



Gender Pay Gap Report 2025

Zalando Ireland Ltd

Snapshot date: 30/06/2025

This report details Zalando Ireland's gender pay gap metrics for 2025, in line with the Gender Pay Gap Information Act 2021, and outlines our commitment and actions to address the findings.

About Zalando

Founded in Berlin in 2008, Zalando is Europe's leading online multi-brand fashion destination. We are building a pan-European ecosystem for fashion and lifestyle e-commerce, along two growth vectors: Business-to-Consumer (B2C) and Business-to-Business (B2B). In B2C, we provide an inspiring, high-quality multi-brand shopping experience for fashion and lifestyle products to more than 52 million active customers across 26 markets. In B2B, we leverage our logistics infrastructure, software and service capabilities to support brands and retailers in managing and scaling their entire e-commerce business, both on and off the Zalando platform.

In Ireland, Zalando operates a Tech Hub (Zalando Ireland Ltd.), focused primarily on engineering and applied science work, shaping and building the next generation of customer experiences, developing and operating one of the largest customer platforms in Europe, along with the core product catalog, customer reviews, and data quality systems for product labeling and categorisation. We're also home to specialist teams in information security, product design, program management, with the dedicated site operations team supporting all employees.

do.Better – our Diversity and Inclusion Strategy

Zalando is built on the collective contributions of many. That's why, when we say we want to be inclusive by design, we mean welcoming to everyone.

In 2021, we launched do.BETTER, our first comprehensive D&I strategy to embed diversity and inclusion at Zalando. It signaled to our talents, leaders, customers and partners that we take D&I seriously. And it delivered strong results; in close collaboration with many teams, we saw progress in representation, built inclusive practices in our systems, established an internationally recognised Adaptive Fashion assortment, and diversified our partner portfolio. The strategy was intentionally broad and ambitious, structured around four pillars: Talent, Leaders, Customers, and Partners.

Our talent commitments focused on equitable hiring, promotion, and development. Leadership efforts centered on D&I action plans, inclusive leadership practices, increasing women in senior roles, and diversifying top levels.

Our compensation philosophy

It's important to us that Zalando employees are paid fairly and competitively. We strive for a level of compensation and benefits that allows us to attract and retain the right talent that we need, and who can grow with us. To achieve this and ensure consistency, we rely on clear frameworks and processes. These are applied uniformly across the group and help leads make individual salary decisions based on objective guidelines and criteria (job family, job function, grade, performance, location). We follow a role-based approach to compensation which helps us to ensure that we reward comparable roles in a similar way across teams and business units within Zalando.

We continuously monitor pay equity and have transparent processes for performance evaluation, promotions and compensation review.

The difference between equal pay and the gender pay gap

The Gender Pay Gap is not a measure of Pay Equity.

Pay Equity means there is no differentiation in employee remuneration because of gender or other illegitimate discriminatory factors. The application of pay equity ensures that women and men doing the same or comparable work are paid equitably, all other things being equal. Zalando, in Ireland and in every other country in which we operate, is committed to pay equity.

Under Irish government rules, the Gender Pay Gap measures the average (mean) and median pay for all men and for all women across the organisation. This is normally referred to as the "unadjusted gender pay gap" because it doesn't account for different roles held by men and women or for differences in performance, experience or skillsets.

In keeping with the Gender Pay Gap Information Act 2021, this report details (unadjusted) gender pay gap metrics for Zalando Ireland Ltd (Zalando Ireland).

Our gender pay gap metrics

The results below set out the gender pay gap for Zalando Ireland with a reference period of 1 July 2024 to 30 June 2025. In this period, our headcount included, for purposes of comparison in this report, 36 women and 66 men. This included two part-time employees and one temporary employee, which wasn't enough to enable us to publish separate statistics for part-time and temporary workers. Our part-time and temporary employees are included within the overall statistics.

All employees															
Hourly Remuneration		Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile		Bonus Proportion		Bonus Gap		Benefits in Kind	
Mean	Median	M%	W%	M%	W%	M%	W%	M%	W%	M%	W%	Mean	Median	M%	W%
22.0%	24.7%	30.8%	69.2%	60.0%	40.0%	88.5%	11.5%	80.0%	20.0%	47%	33.3%	76.3%	74.3%	92.4%	86.1%

Understanding the gender pay gap metrics

- **Hourly remuneration** refers to the difference in total earnings between men and women on a mean (average) and median (middle ranking) basis across all our employees. A positive percentage indicates a gap in favour of men. A negative percentage indicates a gap in favour of women.
- **Bonus proportion** sets out the proportion of men and of women who receive any form of bonus. 'Bonus' for this purpose includes performance bonus payments in both cash and shares, referral bonus payments and matching shares for ShareShop participants.
- **Bonus gap** refers to the gap between men and women on the value of all bonus items taken together, across all employees who received a bonus.
- **Benefits in Kind** sets out the percentage of our people who are in receipt of non-cash benefits of monetary value. For Zalando Ireland, these benefits include the provision of stock options, health insurance, dental insurance, and gym membership.
- **Quartiles:**
 - The lower quartile sets out, in respect of the lowest paid quarter of our people by hourly remuneration, what percentage are men and what percentage are women.
 - The upper quartile sets out, in respect of the highest paid quarter of our people by hourly remuneration, what percentage are men and what percentage are women.The same logic applies to the lower middle quartile and the upper middle quartile.

The reason for the gender pay gap at Zalando Ireland

Our gender pay gap reflects the type of work we do at our Dublin Tech Hub, as well as the structure and composition of our workforce, rather than unequal pay for equal work. When comparing women and men independently of their roles and any other factors, the calculated pay gap metrics reflect the fact that there are currently more men than women employed in jobs paying higher salaries, such as leadership roles or positions in tech job families.

- **Workforce composition and STEM representation:** It remains the case, as highlighted by Ireland's Department of Education amongst many others, that women remain under-represented in courses and careers involving STEM (Science, Technology, Engineering and Mathematics) roles. As a tech hub, Zalando Ireland is no exception: we currently employ more men than women, which is typical in industries such as software engineering and applied science. At Zalando Ireland, women are more strongly represented in junior positions, while men are more prevalent in senior and leadership roles. This imbalance contributes significantly to the pay gap in favour of men. We also employ a small number of people in support functions, which tend to occupy the lower graded roles and are generally lower paid compared to technical roles, which represent the vast majority of the Zalando employees in our tech hub.
- **Pay equity analysis:** We run analysis across Zalando internationally, looking at the pay gap between men and women from different perspectives. As highlighted in our Annual Report 2024¹, at Zalando group level, when comparing the pay gap between women and men in similar positions (roles with similar working hours, tenure and location), our adjusted gender pay gap is at 1.9%.

¹ [Zalando Group Annual report 2024](#)

- **Bonus distribution:** In the period under consideration, the gender bonus gap for Zalando Ireland happened to be in favour of men. This was influenced by the award of performance bonuses to a small cohort of our employees following the objective and transparent performance evaluation round - the gender makeup of that group is likely to alter each year. In addition, under Irish government rules, our bonus reporting also includes referral bonuses (available to anyone in the company) and matching shares for employees who participate in our equity shop, which is open to all without conditions. Awards of matching shares and referral bonuses are very different types of payment to the performance bonuses, and their inclusion together under the single heading of 'bonus' leads to somewhat misleading results.
- **Benefits in Kind:** The figures included in our Benefit In Kind section of the report take into consideration such benefits as health insurance, dental insurance and gym membership (available to all employees as an opt-in). This category also includes awards of company stock options, which form part of contractual salaries of senior employees. Because men currently occupy more senior roles, the data in this section also shows a gap in favour of men.

Taken together, the gender pay gap at Zalando Ireland is driven primarily by the greater number of men in the company and in senior, higher-paid roles, and the greater number of women in junior roles. Importantly, it doesn't reflect differences in pay for men and women performing the same role. It highlights the structural imbalance across levels of our workforce, which we are committed to addressing over time by developing a more balanced pipeline of talent into the company and internally - into senior positions through do.Better, our Diversity and Inclusion Strategy.

Addressing the gender pay gap through representation

As part of the D&I strategy for Zalando internationally, we aim to increase the share of women both in leadership and tech job families to narrow the unadjusted pay gap in the long term. We will do this while treating all internal and external job candidates fairly and without discrimination by gender or by any other illegitimate characteristic.

Our do.Better commitments under the Talent and Leadership pillars include:

- **Creating an inclusive workplace for our colleagues.** We aim to be an inclusive workplace that provides fair access to opportunities and a sense of belonging where our diverse employees can thrive. We ensure equity in policies and practices (hiring, promotion, development) by conducting audits to proactively identify and eliminate biases and systematic barriers.
- **Women in tech initiatives.** We will focus on making progress towards achieving our long-term Women in Tech goal of 40-60% by creating roadmaps focused on targeted recruitment and retention strategies, fostering an inclusive culture, and addressing broader systemic challenges
- **Accelerating leadership accountability and diverse representation in leadership.** We aim for our leaders to actively shape an environment that models diversity, equity and inclusion by:
 - Having all leaders championing Diversity and Inclusion in the way they lead teams.

- Increasing the share of women in each of our five² top leadership levels to 40-60%.

On our focus areas for hiring, our talent acquisition teams have set new standards for candidate pools. We track closely what our pipeline looks like, seek feedback from women candidates and improve the diversity of our interview panels. As a result of these efforts, 9 of the 18 external hires in the 12 months prior to publishing the report were women.

To improve our promotion process, Zalando trained a team of Diversity Champions to actively mitigate bias in our promotion evaluation, and we developed additional growth opportunities for women. Just as with hiring, we base promotion on merit when opportunities arise. It was noticeable that women made up 5 out of 7 of the promotions within Zalando Ireland in the 12 months prior to the publication of this report.

Lastly, for an inclusive workplace, we encourage Zalando's leadership to be active advocates of women's development by fostering understanding through our allyship and leadership programs.

Conclusion

We acknowledge that the nature of our roles, combined with slow progress in society towards even representation of men and women in STEM education, creates a barrier to equal gender representation in technical and management positions. This in turn contributes to our gender pay gap. Consistent with our do.Better strategy, we will continue to effect change by attracting diverse talents who share our beliefs, giving equal opportunities so they can thrive in their roles and truly be themselves. We are committed to a more balanced workforce and anticipate continued progress in future reports as our initiatives take effect.

² For Zalando Group