

ASOS Gender and Ethnicity Pay Gap Report 2023



GLOSSARY

What is gender pay gap reporting?

Gender Pay Gap reporting is a mandatory requirement. Businesses with 250 or more employees on a specific date each year must report their pay gap data. The gender pay gap is the difference between the average pay of men and women in an organisation. At ASOS, we disclose our Gender Pay Gap statistics as of a snapshot date of **5 April 2023**.

Who's included in our data?

Our figures include UK based employees, who have a contract of employment with ASOS, incl. part-time workers. Examples of those excluded: agency workers, contingent workers, self-employed, non-executive directors and our end-to-end Logistics and Supply Chain operation run by third parties

What do we report on?

- Mean (average) gender pay gap for hourly pay
- Median gender pay gap for hourly pay
- Mean gender pay gap for bonus pay
- Median gender pay gap for bonus pay
- Percentage of men and women in each hourly pay quartile
- Percentage of men and women receiving bonus pay

Is gender pay the same as equal pay?

Gender pay and equal pay are not the same. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. Gender pay gap shows the difference in the average pay between all men and women in a workforce.

Calculating our gaps

When calculating our gender pay gap, we're required to do more than just add up the basic salaries or group bonus payments and provide two different measures. For example, when calculating pay we include basic pay, allowances and exclude pay such as overtime. For bonus, we include performance related pay and other types variable pay such as one-off bonuses and incentive payments.

Mean gap

The mean gender pay gap shows the difference between the average hourly pay of all men and women.

Median gap

In sorting from lowest to highest hourly paid, the median gender pay gap is the difference between the physical middle hourly pay point of all men and women.

“We remain committed to driving diversity, equity and inclusion in every aspect of our business and beyond. Critically assessing our gender and ethnicity pay gaps is core to this commitment.”



FOREWORD

ASOS is on a journey to inspire fashion loving customers and enable them to be whoever they want to be. That starts by creating a workplace culture that allows diverse, high-performing talent to grow, learn and progress at ASOS.

We remain committed to driving diversity, equity and inclusion in every aspect of our business and beyond. Critically assessing our gender and ethnicity pay gaps is core to this commitment.

Our pay gaps are influenced by the composition of our workforce. Our Product, Studios and Customer Care functions have large teams weighted towards entry level roles. The teams in these functions are 81% women and 19% men, meaning we have many women in entry level roles. Our Technology team, while large, has fewer entry level roles and consists of 68% men and 32% women, meaning we have more men in more senior roles. This has slightly improved due to the efforts of our "Women in Tech" DEI network.

To help address these gaps, we continue to have a strong focus on increasing the representation of women and ethnically diverse groups across our senior leader population. We have a dedicated DEI team who have increased our focus on DEI in our hiring processes; we're strengthening our employee DEI networks empowering them to drive positive change across ASOS; and we're creating a culture of belonging, so employees can bring their best selves to work.

There is always more work to be done in this area and I look forward to sharing another update in next year's report.

A stylized, handwritten signature in black ink.

José Antonio Ramos Calamonte
CEO, ASOS

Gender pay gap

Gender pay & bonus gap

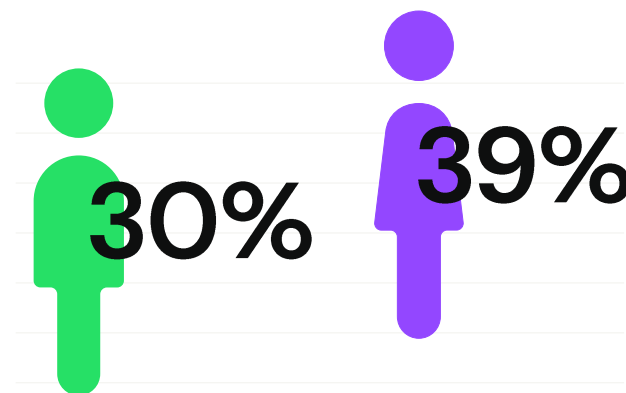
The difference between the earnings of men and women.

	2022	2023
Mean pay gap	31.1%	28.1%
Median pay gap	45.5%	43.9%
Mean bonus gap	51.8%	43.2%
Median bonus gap	49.8%	0.0%

 M: 35%  F: 65%

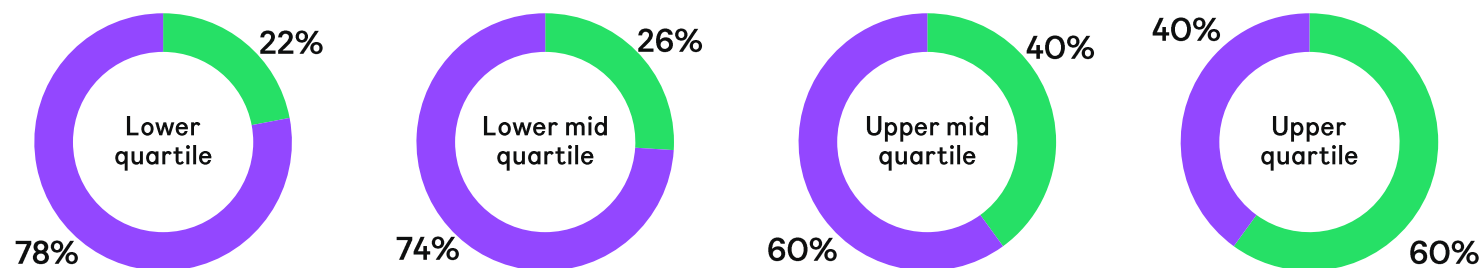
Bonus awards

The proportion of men and women receiving bonus pay.



Pay quartiles

The proportion of men and women by quartile pay bands.



Key points

- Although we've improved our gaps this year, they remain high due to the structure of our organisation.

There are significantly more women holding junior roles within our Commercial, Studios and Customer Care teams, who make up 50% of our business.

There is greater male representation in higher paid senior level roles, such in as our Technology function.

- ASOS adopted pay initiatives to support our lower paid employees due to the impact of the cost-of-living crisis. The majority of those receiving support were women which has resulted in fewer women occupying the lowest two quartiles, a contributing factor to the improvement of our gap.
- Last year group company bonuses were not paid out, influencing our bonus gap results.

Ethnicity pay gap

Ethnicity pay & bonus gap

The difference between the earnings of our ethnically diverse employees and white employees.

	2022	2023
Mean ethnicity pay gap	1.6%	1.4%
Median ethnicity pay gap	-7.4%	-5.4%
Mean ethnicity bonus gap	26.7%	-48.9%
Median ethnicity bonus gap	1.6%	0.0%



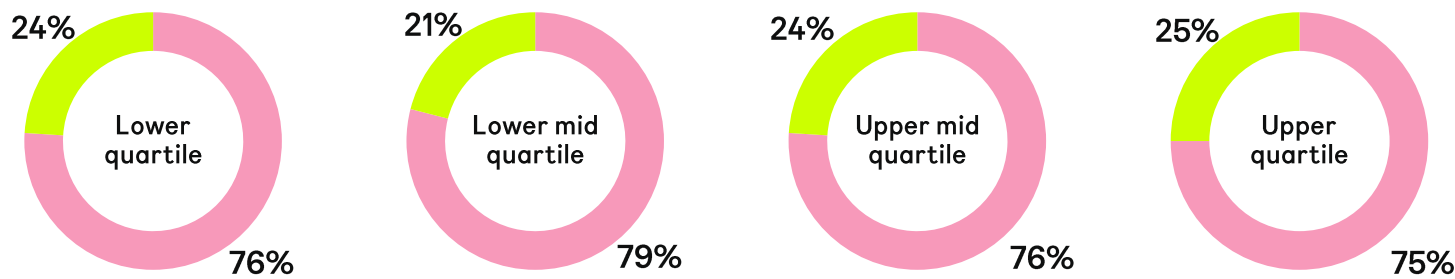
Bonus awards

The proportion of ethnically diverse employees and white employees receiving bonus.



Pay quartiles

The proportion of ethnically diverse employees and white employees quartile pay bands.



Key points

- Our overall ethnicity gaps remain positive where we continue to try attracting and employing an ethnically diverse talent pool across all levels.
- Our disclosure rates remain high at 94% and we continue to encourage employees to disclose their ethnicity.

REDUCING THE GAPS

Progress and actions

We are committed to improving DEI at ASOS and continue to work towards meeting our targets set within our Fashion with Integrity strategy, which includes reaching at least 50% female and 15% ethnically diverse representation across every leadership level by 2030 (Heads of, Directors and Executives). This includes over 40% female representation in Technology roles by 2030.

We are building strong foundations and creating the right culture that enables high performing, diverse talent to thrive, develop and progress at ASOS.

Since the data snapshot of **5 April 2023**, our actions to embed an inclusive culture at ASOS and reduce the pay gaps includes:

Leadership

We remain committed to advancing gender and ethnicity representation across ASOS. Data as of August 2023 shows representation of female leaders has decreased from 44.44% to 42.6%, however representation of ethnically diverse leaders has increased from 10% to 10.7%. Despite this, 50% of our leadership promotions went to female identifying ASOSers and 10% went to ASOSers from ethnically diverse backgrounds.

Recruitment

We've mandated that our interview panels must have diverse representation. To make sure this is consistent, we've set up an ASOS Interview Committee – a group of 29 ASOSers from underrepresented groups who voluntarily support on interview panels for teams that currently lack diverse representation.

We've launched 'Hiring @ ASOS' training for managers which focuses on inclusive hiring; including the importance of diverse shortlists and best practise for interviewing.

We've onboarded two new DEI partners, myGwork and The Outsider's to help us reach new communities of underrepresented talent, with a focus on intersectionality.

We've hosted events dedicated to driving diversity, partnering with Black Girls in Tech, Centrepont, Black Create Connect, The Prince's Trust, Caramel Rock, The Outsiders Perspective & Fashion Minority Report.

Through the assured skills programme at the ASOS Tech Hub in Belfast, we hired 37 junior engineers, 46% of these engineers identify as female.

REDUCING THE GAPS

Employee networks

We are currently refreshing our networks by introducing a new operating model. This includes new chair and co-chair roles, as well as designated mental health first aiders.

We have launched two new networks – focused around Women's + empowerment and raising awareness to Fertility and Baby Loss. These aim to foster community and provide safe space to those who need it.

Our Women in Tech network have been driving activity both internally and externally, and female representation wider across the Technology function has increased from 31.3% to 32.4%. The network has championed free access to period care products (now available across our sites), supporting ASOS to become a more inclusive place for those who identify as female.

Culture of belonging

Our industry-recognised DEI ALL IN learning programme is undergoing a refresh to ensure it is fit for purpose and relevant for today's DEI conversations. This includes the addition of new content focused on neurodiversity.

We continue to celebrate key DEI moments all year round – recently recognising our first Women's History Month. Through the power of storytelling, we recognise cultural moments and religious festivals, such as Black History Month, Ramadan, Rosh Hashanah and Diwali.

We have introduced certified Mental Health First Aiders across our sites and actively engage with Neurodiversity experts to provide guidance on best practice around reasonable adjustments and accessibility.

Pay

We are committed to fair pay and as with previous years, our annual pay review continues to focus on ensuring fair and equitable pay, awarding a slightly higher rate of increase to those paid at lower levels of our pay ranges.

Pay adjustments were made to ensure that pay reflects the new Real Living Wage and this year we uplifted salaries effective from the date the new rates were announced to provide immediate support to those impacted (84% women).

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