



**UK Gender Pay Gap
Review 2024**

L'ORÉAL
UK & IRELAND



At L'Oréal Groupe, our aim is to be the most inclusive beauty leader. We strive to be as diverse as the people we serve and build a business with inclusivity at its heart.

The L'Oréal Groupe has long been committed to achieving gender parity. We focus on equitable access to opportunities through enhanced data monitoring and tailored development programmes to improve internal representation. We are also focused on retention and enablement tools

to support this work. We promote colleague career journeys to boost the attractiveness of our industry for people of all identities and backgrounds as we strive for gender balance across the entire organisation.

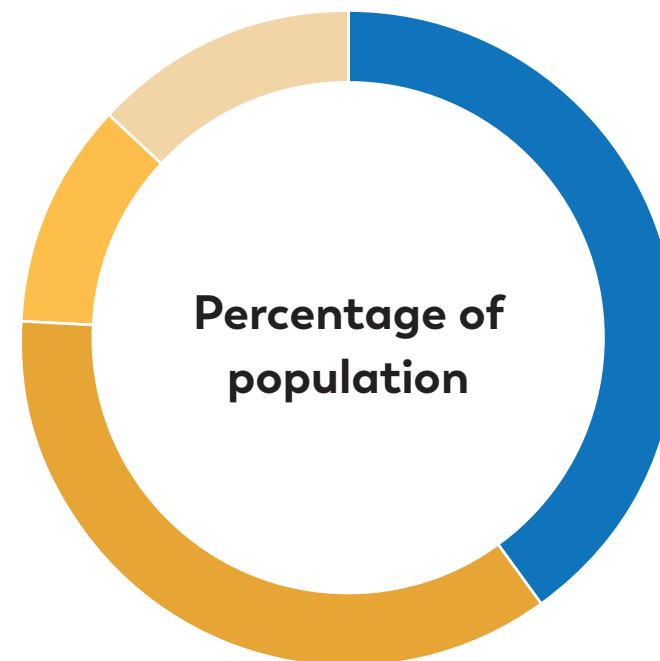
In this report, we share an update based on the UK Government's Gender Pay Gap methodology.

Thierry Cheval,
Managing Director & Chairman, L'Oréal UK and Ireland

About the L'Oréal Groupe in the UK

As of 5th of April 2024, our L'Oréal UK workforce is made up of the following groups:

- **Beauty Advisors** (40% total population; 91% female/ 9% male). These employees work in retail positions in department stores and in our freestanding boutiques across the country for brands such as Lancôme, Kiehls and NYX Professional Makeup.
- **Head Office employees** (corporate employees) - (36% total population: 73% female/ 27% male). These are office-based employees working at our UK Headquarters in London and our Wales office in functions such as Human Resources, Finance, Marketing and Sales.
- **Field-Based employees** (11% total population; 74% female/ 26%, male). These individuals are based across the country, undertaking roles that include field-based sales and/or training.
- **Distribution Centre employees** (13% total population; 57% female/ 43% male). These team members are based in Bury, Nottingham and Trafford and are vital to our operations and supply chain.



● Beauty Advisors	40%
● Headquarter Employees	36%
● Field Based Employees	11%
● Distribution Centre	13%

Gender Pay Gap Reporting At A Glance

UK legislation, introduced in 2017, requires all companies with more than 250 employees to publish data on their gender pay gap. This is L'Oréal UK's seventh annual UK Gender Pay Gap report, reflecting data captured on the snapshot date of 5 April 2024.

The Gender Pay Gap (GPG) compares the average pay of all working men and women. It does not take into account the different roles they occupy. GPG does not measure equal pay, which relates to what women and men are paid for the same or similar work of equal value, in line with the Equality Act 2010. We regularly conduct our own internal audits and are committed to equal pay in the UK in line with Equality Act 2010.

All employees receive cash and non-cash benefits as part of their remuneration package. L'Oréal provides all employees with various non-cash benefits including life assurance, pension, group income protection and competitive annual leave.

Alongside the UK Gender Pay Gap analysis, we also use independent auditors EDGE (Economic Dividends for Gender Equality) and GEEIS (Gender Equality European and International Standard) to ensure we regularly and robustly assess the status of our current employees and the fairness of our hiring activity. We are proud to be recognised at Groupe level for our ongoing commitment and progress to gender equality:

L'Oréal ranked among Top 10 most gender-equitable companies in the world and No.1 in France, according to the 2024 Equileap Gender Equality Report and Ranking. Equileap is the leading global data provider for diversity & inclusion gender equality.

Our Gender Pay Gap Data

Our gender pay gap data reflects the difference in average pay between men and women across L'Oréal UK. In 2024, the median gender pay gap is 26%, with a mean gender pay gap of 27%. The median bonus pay gap is 12%, with a mean bonus pay gap of 38%.

UK Gender Pay Gap				
	2021	2022	2023	2024
Median	32.87	26.45	36.70	26.24
Mean	32.87	25.14	30.30	27.37

UK Gender Bonus Gap				
	2021	2022	2023	2024
Median	57.27	17.66	23.55	11.93
Mean	49.74	36.14	37.74	38.32

Gender By Pay Quartile						
	2022		2023		2024	
	M	F	M	F	M	F
Upper	31.0	69.0	31.0	69.0	29.9	70.1
Upper Middle	23.9	76.1	27.0	73.0	25.8	74.2
Lower Middle	19.5	80.5	21.7	78.3	14.6	85.4
Lower	14.9	85.1	5.6	94.4	17.1	82.9

Understanding the Pay Gap

Our gender pay gap is largely driven by our workforce profile. Analysis shows that the pay gap reflects factors common across the beauty industry and retail environment in the UK more generally.

To improve transparency and support better understanding of how our gender pay gap is impacted by our workforce profile, we are providing data that breaks down the gender pay gap for each of our workforce populations:

- When we consider our workforce populations separately our Corporate Employees (Head Office) Median GPG is -5.54% and the Mean is 11.54%. Our Beauty Advisor population has a Median GPG of 9.54% and a Mean of 10.34%.
- **40% of our UK -based employees are Beauty Advisors** working in retail environments such as department stores and boutiques. Although these roles are competitively paid at or above the UK Real Living Wage, they reflect salary norms in the retail environment.
- **91% of our Beauty Advisors are female and 49% opt to work in part-time roles.** This impacts our bonus pay gap as the reported pay gap compares pay and bonuses for full-time and part-time employees without accounting for this difference in contract type. Diversity, equity and inclusion is an important approach to driving equitable employee experiences, as such, while the number of women in part-time positions impacts our figures, it is important to offer access to flexible working arrangements, including part-time working.

Actions to Drive Gender Equity

1 IMPROVING GENDER BALANCE

We are committed to achieving gender-balance at all levels of the business. Currently, 69% of our corporate teams (Head Office, Distribution Centres, Field based) and 91% of our Beauty Advisors identify as women. Women also make up the majority of applicants for entry and mid-level roles at L'Oréal UK and across the broader retail beauty industry. As such, we have initiatives to ensure we work towards a better gender balance for these positions.

To achieve gender-balance, we continue to ensure that:

- Gender balanced candidate shortlists are presented to hiring managers and that we have gender balance on our interview panels.
- All hiring managers receive training before recruiting onto their teams. This includes training on how to mitigate unconscious bias.
- Our job advertisements, including their placement and employer branding content, promote equal opportunities, including gender neutral language.

2 ROBUST DATA

We are committed to representing our diverse consumers and creating tools that promote fairness for everyone. In January 2024, we launched a voluntary and anonymous self-identification program that helps us better understand the demographics of our workforce. By doing so, we aim to enhance our support systems, improve our tools, and promote equity across our programs.

Our initiative encompasses various dimensions of diversity, primarily those outlined in the 2010 Equality Act. These dimensions cover six areas:

- Gender Identity
- Physical, Social, Mental Wellbeing
- Parents and Carers
- Race and Ethnicity
- Religion and Belief
- Social Mobility

We are committed to establishing a framework to assess other forms of pay gaps overtime.

Actions to Drive Gender Equity

3 DEVELOPING FEMALE LEADERSHIP

L'Oréal provides regular leadership training to all employees, including dedicated initiatives to help develop and nurture female leaders to progress to senior leadership positions.

In 2024, both the UK Executive Leadership Team and the L'Oréal UK Board of Directors was gender balanced.

Our work to develop female leaders includes dedicated programs like Ignite, which is specifically tailored to address the challenges women face in advancing to senior roles. Alongside Ignite, our Ivy House six-month executive leadership programme, complete with workshops, mentoring, and coaching, is another valuable resource available to emerging female talent. We also provide high impact executive coaching for female leaders moving into leadership positions.

Actions to Drive Gender Equity

4 FOSTERING AN INCLUSIVE WORK ENVIRONMENT FOR ALL

L'Oréal is working to foster an inclusive workplace where people of every ethnicity, social background, religion, gender, age, sexual orientation or disability - visible or invisible - feel welcomed and valued.

In the UK (and Ireland), we have six Employee Resource Groups (ERGs) to help us on this journey:

- Gender Equality (GEN)
- Parents and Care Givers (GROW)
- Ethnicity & Multiculturalism (E&M) Proud at L'Oréal – (LGBTQIA+)
- Mental Health & Wellbeing (MH&W)
- Disability and Neurodiversity (D&N)

Run by our employees, our ERGs provide support and feedback on our DE&I strategy. They also drive a proactive agenda of initiatives focused on community upskilling, education and awareness, and outreach.

We continue to offer a flexible, accessible and supportive working environment in our business. This includes flexible working policies to achieve a greater work-life balance. We continue to collaborate with our working parents and carers' community to pioneer new working approaches. We offer competitive parental support packages, including maternity/adoption and paternity leave, paid fertility leave, and shared parental leave, and provide flexible return-to-work policies and access to coaching support.

We offer support for specific challenges around reproductive health and conditions that women specifically encounter, like Menopause. In 2024, we developed a partnership with Peppy, a next-generation employee benefit and all-in-one platform for gender-specific health solutions. We enhanced our offering by including additional support for Fertility and Parenthood, as well as Menopause.

In addition to this benefit, we also organised dedicated training to raise awareness and enhance support on Fertility, Pregnancy, and Menopause for all employees, including the HR community and Line Managers. We also offer individual and group support for women who would like guidance, further support or a connection with those facing similar experiences.

Statutory Disclosure Summary

Males/Females Employees	22/78
Median Gender Pay Gap	26.24
Mean Gender Pay Gap	27.37
Median Bonus Pay Gap	11.93
Mean Bonus Pay Gap	38.32
Males/Females receiving a bonus payment	86/85
Upper Quartile (male/female)	30/70
Upper Middle Quartile (male/female)	26/74
Lower Middle Quartile (male/female)	15/85
Lower Quartile (male/female)	17/83

We confirm that our data is accurate and has been calculated in accordance with the statutory requirements as required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Thierry Cheval,
Managing Director & Chairman,
L'Oréal UK and Ireland