



MADE.COM

Gender Pay Gap 2020 Report

Foreword



As part of the Government's commitment to tackle gender inequality, we're publishing calculations which show the pay differences between men and women working at MADE.

I am encouraged by the continued progress that has been made since publishing our last report, but as an organisation we recognise that there is still work to be done. Over the past year, we have introduced new initiatives to focus our efforts on Diversity and Inclusion at MADE, including a cross-company mentor scheme to nurture and develop our up-and-coming talent through the company.

We're proud of the work we have already undertaken on fostering a diverse and inclusive culture at MADE and we look forward to building on this further. As a brand, we have always tried to challenge convention and to be disruptive in our approach, and we're determined to apply this to all aspects of our business, including through championing diversity and inclusion.

Philippe Chainieux
CEO, MADE.COM



What is Gender Pay Gap Reporting?

Under the UK Government's gender pay reporting legislation, employers with 250 or more employees are required to publish statutory calculations every year to show how large the pay gap is between their men and women employees.

Gender pay gap reporting and equal pay are different.

Equal pay deals with the difference in pay between men and women who carry out the same or similar work, or work of equal value. We are confident that men and women at MADE are paid equally for equivalent roles and we remain committed to providing equal pay for equal work.

Gender pay gap reporting shows the difference in average hourly rates of pay between all men and women within a company as whole. It is calculated as a mean (average) and median (mid-point) figure and expressed as a percentage. It also covers the difference in mean and median bonuses paid to men and women.

Under gender pay gap reporting, a company must also publish the proportion of men and women receiving a bonus payment, and the proportion of men and women when divided into four groups ('quartiles') ordered from lowest to highest pay.

Our gender pay gap calculations are based on a snapshot date of 5th April 2020, covering the 12-month period running up to that date.

Understanding the gap

MADE.COM is a global company, headquartered in the UK, and with employees based across Europe and Asia.

Our UK mean pay gap has reduced further since 2019 and our median pay gap has remained broadly unchanged.

When looking at our global employee base, our pay gap is negligible. We're proud that our Executive team is split evenly in terms of gender, however due to more men at senior management level in the UK, a pay gap still exists which continues to be influenced by a higher proportion of men in our upper pay quartile. At a national level, when looking at senior management roles more widely, there remains disproportionately more men than women.

In addition, while the gender split of our Technology team compares favourably to the industry average, this is also an area of our business which employs a higher proportion of men. Technology is a sector which typically attracts a competitive market rate, also therefore influencing our upper pay quartile and overall gender pay gap.

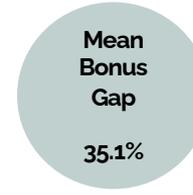
Our mean and median bonus gaps have both decreased since our last report. However, these gaps remain as a result of more men in senior management roles in the UK (where bonus schemes are more commonplace) as well as disproportionately more women in our Customer Services team, which also has a bonus element to the remuneration.



The difference in mean (average) hourly pay between all men and women. This has decreased from 21.9% in 2019.



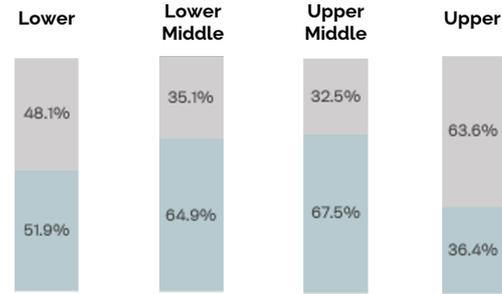
The difference in median (mid-point) hourly pay between all men and women. This has increased slightly from 18.1% in 2019.



The difference in mean bonus paid to men and women. This has decreased from 52% in 2019.



The difference in median bonus paid to men and women. This has decreased from 39.8% in 2019.



Women make up 51.9% of MADE employees in the lowest paid quartile.

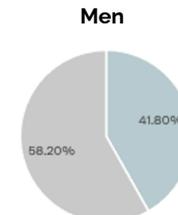
Women make up 64.9% of MADE employees in the lower middle quartile.

Women make up 67.5% of MADE employees in the upper middle quartile.

Women make up 36.4% of MADE employees in the highest paid quartile.

Proportion of women and men UK employees in hourly rate pay quartiles

● Women
● Men



Proportion of men and women receiving a bonus payment

● Receive a bonus
● Do not receive a bonus

Our continued commitment



While our data indicated good progress since our 2019 gender pay gap report, we recognise there is more work to be done and are committed to promoting gender equality at MADE.

1. We have launched D & I training at MADE to start a conversation with our employees, to share knowledge, and encourage an inclusive culture. We will continue to champion this across our business.
2. We have formed a D & I Council at MADE. We will work closely with our Council to develop our D & I strategy further, to listen and learn, and build upon the programme of company-wide events and initiatives already in place.
3. We are creating a D & I dashboard to provide actionable insight for our business, covering the end-to-end process of our employee lifecycle, so that we have the data and knowledge we need to define and implement improvements.
4. We have expanded the cross-company mentoring scheme that we launched last year, which supports high potential, rising stars at MADE and helps them gain the skills they need to advance their career. We continue to champion this.
5. We will continue to evaluate and improve our recruitment practices, both internally and externally, in order to promote diversity at MADE. We have already initiated change in this area by removing our internal referral process, trialling blind CVs, and compiling balanced shortlists for roles.
6. We will continue to support flexible working and family friendly policies.
7. We will continue to participate in targeted events and grassroots initiatives to encourage more women in Technology careers.



Declaration

Our Gender Pay Gap figures have been calculated based on a snapshot date of 5th April 2020 in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. We confirm that the data contained within this report is accurate.

Philippe Chainieux, CEO