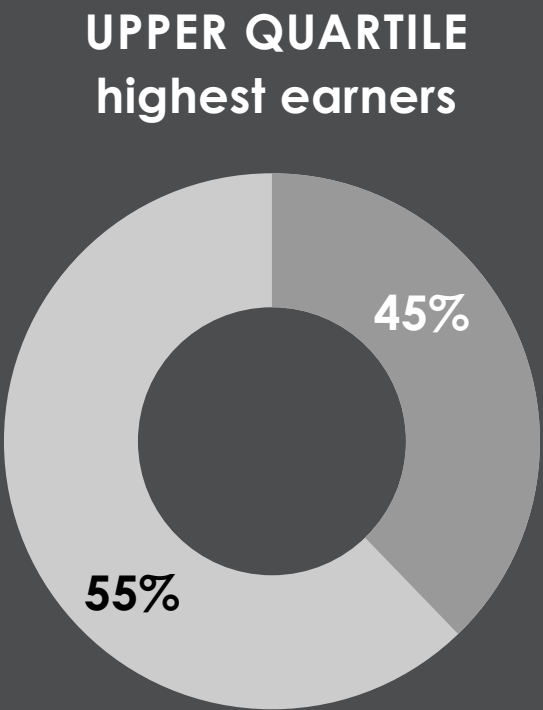
Bonus Gap

3. During the relevant bonus period, 61% of men received a bonus compared to 53% of women.

This may be as a result of the bonus being consolidated to basic salaries for certain employees based in our warehouse, the majority of whom are women.

In turn, looking at the pay quartiles, there was a slight decrease in the representation of females in the lowest pay quartile, with a greater proportion of women now occupying roles within the 2nd and 3rd quartiles.

The mean bonus gap is 10.9% and the median bonus gap is 22.7%.



Male Female

Mean Gender Pay Gap	16.2%	Mean Bonus Pay Gap	10.9%	% of men receiving a bonus payment	61%
Median Gender Pay Gap	13.5%	Median Bonus Pay Gap	22.7%	% of women receiving a bonus payment	53%

Addressing the pay gap

In line with our continued dedication to establishing a workplace that embraces diversity, equity, and inclusivity for all, we have provided updates on significant 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 2024.

In 2023, we expanded our **Employee Resource Groups (ERGs) and DEI Council**, reinforcing our commitment to fostering diversity, equity, and inclusion. These groups offer a dedicated space for employees to share perspectives, build support networks, and propose projects to advance our DEI efforts.

Our **Women's Network ERG** has historically spearheaded engagement and role-modelling activities with the aim to attract female talent to the organization, create a space for women to thrive, accelerate their careers and shape the future female talent pipeline.

Over the last year the YNAP Women's Network has organised numerous talks and workshops in local offices around the world from Milan to Dubai, as well as several global online activities for women at YNAP and their allies. To mark Women's History Month in 2023, the Women's Network ran mentorship breakfasts and lunches in each YNAP location hosted by female leaders in the business to share their career journeys and learnings with younger colleagues.

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 Complaint Procedure**, which support our objective of enhancing and promoting an inclusive culture in our workplace.

Our Recruitment Team is dedicated to continuous training to tackle potential biases in the recruiting process. Furthermore, we utilise our Diversity Dashboard to analyze data, gaining insights that inform our decisions regarding promotions.

Building on the achievements of the past year, we continued to advance the objectives outlined in the People Positive pillar of Infinity, our sustainability strategy to 2030. We successfully launched a tailored Unconscious Bias training, which is now mandatory for all employees across levels. Additionally, we implemented an Inclusive Leadership programme designed for all people managers, enhancing their capacity to nurture an inclusive workplace culture. In 2023 we transitioned from awareness to action by providing specialized Allyship training for all YOOX NET A PORTER employees. We're excited about sharing the outcomes of our Allyship journey in the near future.





YOOX NET-A-PORTER

is home to the world's leading online luxury, fashion and style destinations.

We employ 1,600 people in the UK (just over 4,000 globally), who work across our various business units.

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 2023.

Paolo Inga

Global HR Director