



Gender Pay Gap

REPORT 2025

Foreword

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

At NET-A-PORTER Group, we are committed to driving meaningful, positive change across our business, our industry and the wider community. Our transformation starts from within, embedding our core values throughout the company and empowering our teams to help shape a more inclusive, equitable and sustainable future.

Diversity, Equity and Inclusion

We are dedicated to advancing diversity, equity and inclusion across every part of our business.

We have introduced initiatives such as the “I Am Remarkable” workshops, a global movement that encourages individuals to recognise and celebrate their achievements, both in the workplace and beyond. These initiatives play an important role in fostering an inclusive, supportive and empowering environment for everyone across our business.

“We are proud to cultivate a culture where everyone feels valued, respected and empowered to succeed. Through our continued commitment to diversity, equity and inclusion, we strive to create lasting, meaningful change. While we are encouraged by the progress we have made, we recognise that there is more to be done. We remain committed to ensuring equal opportunities for all.”

Björn Kastl
CHIEF PEOPLE OFFICER

This report presents our UK gender pay gap analysis. It outlines the factors contributing to the gap and details the actions we are taking to achieve gender pay parity at NET-A-PORTER Group. We are proud of the progress made to date, reflected in the significant reduction of our gender pay gap.

Across our UK workforce, women represent 67% of all NET-A-PORTER Group employees.

Further information about our long-term commitments, including how we measure progress through our Infinity sustainability strategy, can be found [here](#).



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 note that the Gender Pay Gap measures the difference in average pay between men and women across a company. This is distinct from Equal Pay, which relates to men and women in the same employment receiving the same pay for performing 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.

The median gender pay gap removes any influence of very high and very low pay. We calculate both the median and mean hourly pay for men and women and report the percentage difference between them. In addition, we report the median and mean gender bonus gap, which compares bonus payments received by men and women.

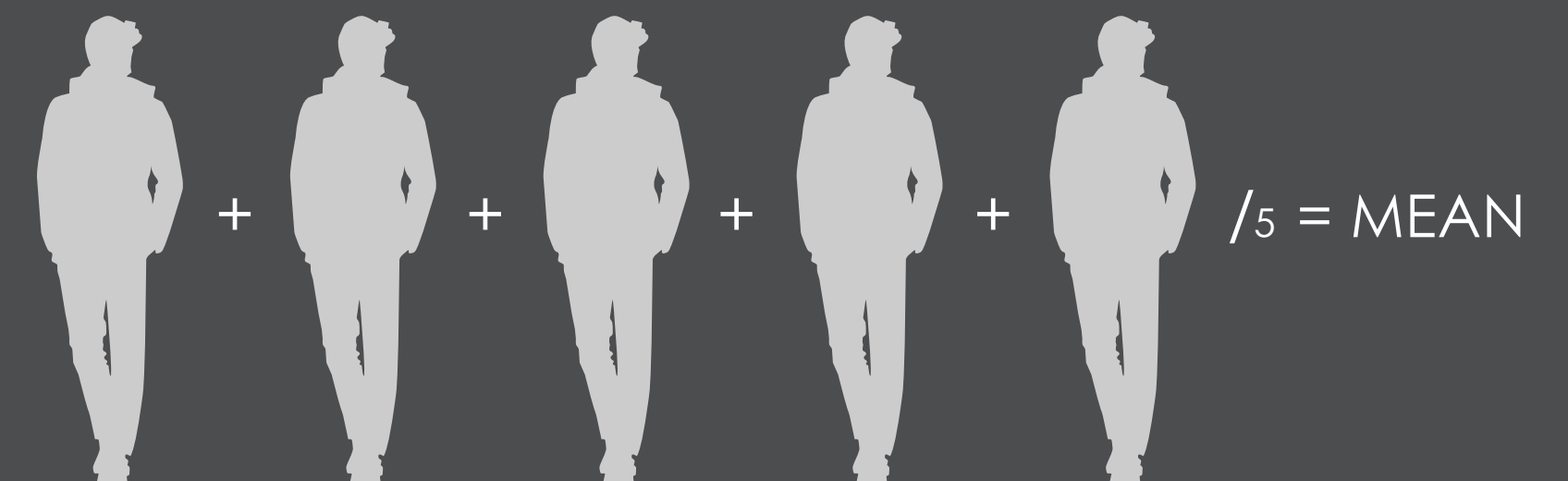
We also share the proportion of men and women in each pay quartile. The data relates solely to our UK workforce in line with statutory reporting requirements and does not include employees based outside the UK.

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

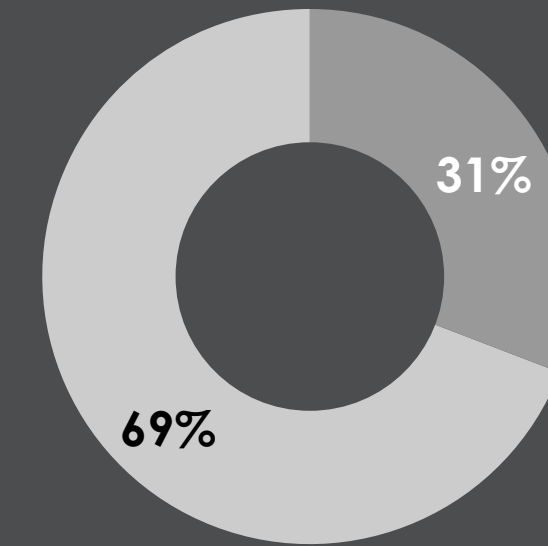
Gender Pay Gap

1. Our 2025 data shows that, for the second consecutive year, both the mean and median gender pay gaps across our workforce have decreased significantly.
2. This year's figures mark a notable shift, with a mean gender pay gap of -1.4% and a median gap of -11.2%. This inverse gap, along with a mean bonus gap of -79.5%, is largely driven by the strong representation of women in senior leadership roles and within the highest-paid quartiles.
3. Our median gender pay gap remains significantly below the national pay gap of 12.8% for April 2025, published by the Office for National Statistics.
4. While we celebrate the successful advancement and retention of women in leadership at NET-A-PORTER Group, our ultimate long-term objective remains achieving true, neutral pay parity and equal opportunities across all demographics.

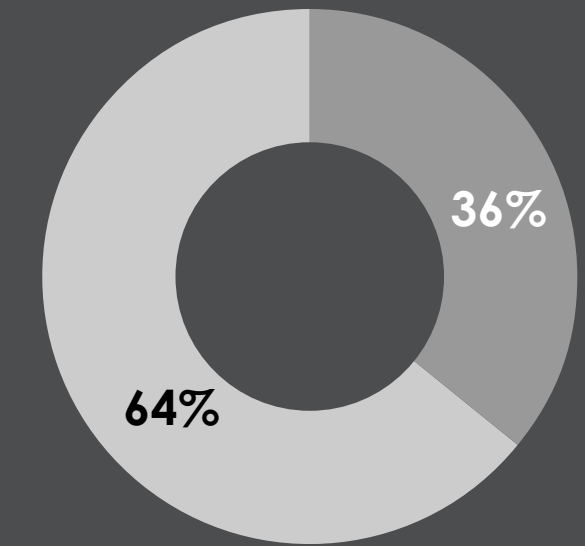
Bonus Gap

5. During the relevant bonus period, the proportion of men and women receiving a bonus was broadly comparable, with 64% of men receiving a bonus compared to 65% of women.
6. The mean bonus gap is -79.5% and the median bonus gap is 12.9%
7. The bonus gap calculation includes all bonuses paid within the 12-month period ending on the snapshot date and is based on actual amounts paid rather than full-time equivalent figures.
8. The narrowing of the gap since last year reflects the higher representation of women in senior leadership roles who receive bonuses.

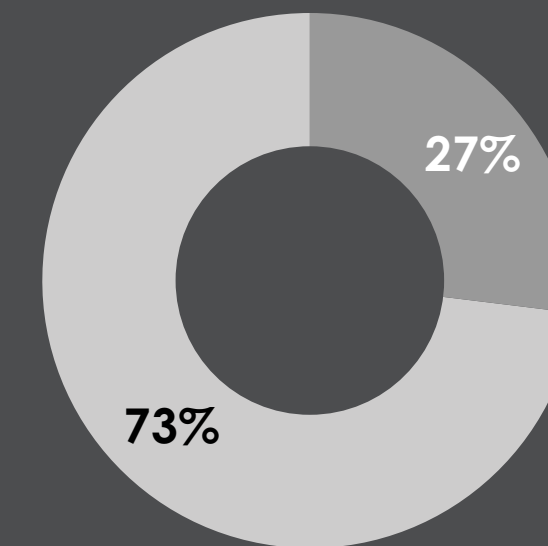
UPPER QUARTILE



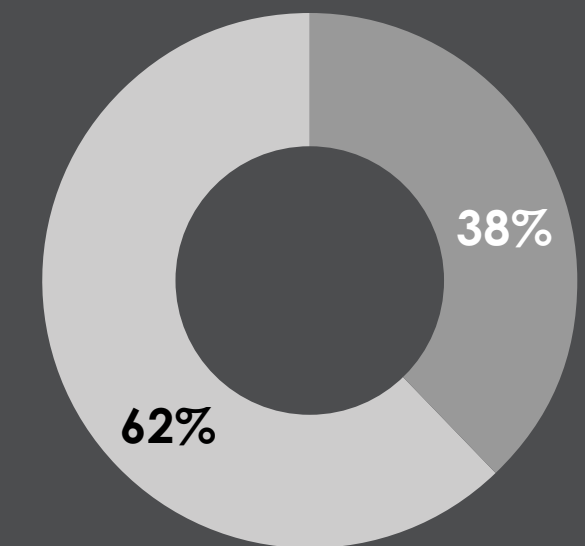
UPPER MIDDLE



LOWER MIDDLE



LOWER QUARTILE



● Male ● Female

Mean Gender Pay Gap	-1.4%	Mean Bonus Pay Gap	-79.5%	% of men receiving a bonus payment	64%
Median Gender Pay Gap	-11.2%	Median Bonus Pay Gap	12.9%	% of women receiving a bonus payment	65%

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.

As part of our ongoing commitment to fostering a workplace that embraces diversity, equity and inclusion, we continue to review and strengthen the initiatives that support our efforts to address the gender pay gap.

While pay gaps can arise from a range of structural factors, we remain focused on ensuring fair and equitable practices across recruitment, development, progression and reward.

At NET-A-PORTER Group, our approach to diversity, equity and inclusion continues to evolve. In 2025, we maintained our **Employee Resource Groups** (ERGs), which provide opportunities for employees to connect, collaborate and contribute to meaningful change across the organisation. These networks help foster supportive communities where colleagues can share perspectives and contribute to building a more inclusive workplace.

During the year, we also strengthened our focus on supporting women with career progression. Through development opportunities, internal mobility initiatives and a greater focus on career growth conversations, we continue to support women in advancing into leadership and specialist roles.

We also created opportunities for women to engage with one another and discuss topics relevant to their professional development and workplace experiences. These initiatives provide a platform for women to share perspectives, feel supported and ensure their voices are heard across the organisation.

Our work is underpinned by our **Global Equity and Diversity Policy**, alongside our **Global Harassment and Discrimination Policy** and our **Grievance Policy and Complaint Procedure**, which together support our commitment to fostering a respectful, inclusive and equitable workplace.

Looking ahead, we remain committed to continuing our efforts to support gender balance across all levels of the organisation. We will continue to review our practices, invest in development opportunities and encourage inclusive behaviours that help ensure everyone can develop, progress and thrive at NET-A-PORTER Group.





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 5th April 2025.

Björn Kastl
CHIEF PEOPLE OFFICER