

ASOS *talks* *gender pay*

asos



What's in this report?

Championing more women in tech



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Empowering more ASOS women into leadership positions



Let's keep talking

Let's talk openly

Gender equality is a much bigger topic and deserves better than just facts and figures. To make meaningful progress, we have to dig deeper. We need to understand where we're doing well, and where we need to be even better.

We won't be able to make a huge transformation overnight, as it's a bigger journey to where we want to be. We need to talk more openly and learn from others.

If we're a more diverse, more inclusive place to work, we'll be a more successful one too. Our purpose is to give you the confidence to be whoever you want to be.

It's a brave statement, rooted in the desire to be truly inclusive, and it includes us needing to stand up for what we believe in as we continue to build a fairer ASOS.

On the following pages, you'll see our headline gender pay figures (Page 5). We'll explain what they mean (and what they don't).

We'll also hear from inspiring ASOSers like Georgie on page 9, and how we're helping new parents like Matt (page 10) to balance work and family life.

We'll be completely up front: there's still an imbalance. So, we'll talk about what we've done so far – and what we commit to doing next to work towards making things better. We'll also be asking for more of your ideas too.

We hope you find this report transparent and that our progress so far encourages you.

Nick Beighton, ASOS CEO



How we're measuring up

GENDER PAY OR EQUAL PAY?

When we talk about **gender pay**, we mean the difference in the **average** amount that **all men and women** earn here in the UK at ASOS.

It tells us **how gender diverse we are** – and factors such as the number of female leaders we have can make a big difference.

Remember, it's **not the same as equal pay** (pay inequality has been illegal for years). We're confident that men and women are paid equally for equivalent roles. Our pay range system ensures ASOSers are paid fairly based on their skills, qualifications, experience and performance – never gender.

MEAN OR MEDIAN?

We report both the mean and median figures because they're useful in different ways. The mean figure shows the full range of what we pay, while the median gives a better idea of the pay gap because it isn't affected by those few individuals at the top or bottom of the pay range that can skew the figures.

WHAT'S THE DATE?

Our figures must be calculated using a specific reference date - this is called the 'snapshot date'. The snapshot date each year is **5 April**.

Here they are: our Gender Pay Gap figures, and how they compare against the figures we reported last year.

HOW DO THEY WORK?

We compare average hourly rates and average bonuses for men and women, right across the UK business. We're legally required to report on the gender balance between men and women but we understand that not everyone's gender identity fits comfortably within this binary. At ASOS, we want **everyone to feel comfortable expressing their gender identity** in the way that's right for them and we're working closely with our partners at Stonewall to make our workplace inclusive for our non-binary and trans employees. But we believe there's also a bigger purpose: **to make ASOS a more diverse, inclusive place to work.**

You'll see **we're doing well in some areas** and have room for improvement in others.

We'll talk more about why this is happening, and what we're doing about this, next. But first, those numbers.



See our Gender Pay Gap figures infographic on page 5.

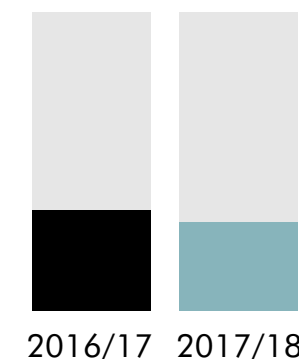


How we're measuring up

OUR PAY GAPS

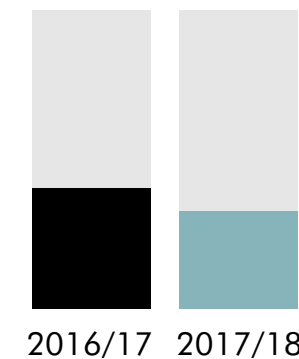
Our Mean Pay Gap **got smaller** in 2017/18*

29.7% Was **32.8%**
in 16/17



Our Median Pay Gap **got smaller** in 2017/18

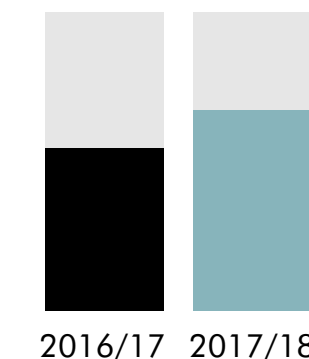
32.7% Was **40.9%**
in 16/17



OUR BONUS GAPS

Our Mean Bonus Gap **got bigger** in 2017/18

67.1% Was **53.5%**
in 16/17



Our Median Bonus Gap **got smaller** in 2017/18

41.9% Was **46.4%**
in 16/17



WHAT DOES THIS MEAN?

We're making progress – the mean and the median pay gaps are getting smaller, as the average hourly rate of ASOSers is getting more balanced. We know we still have a long way to go on our journey.

WHY IS IT HAPPENING?

We now have **more men in entry level roles, and more women in leadership** which has closed the pay gap.

WHAT WE ARE DOING?

We're **driving fair hiring and promotion opportunities**. All our hiring managers will go through unconscious bias training (if they haven't already) by the end of 2019. Using the latest research, we'll **use phrases and methods to improve the gender tone and inclusivity of our job adverts**, remove bias and improve the gender balance of our applicant pool.

WHAT DOES THIS MEAN?

The mean figure shows the full range of what we pay and this gap has got bigger. The **median gives a better idea of the overall pay gap** because it isn't skewed by the relatively few individuals who are at the very top and bottom of the pay range.

WHY IS IT HAPPENING?

We have **more men in leadership roles** who received bonuses for good company performance as part of our long term incentive plan for ASOS leaders, issued 3 years ago (called ALTIS 2014). Without the ALTIS awards, the mean gap would also have decreased to 52.8%.

WHAT WE ARE DOING?

Our **new Leadership Framework includes D&I** embedded into one of our leadership capabilities. So, leaders at ASOS will be expected to **develop and build teams which are diverse and inclusive**. We'll also launch our **first future leaders programme** in spring 2020 which will have a gender balanced cohort. In summer 2019, we'll launch a Post Grad programme (MSc/MBA) for our internal talent, through which we aim to **support the development of female leaders**.

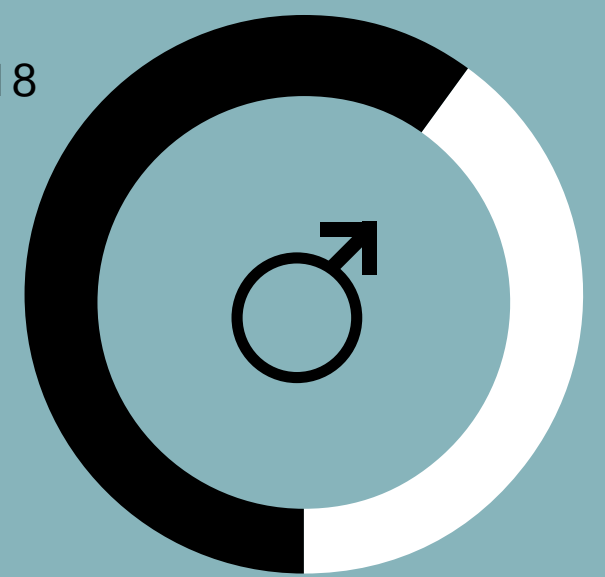
***A note on dates:** The figures must be calculated using a specific reference date - this is called the 'snapshot date'. The snapshot date each year is 5 April. All the stats shown here are for the period April 2017 - April 2018.



WHAT PERCENTAGE OF MEN (♂) AND WOMEN (♀) GOT BONUSES IN 2017/18?

60%

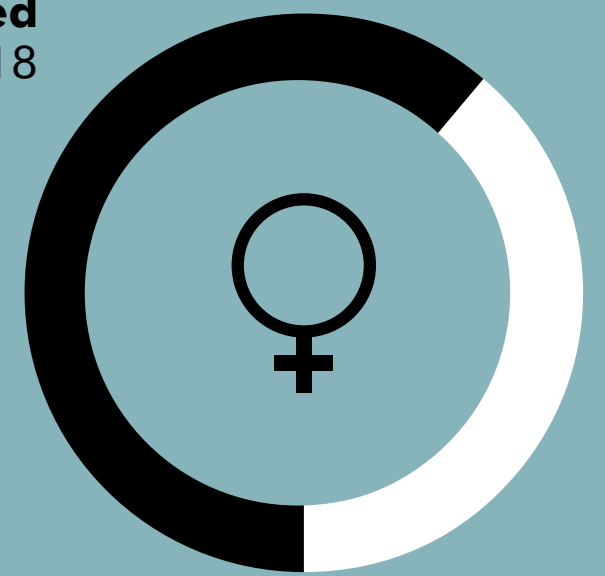
of **men received a bonus** in 2017/18



63.4% of men received a bonus in 2016/17

61.2%

of **women received a bonus** in 2017/18



65.7% of women received a bonus in 2016/17

What's the deal?

This is about the average pay and bonuses that men and women across ASOS receive.

So, the question is: why do we still have a gender pay gap at ASOS?

REASON 1:
WE INSOURCE LOTS OF ENTRY LEVEL ROLES, MAINLY FILLED BY WOMEN (AND OUTSOURCE LOTS OF THOSE FILLED MAINLY BY MEN).

Women make up most (63%) of our amazing in-house Customer Care team, and an even greater percentage of women (86%) work in our Retail team. We're proud to attract such talented women.

However most of these roles are entry level. The other area where we have a lot of entry level roles – supply chain and logistics – is mainly filled by men. Because this team is outsourced to a third party supplier, however, they don't count towards our figures. So, part of the reason that we have a gender pay gap is that it's heavily affected by having many more women doing entry level roles across the business than men. We estimate that if supply chain and logistics were in-sourced our pay gap today would be around 10%.

REASON 2:
WE HAVE AN IMBALANCE IN OUR LEADERSHIP GROUP.

Women make up 64% of our employee workforce – but 69% of senior roles, which we categorise in ASOS as 'heads of or above' are currently filled by men. This is down from 72% last year, so we're **happy we're moving in the right direction**, while still striving to do even more.

REASON 3:
THERE'S A SHORTAGE OF FEMALE TALENT IN TECH.

Only 21% of the UK's Tech workers are women. It's a universal issue, high on the agenda in schools, further education and the workplace. As of March 2019, **26% of our tech team are made up of women** and 20% of our engineering and QA engineering team are women. This has improved since last year, but still needs to improve. It's a tough issue – one ASOS can't tackle alone, and one that can't change overnight, but we're committed to help lead the way.

WHAT'S THE HEADLINE?
We're making good progress. But we've got lots more work to do, to enable a greater number of talented women to become leaders. Plus, **we can and will do more to increase our pipeline of more female** talent getting into tech.



Only 21% of the UK's Tech workers are women

So what are we doing to promote gender balance?

1. Empowering more **ASOS women into leadership positions**
2. Championing **more women in Tech**
3. **Supporting** families

Over the next few pages, we'll talk a bit more about the **specific things we've done so far** and the changes we're investing in **to make us a more diverse, inclusive and sustainable business**.



Empowering more ASOS women into leadership positions

We need far more female leaders, and from different backgrounds. It's the neon sign message our pay gap figures are telling us. It's also the right thing to do – and it makes business sense too.

So, here's what we've done so far.

We're **building our brand new approach to leadership** – called 'Leading at ASOS' – that recognises that cultivating diversity and inclusion is one of the key skills of a leader. It means more training to build the more inclusive mindset we expect from our leaders, and aims to ultimately help grow teams which are diverse and inclusive.

£135,000

We're **investing up to £135k to help up to five ASOSers in leadership and management roles to study for an MSC/MBA** to boost their leadership skills. We hope this will support the development of the female leaders of the future.

54%

We're **on the right track**: since our last report, **54% of our new leadership hires have been women**.

Last year **all of our ASOS graduates** were mentored by one of our ASOS leadership team (ALT), **55% of which were women**.

We'll **launch our first future leaders programme** for the next level of ASOS managers in spring 2020 with an aim to achieve a gender balanced cohort.

Over the next 12 months we'll be **launching a Returners scheme to help experienced women who have taken a career break** join the Technology team at ASOS.




Championing more women in tech

There aren't enough women studying Science, Technology, Engineering and Maths (STEM) subjects at school or further education, full stop. Attracting the best STEM talent is a challenge.

We're not alone in championing more women in tech. But we're pretty proud of the steps ASOS has taken so far.

Here's what we've done:

We're **reaching women by putting our ads on Vercida**, the popular diversity and inclusion jobs platform.

We continue to **partner with Stemettes**, to **encourage teenage girls to continue with STEM subjects at school**. This year we've hosted a full day workshop for three schools teaching 12-13 year olds to code, build a website and giving them an insight into tech careers. We've also supported the Monster Confidence events in London to give over 450 girls an increased awareness and perception of STEM careers and improve their networks. We do this to encourage girls to feel excited about STEM subjects and see themselves in a STEM career. We understand that getting more females into tech is something that starts very early on in life and is a long term issue, not just a quick fix. We are committed to helping improve this. For more information on Monster Confidence visit monsterconfidence.co.uk/london/ 

Our **Women In Technology (WiT) community** are mentoring young women – and caught the attention of the business community at the recent EveryWoman awards.

They've also been **inspiring our female ASOSers** by running everything from community drinks events, coffee roulette, which is a sort of speed dating and taking part in conferences, through to monthly 'Let's Talk' discussions, which is an opportunity to talk about current business issues and ideas, with a focus of female empowerment.

We're helping even more **young women and men from diverse backgrounds** into Tech through Prince's Trust internships.

"I believe that switching to software engineering is the best decision I made in my career so far and thank you to ASOS for inspiring me to do that."
Yuliya Anpilova, Software Engineer

Hear more of Yuliya's story 

DID YOU KNOW?
PWC talked to over 2,000 A-Level and university students, and just 3% of women say that a tech job would be their first choice.

(PWC, Women in Tech: Time to close the gender gap report, 2018) 

"I didn't apply anywhere else – I was set on ASOS because of the amazing culture. I'm really passionate about supporting our Women in Tech community and our ASOSers' development and growth. Two weeks after I joined, I remember sitting at my desk and smiling. I had the realisation that I worked somewhere where my opinion was valued, I could be myself, have fun and deliver loads... that's a pretty special combination."

Georgie Webster (right) has been with us for three years and was recently **promoted to one of our Heads of Technology**, managing a team of 57 ASOSers.



Read more of Georgie's story here



From the ASOS family to yours

We've invested in making ASOS more family friendly. So far, we've:

Made it easier for ASOSers with new families to work when, how and where they want.

Worked with ASOSers to **create a flexible working plan** that's right for them, and their family.

WE'VE TAKEN SOME IMPORTANT FIRST STEPS:

Supporting more returning ASOSers with **flexible return to work plans**.

Making sure our **maternity, paternity and adoption leave policies work for everyone**. So, we'll keep working with mums and dads by reviewing our policies and helping them to get the paid time off and the support they need.

Continuing to focus on **phased returns to work, premature baby leave, emergency care sessions**, pre- and post- leave workshops, and new parent gift vouchers.

Helping all ASOSers with caring responsibilities for other family members to work more flexibly.

£300,000

Setting aside an extra **£300,000** to support our new **Family Friendly policies**.

21

21 ASOSers taking part in our pre-parental leave workshops.

50

Issued **50x £150 new arrival gifts** to support new parents with their new arrival buys.

73

73 ASOSers already enjoying our new family enhanced pay rates for maternity, paternity and shared parental leave which were launched this summer.



"I took the increased Paternity Leave and Shared Parental Leave to spend the last 4 months with my wife and baby daughter Rosie. Increasing paternity leave is a massive positive cultural shift and encourages fathers to be more involved from birth - as well as understanding how exhausting the day-shift can be with a newborn. I took Shared Parental Leave immediately following Paternity Leave, so we have been able to really enjoy getting to know our daughter together. Our plan for the next few months is to try and balance both of our returns' to work alongside spending time with our daughter."

Matt Saywell, Senior Web Engineer



Policies and targets are all well and good on paper. But what difference do they really make to real-life ASOSers?

Here's Lori's story. She tells us how we've helped to make her new family's life just a bit easier...

"Over the year that I was on maternity leave, I always felt supported by the ASOS PX Team. Every time I reached out for help, to arrange a keeping in touch day or to understand what my provisions were on mat leave, I always received prompt and helpful advice. Perhaps the most daunting part of mat leave is returning to work. However, the PX Team made this transition far more digestible by explaining all of the options for my return to work and how I would be supported in ASOS' flexible environment. I felt like I was heard and supported so I could balance my new family life and also carry on doing what I love with my career."

Lori Grossman, ASOS Senior Buyer

It's never too early to start thinking about returning to work. Our pre-parental leave workshops are a great way for mums and dads-to-be to plan ahead.

So how will we know we're getting to where we want to be in terms of diversity and inclusion, and that all of these big commitments we're making now are being kept?

INSIGHT?

To find out more about our flexi working arrangements, ask your manager or PX partner.

WE'RE LISTENING!

What else can we do now, to be more diverse and inclusive?

Message us directly
asosvoices@asos.com



Here's what one ASOSer told us about taking part:

"The session was a good chance to think about my return and what childcare support I have – but also how I keep my identity beyond being a parent."



Setting the standards

Here at ASOS, we want to give everyone the confidence to be whoever they want to be, because, when you're at your best, you can achieve amazing things.

We believe that fashion can make you look, feel and be the best version of you and it's this feeling of empowerment that we want our ASOSers to experience while working with us. Our ASOSers reflect the diverse society they live in; we celebrate our differences and welcome people from all different walks of life.

We're looking for **people who can live and breathe our values** of being **authentic, brave and creative** and we don't care about labels – **we recognise there are endless ways to be 'you'.**

The world is changing fast. To reflect this, ASOS needs to be more diverse and representative and we need to recruit and promote in an open, equal and transparent way.

Here's what we've done so far.

We want to aim high when it comes to diversity and inclusion. So, **we've partnered with Applied**, who use world-leading behavioural science methodologies to improve hiring processes. We'll be reviewing how all our jobs are advertised in order to attract a diverse range of candidates right from the start of our recruitment processes.

For more info on Applied check out their website: www.beapplied.com

WE'RE LISTENING!
Message us directly
asosvoices@asos.com



"At ASOS I feel like I can be anyone I want to be."
Zoe Mulindwa,
Quality Assurance Engineer

Hear more of Zoe's story



Let's keep talking

Through this report, we've tried to talk openly about more than just our Gender Pay Gap figures.

The numbers are important. They help us to identify where we're doing well, and where we need to improve. But they're just a starting point.

At ASOS, we believe there's a bigger purpose: to make ASOS a more diverse, inclusive place to work. We'll be running diversity and inclusion drop in sessions and focus groups over the next few months so our ASOSers can share their views and ideas with us.

So to all talented, skilled and passionate people, **let's keep talking.**

We hope that our progress so far – and the commitments we've made – encourage you.

Because we believe ASOS should give you the confidence to be whoever you want to be.





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