

Gender Pay Gap Report 2025

ITX UK Limited

Since 2017, the UK government requires all employers with 250 or more employees to disclose their gender pay gap annually. In this report, we set out our gender pay gap statistics for April 2025, discuss the causes of the gaps, and set out what steps we are taking to improve them.

Gender pay gap vs equal pay

The gender pay gap measures the difference in the mean and median pay of men and women across the organisation regardless of their role. The gender pay gap is not the same as equal pay. Equal pay focuses on individual roles and is the requirement that men and women are paid the same for carrying out the same or similar work.

A gender pay gap exists in most organisations. Based on estimates from the Office for National Statistics' Annual Survey of Hours and Earnings 2024, the current full time mean pay gap is 10.9%. This signifies that, on average, women are paid 10.9% less than men nationally. In the clothing retail sector the mean pay gap is 11.3%. The median pay gap is 6.9% nationally and 9.5% within the clothing retail sector.

What is our gender pay gap?

Mean gender pay gap	3.3%
Median gender pay gap	1.0%
Mean bonus gap	-13.9%
Median bonus gap	18.2%
Proportion of men receiving a bonus	75.2%
Proportion of women receiving a bonus	79.0%
Lower quartile (percentage women)	80.3%
Lower-mid quartile (percentage women)	78.8%
Upper-mid quartile (percentage women)	78.0%
Upper quartile (percentage women)	76.1%

The figures in this report relate to ITX UK Limited, as of 5 April 2025. This includes employees of Zara, Zara Home, Massimo Dutti, Bershka, Pull & Bear, Stradivarius and Oysho – we have only one legal entity in the UK and all employees of our brands work for ITX.

Understanding our data

Our 2025 gender pay gap results represent a significant step forward. Our mean pay gap has reduced from 8.5% in 2024 to just 3.3% - a big year-on-year improvement and our lowest figure in five years. Our median pay gap remains consistently low at 1.0%.

Our median gender pay gap is so low because of what we call the "anchoring effect" of our Sales Assistant role. The median pay gap means that if we put all the women in our organisation in a line in order of their pay and did the same for all the men, the pay of the middle woman and middle man is almost exactly equal. This is because approximately 59% of both men and women in our

workforce hold Sales Assistant positions at the same rate of pay. When the majority of both genders occupy the same role, the median gap effectively disappears.

Our mean pay gap, whilst higher than our median, has also improved substantially. The remaining 3.3% gap is driven primarily by a small number of roles—notably Head Office Administration and Delivery Assistant positions—where men are modestly overrepresented. However, this is partially offset by women's stronger representation in management roles such as Commercial, Floor Manager, Department Manager, and General Manager.

Moving forward

Our 2025 results demonstrate that our commitment to pay equity is delivering tangible outcomes. However, we are conscious that we cannot be complacent. Our analysis shows that our low pay gap is structurally dependent on maintaining balanced gender representation across roles – particularly within the dominant Sales Assistant population. A shift of just 10 percentage points in the gender composition of this role could treble our mean pay gap. Ongoing vigilance is therefore essential.

We have identified two priority areas for continued focus:

- **Monitoring workforce composition.** We will track the gender breakdown of applications, hires, and leavers for Sales Assistant positions. We will also review recruitment patterns for Head Office Administration and Delivery Assistant roles, where male overrepresentation currently contributes to the small pay gap.
- **Sustaining female progression into senior roles.** Women are well represented in our management pipeline, and we will continue to monitor promotion rates by gender to ensure this balance is maintained. Our quartile data shows steady improvement over five years, with the gap between lower and upper quartile female representation narrowing from in 2025.

We remain committed to providing an inclusive work environment that empowers all our employees without exception. We continue to invest in initiatives that support gender balance at all levels, ensuring that the principles of inclusiveness and equality of opportunity are embedded throughout our employment practices—from recruitment and retention to promotion and progression.

Examples of where we have achieved positive changes are as follows:

- We are working to launch our return-to-work program to help reengage senior talent and rebuild the careers of those who have had to have extended periods away from work.
- In 2023 we launched our 'work-life-balance' initiative which offers different shift patterns and the option of a four-day work week. Now that we are two years into this launch we continue to see increased uptake of this initiative with over 80% of shift patterns agreed.

- In 2025 we also continued to implement work plans and monitoring and assessment systems, to foster gender equality and women empowerment in our workplaces

Our low pay gaps demonstrate that our initiatives are working. However, we are conscious that we cannot be complacent. We will continue to take all steps to ensure that those within the ITX family can reach their full potential.

I confirm that this information is accurate and has been calculated in accordance with relevant legislation.

Jose Manuel Romay de la Colina

Director

ITX UK Limited

26 March 2026

Gender Pay Gap Report 2024

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A gender pay gap exists in most organisations. Based on estimates from the Office for National Statistics' Annual Survey of Hours and Earnings 2023, the current full time mean pay gap is 11.8%. This signifies that, on average, women are paid 11.8% less than men nationally. In the clothing retail sector the mean pay gap is 7.0%. The median pay gap is 13.1% nationally and 4.0% within the clothing retail sector.

What is our gender pay gap?

Mean gender pay gap	8.5%
Median gender pay gap	0.1%
Mean bonus gap	61.2%
Median bonus gap	15.2%
Proportion of men receiving a bonus	74.1%
Proportion of women receiving a bonus	77.4%
Lower quartile (percentage women)	80.4%
Lower-mid quartile (percentage women)	76.7%
Upper-mid quartile (percentage women)	80.6%
Upper quartile (percentage women)	75.1%

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Understanding our data

Our median gender pay gap is still significantly lower than the median for the retail sector in general. The median pay gap means that if we put all the women in our organisation in a line in order of their pay and did the same for all the men in our organisation, the pay of the middle woman and middle man is almost exactly equal. The vast majority of our staff are women (1,225 men compared to 4,715 women, as of 5 April 2024). As women are well represented at most levels of the business (as indicated by our quartile statistics), we have a very small median pay gap.

Our mean pay gap is higher at 8.5%. Our mean pay gap exists because some of our most senior roles are held by men, and because of the way the mean pay gap is calculated, it can be distorted by a relatively small number of individuals.

Moving forward

Despite our overall positive pay gap statistics, as a business we are still focusing on ensuring we continue to keep them low and drive more gender diversity everywhere in our business. We aim to do this by targeting the proportion of women in both higher and lower paid roles.

Women make up 79% of our workforce. We also need to ensure that we achieve greater gender diversity not just in our senior roles, but also in our lowest paid (female-dominated) roles.

We remain committed to providing an inclusive work environment that empowers all our employees without exception. We also aim to improve our pay gaps by continuing to invest in initiatives that support gender balance at all levels. We need to ensure that the principles of inclusiveness and equality of opportunity are embedded throughout our employment practices: from **recruitment and retention to promotion and progression**.

We are taking steps to ensure that men and women are equally likely to apply for roles at ITX, to be successful in their applications, and build rewarding careers.

Examples of where we have achieved positive changes are as follows:

- We are working to launch our return-to-work program to help reengage senior talent and rebuild the careers of those who have had to have extended periods away from work.
- In 2023 we launched our 'work-life-balance' initiative which offers different shift patterns and the option of a four-day work week. We are seeing increased uptake of this initiative with over 80% of shift patterns agreed.
- In 2024 we also continued to implement work plans and monitoring and assessment systems, to foster gender equality and women empowerment in our workplaces

Our low pay gaps demonstrate that our initiatives are working. However, we are conscious that we cannot be complacent. We need to do more and we will continue to take all steps to ensure that those within the ITX family can reach their full potential.

I confirm that this information is accurate and has been calculated in accordance with relevant legislation.



Jose Manuel Romay de la Colina

Director

ITX UK Limited

26 March 2025

Gender pay gap report 2023

ITX UK Limited

The UK government requires all employers with 250 or more employees to disclose their gender pay gap on an annual basis. In this report, we set out our gender pay gap statistics for April 2023, discuss the causes of the gaps, and set out what steps we are taking to improve them.

Gender pay gap vs equal pay

The gender pay gap measures the difference in the mean and median pay of men and women across the organisation regardless of their role.

A gender pay gap exists in most organisations. Based on estimates from the Office for National Statistics' Annual Survey of Hours and Earnings 2023, the current mean pay gap is 13.2%. This signifies that, on average, women are paid 13.2% less than men nationally. In the retail sector the mean pay gap is 13.5%. The median pay gap is 14.3% nationally and 7.3% within the retail sector.

The gender pay gap is not the same as equal pay. Equal pay focuses on individual roles and is the requirement that men and women are paid the same for carrying out the same or similar work.

What is our gender pay gap?

Mean gender pay gap	7.1%
Median gender pay gap	0.7%
Mean bonus gap	52.3%
Median bonus gap	4.3%
Proportion of men receiving a bonus	86.0%
Proportion of women receiving a bonus	88.9%
Lower quartile (percentage women)	82.5%
Lower-mid quartile (percentage women)	80.7%
Upper-mid quartile (percentage women)	79.0%
Upper quartile (percentage women)	74.4%

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Our figures show that, at 0.7%, our median gender pay gap is significantly lower than the median for the retail sector in general. This means that if we put all the women in our organisation in a line in order of their pay and did the same for all the men in our organisation, the pay of the middle woman and middle man is almost exactly equal.

Our mean pay gap is higher at 7.1%, but much lower than the retail sector in general. It is also much lower than it has been in previous years. We are pleased to see progress.

Understanding our data

The vast majority of our staff are women. Women are well represented at most levels of the business. It is this even spread of women that causes our negligible median pay gap.

Our mean pay gap exists because, although 74.4% of staff in our best paid quartile are women, this is a little lower than in the other three quartiles of our business. We employ proportionately fewer men (1,203 men compared to 5,020 women, as of 5th April 2023) but they tend to be found in some of the most senior roles. Because of the way the mean pay gap is calculated, it can be distorted by a few individuals. This also affects our bonus gaps.

To reduce our gaps, we need a two-pronged approach. We need to ensure that women occupy the most senior roles in similar proportions as the rest of the business. At the other end of the spectrum, we also need to achieve greater gender diversity in our lowest paid roles.

Moving forward

We are committed to providing an inclusive work environment that empowers all our employees without exception. We need to ensure that the principles of inclusiveness and equality of opportunity are embedded throughout our employment practices: from recruitment and retention, to promotion and progression. We are taking steps to ensure that men and women are equally likely to apply for roles at ITX, be successful in their applications, and build rewarding careers. Our female leadership has increased from 77.7% to 78.8% over the period. Going forward, we will investigate a return-to-work program to help reengage senior talent and rebuild the careers of those who have had to have extended periods away from work.

In 2023 we have also continued to implement work plans and monitoring and assessment systems to foster gender equality and women empowerment in our workplaces. A key part of our strategy globally is our partnership with GEEIS, the equality labelling process. In 2022, we decided to enter into a long-term process of continuous improvement with GEEIS which helps us to structure our policy with progress targets that are to be assessed by an external third party, Bureau Veritas Certification.

The improvement in our mean pay gap demonstrates that our initiatives are working in practice. Our gaps are low, but not yet eliminated.

We will continue to take all steps to ensure that those within the ITX family can reach their full potential.

I confirm that this information is accurate and has been calculated in accordance with relevant legislation.

Jose Manuel Romay de la Colina

Director
ITX UK Limited

3 April 2024