

YOOX
NET-A-PORTER
GROUP

Gender Pay Gap

REPORT 2024



Foreword

At YOOX NET-A-PORTER, we are focused on ensuring gender equality within our workplace, creating an environment where everyone is treated with fairness and respect.

At YOOX NET-A-PORTER, we are committed to driving positive change within our business, industry, and the wider community. Our transformation begins internally by embedding our core values throughout the company, empowering our teams to contribute to a more inclusive, equitable, and sustainable future.

Diversity and Inclusion

We are deeply committed to fostering diversity and inclusion in every aspect of our business at YOOX NET-A-PORTER. A key priority for us is advancing gender equality, particularly in industries like technology, where women have historically been under represented. We are focused on improving access to technology education, especially for young women, to ensure they have the tools and opportunities to succeed.

Through initiatives such as digital training programs and efforts to expand representation, our Women's Network—one of our longest-standing and fastest-growing Employee Resource Groups (ERGs)—continues to play a crucial role in building an inclusive, supportive, and empowering environment for women at YOOX

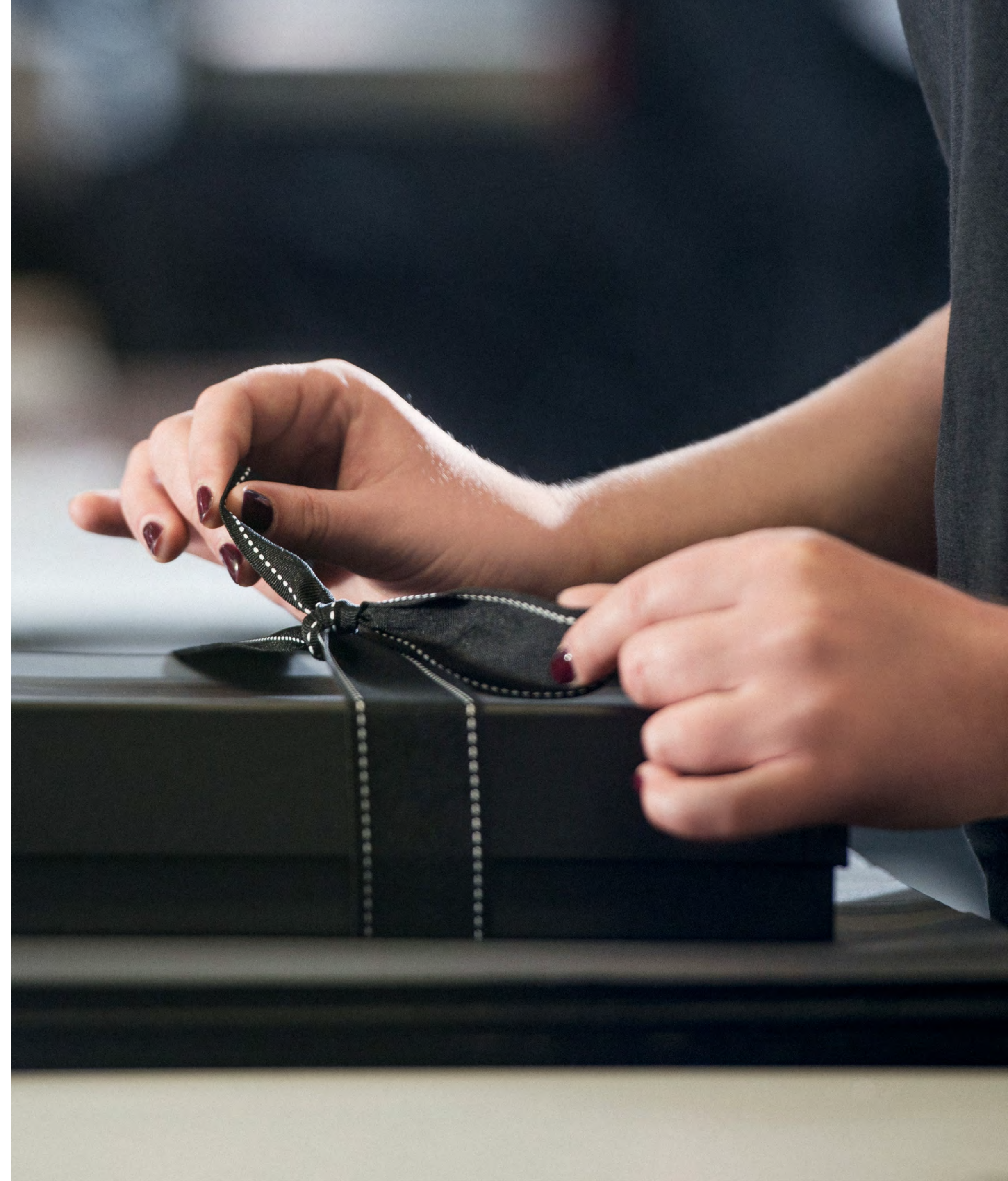
NET-A-PORTER. To further strengthen our ERG, we actively engage with members to better understand their needs and offer tailored support. Through mentorship, leadership development, and specialized programs, we are fostering a space where women can thrive, connect, and empower one another, reinforcing a culture of equality at YOOX NET-A-PORTER.

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 70% of YOOX NET-A-PORTER employees based in the UK and over two thirds of our Senior Leaders.

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

“At YOOX NET-A-PORTER, we are proud to foster an environment where everyone is valued, respected, and empowered to thrive. Through our Women’s Network, leadership development programs, and ongoing commitment to diversity, we continue to break barriers and drive meaningful change. While we celebrate our progress, we recognize that there is still work to do, and we remain dedicated to closing the gender pay gap and ensuring equal opportunities for all.”

Paolo Inga
GLOBAL HR DIRECTOR
YOOX NET-A-PORTER



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 relates to differences in the average male and female pay within a company. This differs from Equal Pay, which relates to men and women in the same employment being paid for carrying out the same or similar work.

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

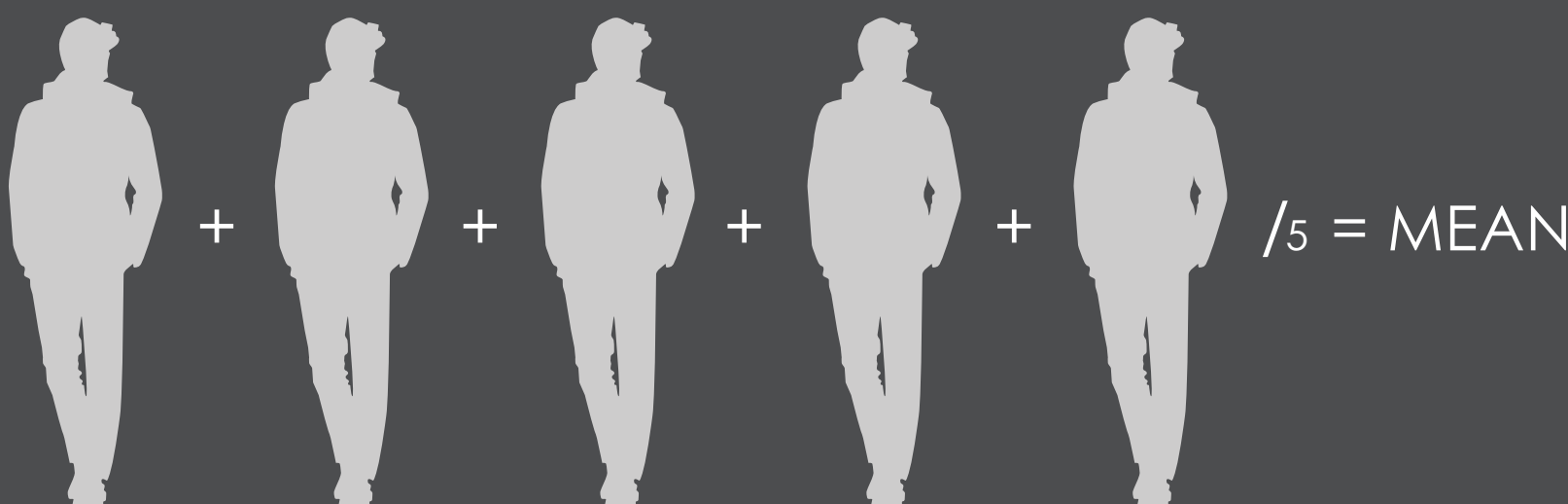
We also share the proportion of men and women in each quartile of the pay distribution. The data reflects our UK reporting requirements only; employees based outside of the UK are not included.

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.

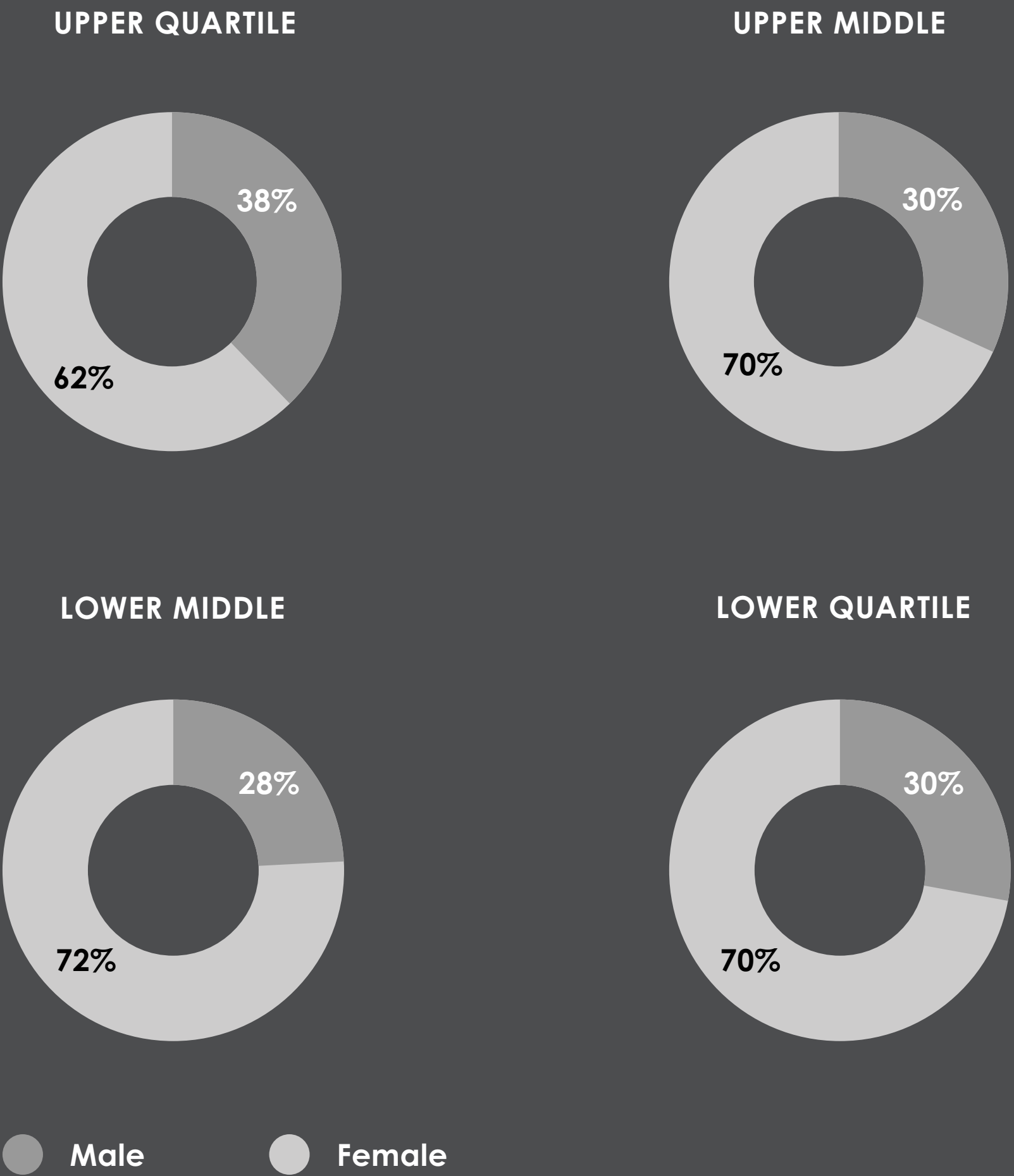
Understanding our pay gap 2024

Gender Pay Gap

1. Our data for 2024 indicates that the headline figure for mean and median gender pay gap in our total workforce has seen a significant decrease in comparison to last year.
2. The mean gender pay gap for employees across our UK business is 7.1% and the median gap is 6.3%. Compared to last year, this represents a significant reduction of 9.1% in the mean pay gap and a reduction of 7.2% in the median pay gap.
3. The reductions in both median and mean pay gaps is due to a combination of factors. The decline in our employee headcount by 13% since last year can have a large impact in the shift of our gender pay gap. Female new hires have been recruited on a slightly higher average rate than the females who left the business, while the new male hires have been brought in on a lower average rate than the males who left the business. This further demonstrates that there are now fewer males occupying some of the top-paid roles since last year and more males occupying lower paid roles; these are key drivers behind the gender pay gaps closing considerably since 2023.
4. The current mean National gender pay gap released in October 2024 is 13.8% in favour of men and the median is 13.1% also in favour of men. YNAP's mean and median gender pay gaps are therefore both lower than the national figures by 6.7 and 6.8 percentage points respectively.

Bonus Gap

5. During the relevant bonus period, 67% of men received a bonus compared to 68% of women.
6. The mean bonus gap is 18.1% and the median bonus gap is 26.6%. All bonuses paid in the twelve-month period ending on the 'snapshot date' are used for the calculation of the bonus gap. The calculation is based on actual bonus paid rather than full-time equivalent. YNAP has a higher representation of women across the business who work part-time and received a pro-rated bonus, which means the bonus gap is naturally higher.
- Looking at the distribution of men and women by pay quartiles, compared to last year, there has been a decrease in the proportion of males occupying roles in the highest-paid quartile. In contrast, the lower quartiles have both seen an increase in the proportion of males, which is contributing to the reduced pay gaps.



Mean Gender Pay Gap	7.1%	Mean Bonus Pay Gap	18.1%	% of men receiving a bonus payment	67%
Median Gender Pay Gap	6.3%	Median Bonus Pay Gap	26.6%	% of women receiving a bonus payment	68%

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.

At YOOX NET-A-PORTER, our commitment to diversity, equity, and inclusion continues to evolve in 2024. We have expanded our **Employee Resource Groups (ERGs)** and **DEI Council**, providing even more opportunities for employees to connect, collaborate, and drive meaningful change. These ERGs have grown significantly, offering spaces for employees to share their perspectives, build supportive networks, and lead initiatives that advance our DEI goals.

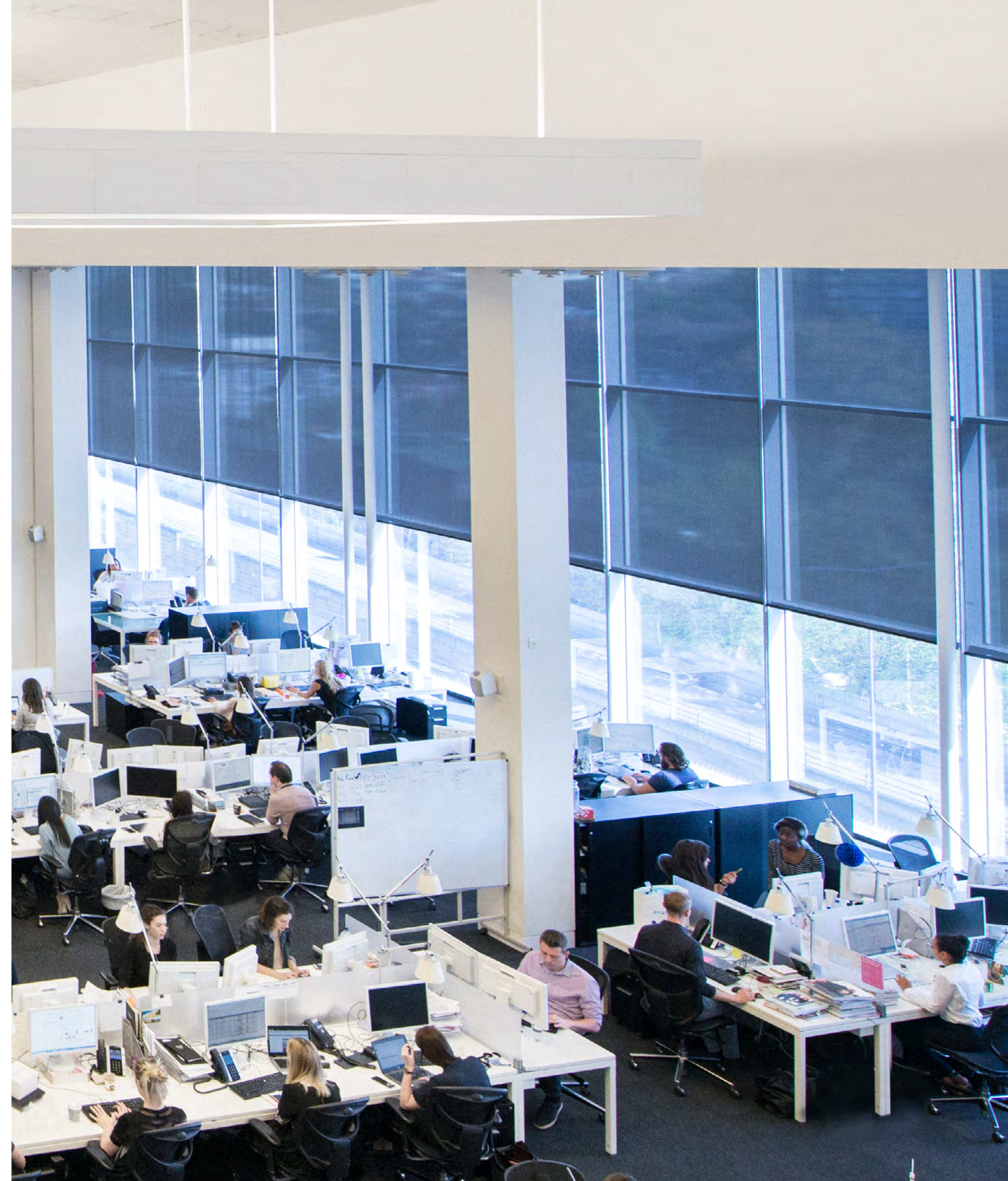
One of our largest initiatives continues to be **Women's History Month**, which has become a cornerstone of our ERG efforts. In 2024, the **Women's Network ERG** organized an array of events, including mentorship breakfasts and lunches at various YNAP locations, as well as global online talks. These gatherings, led by female leaders, allowed them to share their career journeys and valuable insights with younger colleagues and we have seen increased participation rates in our ERG groups globally. We are currently working on expanding these initiatives further and are excited to share the outcomes soon.

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 works closely with our DEI partners to ensure alignment on diversity, equity, and inclusion initiatives. This collaboration enables us to address DEI priorities throughout the hiring process and beyond, fostering a more inclusive and diverse workforce.

Building on the achievements of the past year, we continued to advance the objectives outlined in the People Positive pillar of our Infinity Strategy. In 2024, we successfully rolled out Allyship training to all YOOX NET-A-PORTER employees globally, and the response from the business has been overwhelmingly positive.

As we continue to prioritize diversity, equity, and inclusion, we are committed to making Allyship an integral part of our organizational culture. To support this, we have made the Allyship training available to all new joiners, ensuring that both existing and new team members have the resources to actively promote inclusion and contribute to a more diverse and equitable workplace.





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

We employ 1,400 people in the UK (just over 3,600 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 2024.

Paolo Inga
GLOBAL HR DIRECTOR
YOOX NET-A-PORTER