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Gender Pay Gap Report 2026

Zalando Ireland Ltd | Snapshot date: 30/06/2026

This report presents Zalando Ireland's gender pay gap figures for 2026, in line with the Gender Pay Gap Information Act 2021. It explains what the figures mean, the reasons behind the gap and the actions we are taking to address it. The figures cover 102 relevant employees (67 men and 35 women) in Ireland on 30 June 2026 and the preceding 12-month reporting period.
The gender pay gap compares the average hourly pay of all men and women, regardless of their roles, seniority, or performance. It is different from equal pay, which means that men and women doing the same or similar work must be paid equally.

About Zalando

Founded in Berlin in 2008, Zalando is the leading European technology platform for fashion and lifestyle. The Zalando group connects 62 million active customers with more than 7,000 brands across 29 markets. Our business is built on a unique AI-powered data and infrastructure platform. For our customers, our multi-app approach - comprising Zalando, ABOUT YOU, and Lounge by Zalando - delivers an inspiring, highly personalized shopping experience, serving different customers with different needs. For our partners, we are building the operating system for e-commerce. Through ZEOS, Tradebyte, and SCAYLE, we open our logistics, software, and service capabilities to brands and retailers, enabling them to seamlessly scale their businesses across borders.

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.

Inclusive by Design – our Diversity and Inclusion strategy

Zalando is built on the contributions of many people and inclusion is an important part of how we work. We believe diverse teams help us make better decisions, develop new ideas and better understand our customers and partners.

We launched our first comprehensive Diversity & Inclusion strategy in 2021. Since then, we have made progress in representation, inclusive practices, Adaptive Fashion and the diversity of our partners. Our updated 2026 strategy focuses on clear priorities and measurable results. It has two pillars, each with three impact areas, to support our people, business and customers.

Our People commitments focus on building fair systems, inclusive leadership and shared accountability. We aim to give employees at every level the opportunity to contribute, develop and succeed.

Our compensation philosophy

Our goal is to offer fair and competitive pay and benefits that help us attract, retain and develop great talent. Our group-wide frameworks support consistent salary decisions based on clear criteria, including job family, job function, grade, performance and location. Our role-based approach helps us pay people in comparable roles in a consistent way across Zalando.

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

Our gender pay gap metrics

The reporting period is 1 July 2025 to 30 June 2026. Our figures cover 35 women and 67 men, including four part-time employees. There were too few part-time employees (four in total) to report a separate comparison, so they are included in the overall figures to protect employee confidentiality. Zalando Ireland had no employees on temporary or fixed-term contracts during the reporting period.

Understanding the figures

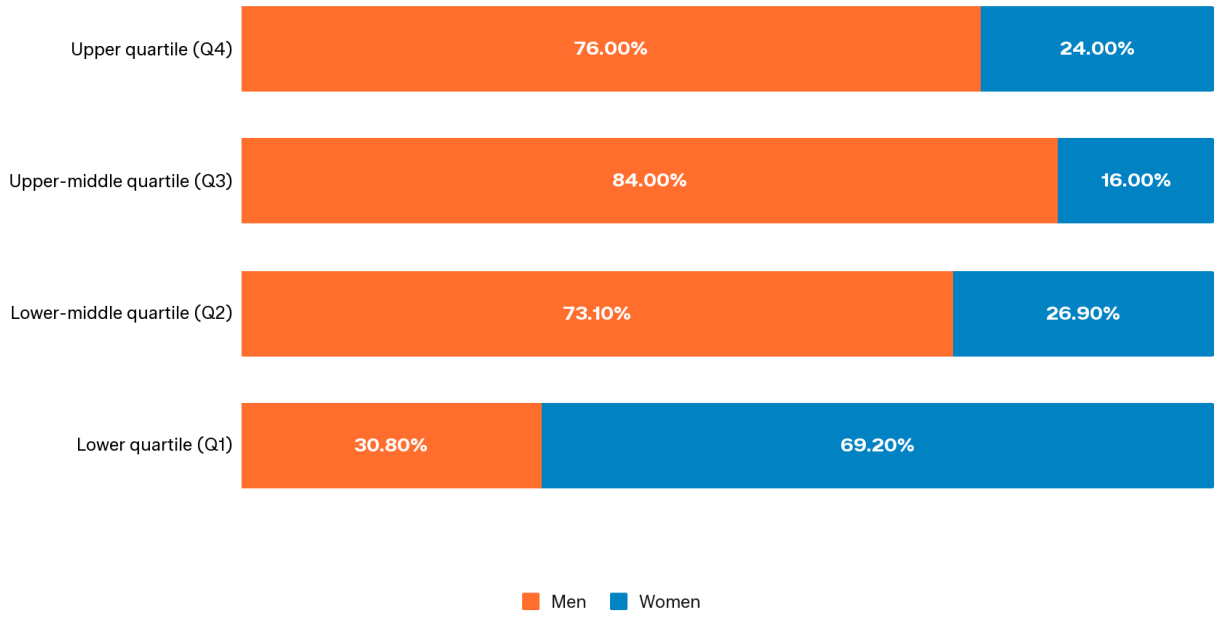
- **The hourly pay gap** measures the difference in mean (average) and median (middle value) gross hourly pay between men and women. A positive percentage indicates a gap in favour of men, while a negative percentage indicates a gap in favour of women.
- **Bonus participation** shows the proportion of men and women who received a bonus. This includes cash- and share-based performance awards, referral bonuses, small tax-exempt bonuses, Remote Working Equipment bonuses and ShareShop matching shares.
- **Bonus pay gap** refers to the difference in the value of these bonus payments between men and women who received a bonus.
- **Benefit in Kind (BIK) participation** shows the proportion of men and women receiving taxable non-cash benefits, including stock options, healthcare and dental plans, and gym subsidies.

2026 results

Measure	Result	Meaning
Mean hourly pay gap	+19.42%	In favour of men
Median hourly pay gap	+27.51%	In favour of men
Bonus participation	Men 80.6% | Women 68.6%	Received a bonus
Mean bonus pay gap	−93.89%	In favour of women
Median bonus pay gap	−18.45%	In favour of women
BIK participation	Men 94.0% | Women 94.3%	Received taxable benefits

Pay quartile distribution

The quartile distribution ranks all 102 employees from lowest to highest by hourly pay and divides them into four equal bands of 25–26 employees. The percentages below show the proportion of men and women in each group.



The reason for the gender pay gap at Zalando Ireland

Our pay gap mainly reflects how men and women are represented across roles and levels at our Dublin Tech Hub. More men hold higher-paid senior technical and leadership roles, while women are more represented in junior roles. The overall gender pay gap does not, by itself, measure whether people are paid equally for the same work.

- **Workforce composition and STEM representation**: women remain underrepresented in STEM education and careers, which affects the pool of candidates for some technical roles, particularly senior engineering and applied science positions. Our early-career recruitment has helped improve female representation at junior levels. However, men still hold most senior tech and leadership positions, and this is the main reason for our overall pay gap.
- **Bonus distribution**: under Irish gender pay gap reporting rules, different types of bonuses and payments are included in the same calculation. In this reporting period, the bonus gap favoured women, mainly due to performance bonuses awarded to a small group of employees through our structured and objective annual performance evaluation process. Of the 6 employees who received a performance bonus, 4 were women. The calculation also includes referral bonuses, small tax-exempt payments (such as awards for Cyber Week activities), remote working equipment payments for new joiners, and matching shares through ShareShop, our voluntary share purchase plan open to all employees. As these payments depend on individual performance, participation in voluntary programs or specific circumstances, such as joining the company, the overall bonus gap can vary from year to year.

- **Benefits in Kind**: our BIK figures include optional health insurance, dental insurance and gym membership benefits available to all employees. They also include company stock options, which form part of contractual compensation for senior employees.

Overall, the main reason for the hourly pay gap is the greater representation of men in higher-paid senior roles and women in junior roles. We are working to improve representation over time through our company-wide Diversity and Inclusion strategy.

We run analysis across Zalando internationally, looking at the pay gap between men and women from different perspectives. As highlighted in our Annual Report 2025[1], after comparing the roles with similar working hours, tenure and location, our adjusted gender pay gap at Zalando group level was 1.4%. While entity-level data is not yet available, we expect that our pay transparency practices will further evolve along with EU pay directive regulations and their transpositions in Ireland.

Addressing the gender pay gap through representation

Our D&I strategy aims to increase the share of women in technical and leadership roles over time. We remain committed to fair treatment of all internal and external candidates, without discrimination.
In addition to that, we regularly conduct pay-equity analysis and during our annual compensation review provide our senior leadership with a dedicated dashboard to review and validate compensation increases across gender and ensure equitable remuneration outcomes.

Our commitments under the People pillar

- **Creating an inclusive workplace for our colleagues**: we review our hiring, promotion and development policies and practices to identify and address potential bias and barriers.
- **Women in tech initiatives:** we aim to achieve a 40–60% gender balance corridor in tech job families over time. Our work focuses on inclusive culture, organisational development, hiring and data analysis. In 2025, 28.8% of positions across these tech job families were held by women, in comparison to 27.2% in 2024.
- **Leadership representation:** we aim to achieve a 40–60% gender balance corridor at each of our five highest leadership levels, including the management board. In 2025, women accounted for 37.4% of these top management positions, an increase from 36.9% in the prior year.

Our Women in Tech steering committee meets twice a year with executive sponsors, goal owners and senior tech leaders. A project group meets monthly, and we monitor progress through a dashboard and regular business reviews.

Our progress in 2026

We continue work across recruitment, development, promotion and workplace culture, and use dashboards to monitor representation and promotions by gender.

In recruitment, we work to build gender-diverse candidate pipelines from the start of each search, with dedicated sourcing during the first two to four weeks. We review candidate feedback and the

[1] Zalando Group Annual report 2025

diversity of interview panels. Overall, of the 16 people we hired during the reporting period, 7 were women.

For promotion, we trained Diversity Champions to reduce bias in our evaluation process. Just as with hiring, we base promotion on merit when opportunities arise. Of the 8 employees promoted in Zalando Ireland during the reporting period, 3 were women.

Lastly, we encourage leaders to support women's development through our allyship and leadership programmes.

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. Through our Inclusive by Design strategy, we will continue to support fair recruitment, development and promotion opportunities, monitor progress and work towards a more balanced and inclusive workforce.