



do.BETTER

Highlights & insights



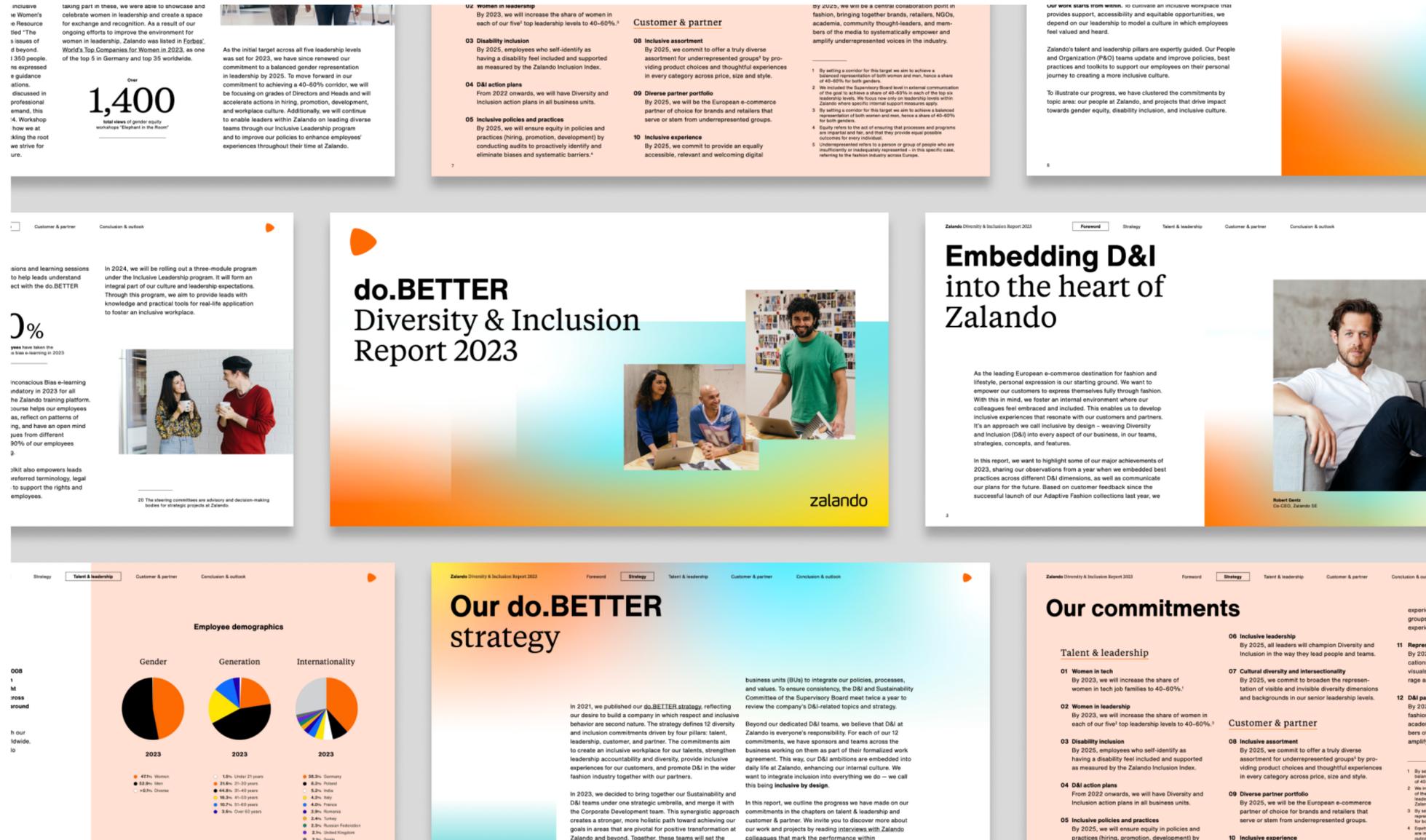
Contents

Recap	03
Our commitments (2021–2025)	04
do.BETTER highlights	
Inclusive culture	05
Inclusive hiring	06
Inclusive product range	07
Inclusive partnerships	08
Inclusive experience	09
do.BETTER lessons learned	10
Towards Inclusive by design	11

Recap

Over the past five years, do.BETTER helped put diversity, equity and inclusion firmly on the agenda at Zalando. It was our first D&I strategy and it solidified our plans to bring to life the diversity of our teams, customers and partners. We did it through improving tech solutions, innovating fashion products and services as well as optimising our work environments and processes. The core of the strategy were 12 commitments, across the categories of Talent, Leadership, Customer and Partner.

We went on to deliver meaningful progress, create momentum and show what is possible when inclusion is treated as a shared priority. At the same time, do.BETTER also showed us that to be a truly inclusive business and to unlock our full potential, D&I efforts must now be embedded more deeply across Zalando's ecosystem. These insights and others have become the foundation for what comes next in our new Inclusive by design strategy.





Our commitments (2021–2025)

Talent & leadership

01 Women in tech

By 2025, we will increase the share of women in tech job families to 40–60 %.¹

02 Women in leadership

By 2025, we will increase the share of women in each of our five² top leadership levels to 40–60 %³.

03 Disability inclusion

By 2025, employees who self-identify as having a disability feel included and supported as measured by the Zalando Inclusion Index.

04 D&I action plans

From 2022 onwards, we will have Diversity and Inclusion action plans in all business units.

05 Inclusive policies and practices

By 2025, we will ensure equity in policies and practices (hiring, promotion, development) by conducting audits to proactively identify and eliminate biases and systematic barriers.⁴

06 Inclusive leadership

By 2025, all leaders will champion Diversity and Inclusion in the way they lead people and teams.

07 Cultural diversity and intersectionality

By 2025, we commit to broaden the representation of visible and invisible diversity dimensions and backgrounds in our senior leadership levels.

Customer & partner

08 Inclusive assortment

By 2025, we commit to offer a truly diverse assortment for underrepresented groups⁵ by providing product choices and thoughtful experiences in every category across price, size and style.

09 Diverse partner portfolio

By 2025, we will be the European e-commerce partner of choice for brands and retailers that serve or stem from underrepresented groups.

10 Inclusive experience

By 2025, we commit to provide an equally accessible, relevant and welcoming digital experience for customers from underrepresented groups and regularly evaluate our digital experience by an independent external panel.

11 Representative content

By 2025, our customer experience and communications reflect and celebrate diversity through our visuals, language, and narratives - we also encourage and support our partners to do the same.

12 D&I partnerships

By 2025, we will be a central collaboration point in fashion, bringing together brands, retailers, NGOs, academia, community thought-leaders, and members of the media to systematically empower and amplify underrepresented voices in the industry.

- 1 By setting a corridor for this target we aim to achieve a balanced representation of both women and men, hence a share of 40–60 % for both genders.
- 2 We included the Supervisory Board level in external communication of the goal to achieve a share of 40–60 % in each of the top six leadership levels. We focus now only on leadership levels within Zalando where specific internal support measures apply.
- 3 By setting a corridor for this target we aim to achieve a balanced representation of both women and men, hence a share of 40–60 % for both genders.
- 4 Equity refers to the act of ensuring that processes and program re impartial and fair, and that they provide equal possible outcomes for every individual.
- 5 Underrepresented refers to a person or group of people who are insufficiently or inadequately represented - in this specific case, referring to the fashion industry across Europe.



do.BETTER highlights

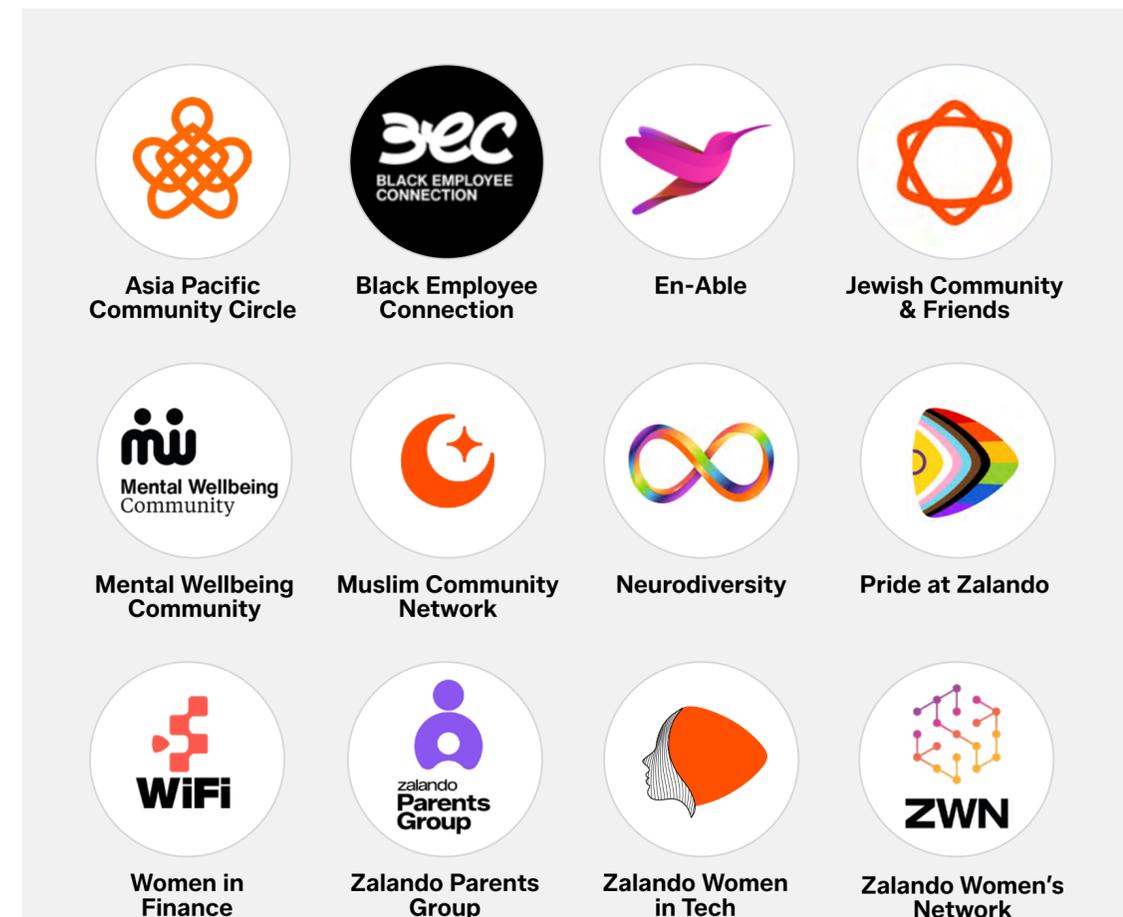
Inclusive culture

We've created foundations for an inclusive culture overall by building stronger business practices that serve more diverse groups of people, delivering against commitments 3, 4, 5, 6 and 7.

We recently updated Our Founding Mindset principles, including a call to always "Seek the Difference". This reflects our belief in the power of diverse perspectives. We actively seek the people and perspectives that reveal the gaps in collective thinking, avoiding the comfort of confirmation and the risk of bias. Additional highlights include:

- Developing mandatory inclusive leadership training for Senior leaders and unconscious bias training for all employees.
- Delivering mentoring and development programs for women and underrepresented groups.
- Maintaining solid results regarding employee belonging with a consistent Inclusion Index of 69 %¹.
- Scaling and growing Employee Resource Groups (ERGs), with clearer governance and leadership sponsorship.

¹ Zalando conducts anonymous and voluntary D&I surveys to better understand employee experiences, the company's strengths and which gaps still need to be addressed to improve the culture of inclusion and community. The Inclusion Index has been built, based on participants' average response to four statements that measure the experience of survey participants. For two consecutive editions, the Inclusion Index reached 69 %.



We currently have twelve ERGs that enhance the workplace experience for their communities and foster a diverse and inclusive environment.



do.BETTER highlights Inclusive hiring

We've welcomed more women across the board, delivering against commitments 1, 2, 5, and 7.

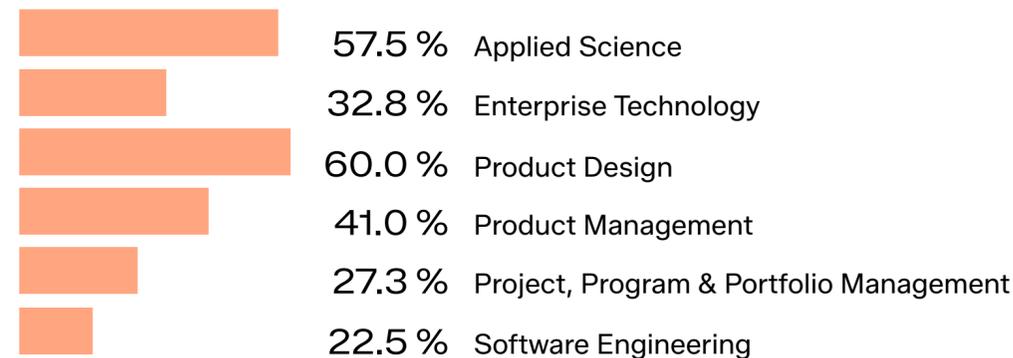
Since 2021 we have made continued and steady progress with women in leadership and women in tech, helping us to better understand the diverse needs of our broad employee base, make better decisions and innovate more successfully.

Particular highlights include:

- Fairer talent management and promotion practices.
- Women in leadership increased from 30.4 % to 37.4 %.
- Women in tech rose from 16.7 % to 28.8 %, doubling the share of women software engineers over the same period.
- Fairer hiring and internal mobility practices have been designed to be more inclusive for women and other underrepresented communities.

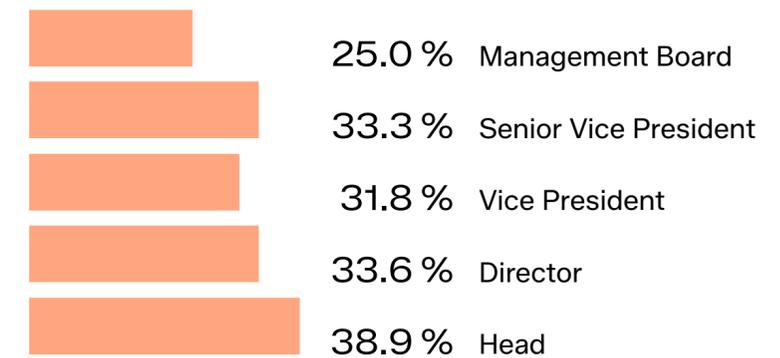
Share of women in tech

28.8 % 2024 | 27.2 %



Share of women in leadership in top five leadership positions

37.4 % 2024 | 36.9 %





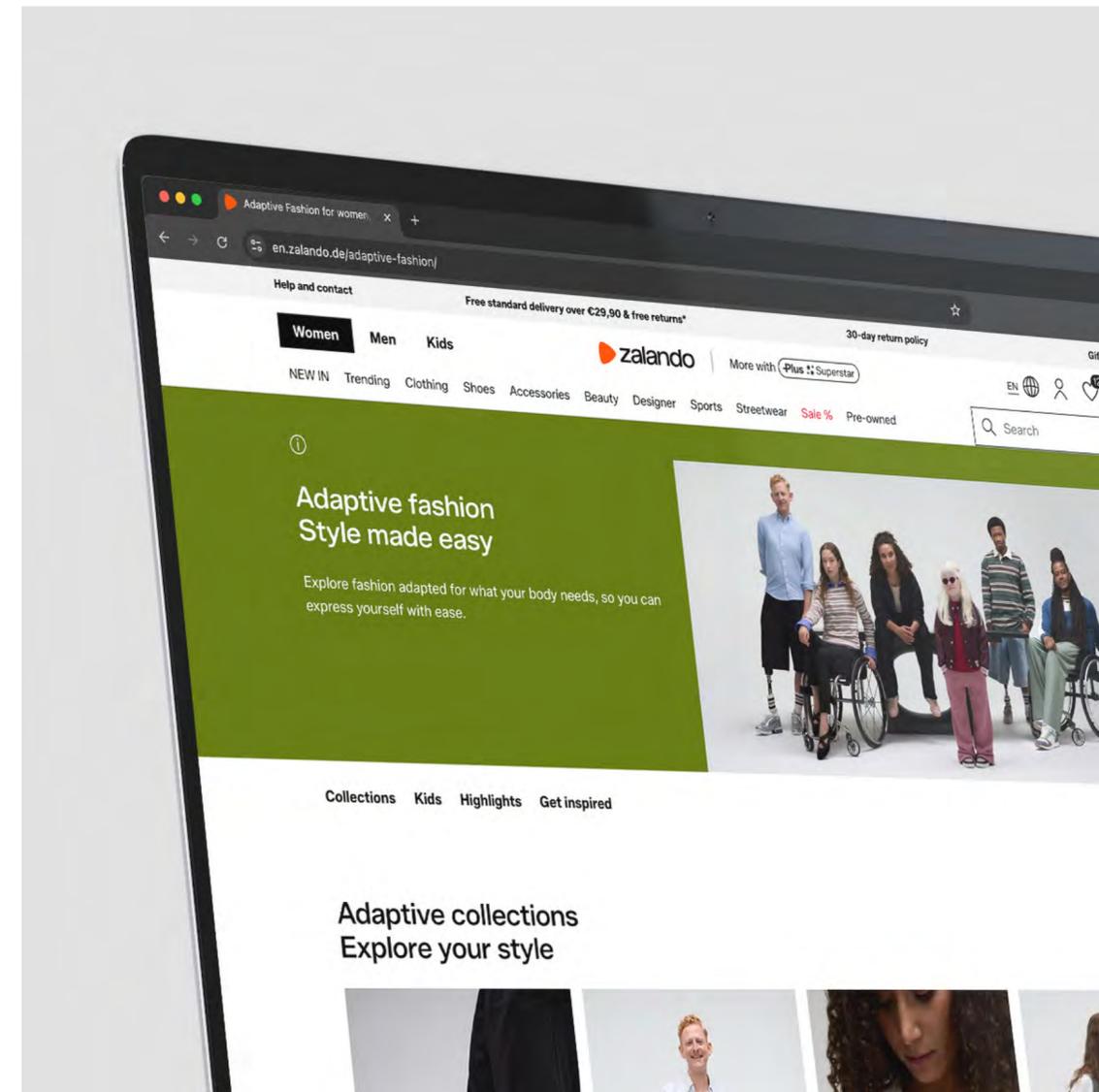
do.BETTER highlights

Inclusive product range

We've created offerings in Modest and Genderless products and become a market leader in Adaptive fashion, delivering against commitments 8, 9, 11.

Zalando has become well established as a market leader in Adaptive fashion and our continued focus in this space has delivered strong growth, customer satisfaction, repeat engagement and brand recognition. In particular, achievements in this space include:

- The launch and optimisation of a dedicated [Adaptive Hub](#) on our platform, which now serves thousands of customers each day.
- Acting as enabler by sharing our platform with voices from the Disabled community so that together we can spread awareness on the transformative power of Adaptive fashion for both wearers and fashion brands.
- Empowering teams with training and content guidelines regarding authentic representation across our channels, ensuring customers feel seen.



The Adaptive hub offers customers across all our markets a centralised and attractive page on our platform, dedicated to our Adaptive offering by Private Labels and partner brands.



do.BETTER highlights

Inclusive partnerships

We've deepened our industry influence and partnerships, delivering against commitments 9, 11, 12.

We have actively diversified our range of partners, collaborating with communities from a multitude of diverse backgrounds and delivering guidelines designed to raise standards for partners and products across the platform. Our progress in this area has also included advancing inclusion in fashion with major brands like Nike, Tommy Hilfiger, Adidas, JanSport, Calvin Klein Jeans and BOSS. Highlights include:

- Strategic alliances with disability-focused organisations like [Ottobock](#), [MovingMood](#) and [Valuable 500](#).
- Our ongoing support for the LGBTQIA+ community, including our five year anniversary of partnering with [Helsinki Pride](#) and through annual Pride campaigns. In 2025, we released the [Mother Tongue](#) video series in collaboration with a powerful line-up of LGBTQIA+ trailblazers.
- Working with [Black Girls Tech](#), [ADAN](#) and various other ethnicity focussed partnerships. A great example is our work with [Deborah Latouche](#) on content guidelines that challenge stereotypes regarding modest fashion being "dull" or "unfashionable" clothing.
- Using our platform as a sector enabler, by bringing Adaptive fashion to both upcoming and established designers via dedicated projects within [Copenhagen Fashion Week](#) and [The Design Academy](#).



The initiative "Mother Tongue" took inspiration from the classic game show format, inviting audiences to laugh, learn and uncover the stories behind expressions that connect LGBTQIA+ people across the globe. The cast included Miss Peppermint, drag artist, actress and activist, Lady Phyll, co-founder of UK Black Pride Casey Spooner, multidisciplinary artist and queer icon, Dakota Robin, human rights educator, Gia Bab, model and trans advocate and Gigi Spelsberg, Berlin-based actress and model.



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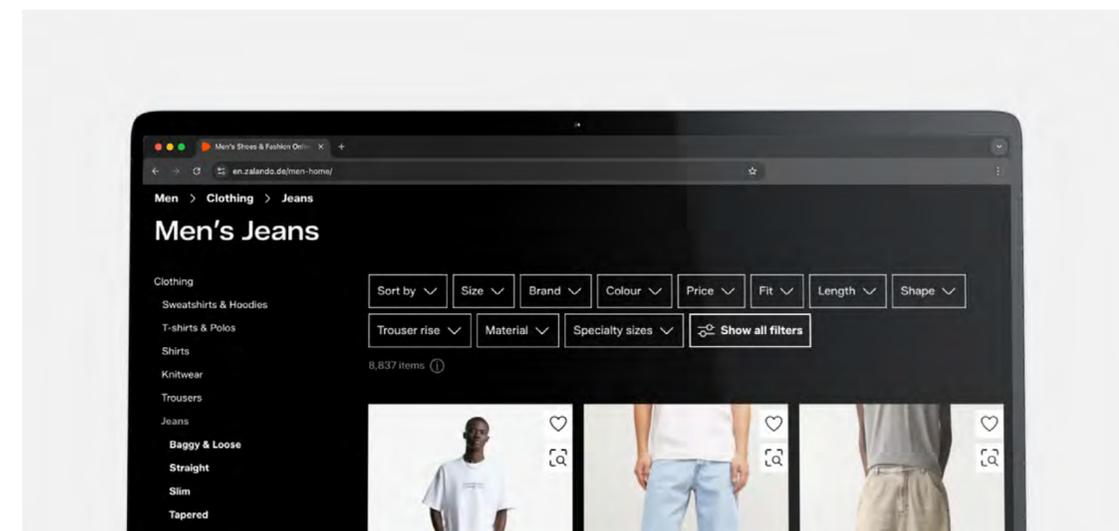
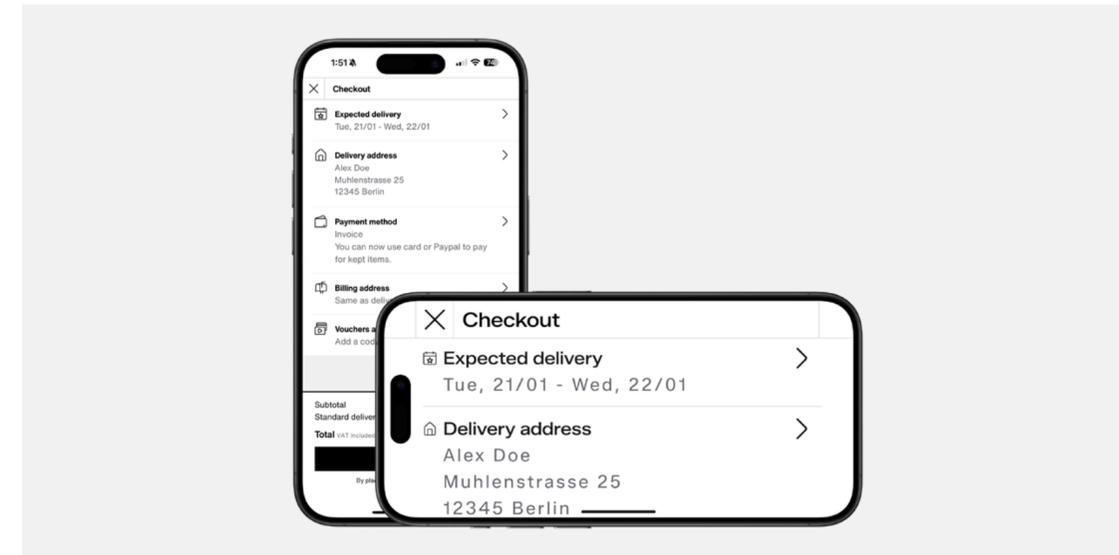
Inclusive experience

We have embedded accessibility into our platform, delivering against commitment 10.

We have remained focused on creating welcoming customer experiences on app and website by embedding accessibility across the product development process; from research to design, testing to execution. Milestone moments have included:

- Making the digital purchase journey accessible to customers with vision and hand mobility disabilities in all our markets.
- Increasing functionality, like descriptive alt text, making key interactive components usable with assistive technologies, expanding functions like dynamic text.
- Continuing work to make video content more accessible.

In support of continued improvement we are training our designers and developer teams to be inclusive by design from the start of all projects. For the most recent update, please check out Zalando's [accessibility statement](#).



Accessibility features like landscape, dynamic text and dark mode will give users more control over their visual settings, allowing them to enjoy a more attractive shopping experience, fit to their needs.



do.BETTER lessons learned

do.BETTER laid the foundations. This next phase gives us the opportunity to take things further, building in inclusive design practices in order to unlock the potential of our people, our platform and the industry.

This requires more focussed thinking, balancing ambition with greater operational clarity and making ownership clearer and more accountable. We have listened, learned and understood where we can improve:

01. Focus on where we can make the most meaningful change

The do.BETTER strategy had a wide remit, which led to varying results across our teams and business units, despite great efforts and notable successes as seen above, in our highlights. Whilst we will continue to be outcome-driven and measurable, we believe the next chapter calls for a more focused strategy that doubles down on areas where impact has proven to be greatest, in line with the needs of the people we serve and Zalando's overall focus as a business.

02. Build diverse, high-performing teams that turn potential into reality

In order to embed inclusion, we must set clear expectations for leaders around embedding inclusivity into everyday processes, create visible accountability through feedback and champion role model behaviour. Diverse internal teams across every level of the business will then help us reflect the breadth of our customer base, understand their needs and respond to an ever-changing market.

03. Create the conditions for continuous improvement

We must build a stronger data foundation for inclusive efforts by strengthening our D&I tools and insights. At the same time, we must encourage ongoing regular feedback from customers, our people, partners and the wider industry. This will form the basis for continual evidence-informed improvement.

04. Set ambitious goals but recognise progress as success

Meaningful change takes time and our targets, like the 40–60 % corridor for women in leadership and women in tech, remain because they reflect the level of diversity that supports better performance, creativity and innovation. We must remain ambitious yet pragmatic: learning from setbacks, celebrating gains, taking into account evolving needs and external factors and acting decisively moving forward. We value progress over perfection.

As every increase matters, we will focus on an upward trend, while stagnation or decline signals barriers that need to be addressed.



Towards Inclusive by design

do.BETTER was an important milestone for Zalando. We brought together experience and expertise, established our vision and set ambitious goals, collaborated with intent and moved the needle. In doing so, we set new standards and expectations for ourselves. Through success and failure, we also acquired learnings and lessons that now guide our next steps on this journey.

The accomplishments and learnings over previous years have given us clarity. The legacy of do.BETTER is not only what we have achieved, but what we now understand in order to unlock potential in the next chapter. Overall, the work done built the foundations, revealed further potential and strengthened our conviction that inclusion delivers value and mutual benefits for our people, platform and industry. As we move forward, we do so with greater confidence and direction. The insights gained shape what comes next, informing a more focused, embedded and impactful approach.

Whether in a formal strategy or in the day-to-day work of our teams, diversity, equity and inclusion are a fundamental part of Zalando. Now, the progress we have made becomes the platform for even greater possibilities ahead. A future that is truly Inclusive by design.



