



**Ireland Gender Pay
Gap Review 2022**

L'ORÉAL
UK & IRELAND



At L'Oréal, our aim is to be the most inclusive beauty leader. We believe in beauty that gives everyone a space for self-expression and that is enriched by differences, reflecting the diversity of our world.

Through our long-term Diversity, Equity & Inclusion strategy, we're continuing to build a workplace where people of every gender, ethnicity, social background, religion, sexual orientation, disability and age feel valued.

The L'Oréal Group has been committed to promoting gender equality for over 15 years. At a global level we take an audit and data-driven approach, as we strive to achieve greater gender balance by improving internal representation across the organisation and creating a more inclusive work environment for people of all genders.

We have been recognised by multiple organisations for gender equality at a group level globally. For the fifth consecutive year, the L'Oréal Group is proud to rank among the top 20 most gender-balanced companies in the world, out of 3,895 businesses across 23 countries, in Equileap's Global Gender Equality Ranking. Since 2018 we have also featured in Bloomberg's 2022 Gender-Equality Index. This global ranking tracks the performance of public companies committed to disclosing gender equality data and is based on criteria such as female leadership and talent pipeline, inclusive culture and equal pay.

We are pleased to submit our first Gender Pay Gap Review in Ireland, as we work together to drive positive change, be as diverse as the people we serve and continue to build a business with inclusivity at its heart.

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

About the L'Oréal Group in Ireland

As of 30 June 2022, L'Oréal Ireland employed 266 colleagues, made up of the following groups:

- **35 Head Office employees** (13% of total employee population; 74% female, 26% male): These are office-based employees at our Ireland Head Office, Styne House, working in functions such as HR, Finance, Marketing, and Sales.
- **48 Field Based employees** (18% of total employee population; 75% female, 25% male): These are employees based around the country, working in roles that include field-based sales and/or training.
- **183 Beauty Advisors** (69% of total employee population; 93% female, 7% male): These are our Beauty Advisors, working in retail department stores and free-standing boutiques across the country for brands such as Lancôme, Kiehl's, and Yves Saint Laurent Beauté.



Employee Group	Percentage
Head Office Employees	13%
Field-based Employees	18%
Beauty Advisors	69%

Gender Pay Gap Data At A Glance

The Gender Pay Gap Information Act 2021 requires organisations in Ireland with more than 250 employees to publish the mean (average) and median pay gap between women and men across an entire organisation. This will be an annual process with the employee threshold lowered to 150 or more in 2024 and 50 or more in 2025.

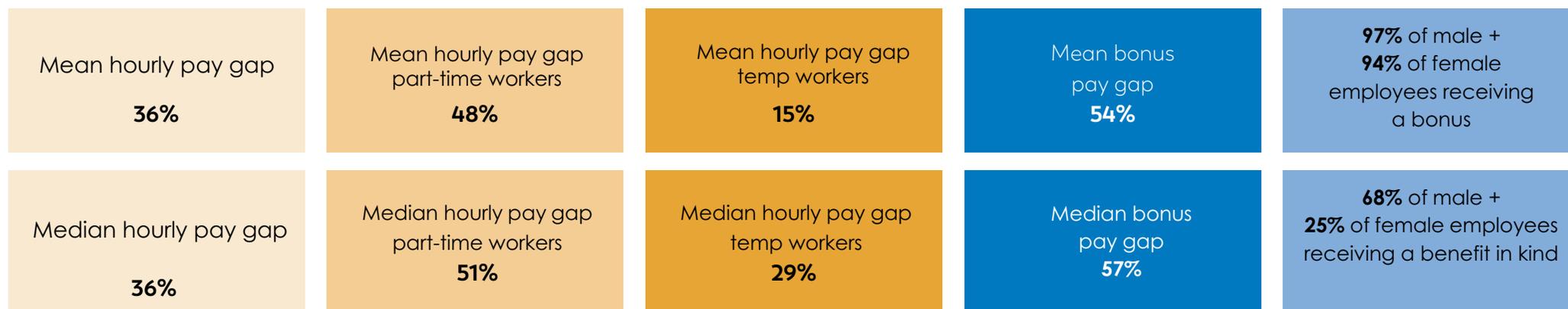
The Gender Pay Gap (GPG) compares the average pay of all working men and women and does not take into account the different roles that people occupy. GPG does not measure equal pay, which relates to what women and men are paid for the same or similar jobs or work of equal value. We regularly carry out our own internal equal pay audits and are committed to equal pay in Ireland in line with the Employment Equality Act, 1998.

All information in this report is based on 12 months from 1 July 2021 up to and including the 30 June 2022 and will be reported on the 30 December 2022. It should be noted that the median and mean pay figures are inclusive of any bonus and commission payments made in the 12-month period in line with reporting guidelines.

For 2022, L'Oréal Ireland's mean gender pay gap is 36% and a median pay gap of 36%. The organisation's mean bonus pay gap is 54% with a median bonus pay gap of 57%.

All employees receive 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.

Pay Quartile	Male %	Female %
Upper quartile (% male/female employees)	22%	78%
Upper middle quartile (% male/female employees)	13%	87%
Lower middle quartile (% male/female employees)	9%	91%
Lower quartile (% male/female employees)	5%	95%



Understanding the Pay Gap

Our gender pay gap is largely driven by our workforce profile, with our analysis showing that the pay gap is largely reflective of factors common across the beauty industry and retail environment in Ireland more generally.

- Nearly 70% of our Irish-based employees are **Beauty Advisors** working in retail environments such as department stores and boutiques.
- In line with the industry, our employee base for these roles is predominantly female. Females account for **93% of our workforce in the retail sector**, where pay rates, whilst market competitive, tend to be lower than for office and field-based roles, where we have a higher proportion of male employees.
- Almost half (**45%**) of our retail roles are occupied by employees working in **part-time, flexible positions**. We find that part-time positions disproportionately attract females, and we offer flexible working throughout the business as part of our broader inclusivity agenda.
- This higher proportion of female colleagues on part-time contracts has an impact on the bonus gap results due to **prorated levels of sales bonuses and commission**. The bonus pay gap calculation is based on actual bonuses received. As fewer hours are worked, colleagues working part-time or in sales based commission roles, receive less than their full-time equivalents.
- When we review the pay gap for our **Head Office** colleagues only, the mean pay gap stands at 14% and the median pay gap at 9%. At our highest corporate grade we have gender balance and a zero pay gap.
- We have a **very small male employee population** in Ireland. The calculation is comparing 33 roles held by men to 233 roles held by women.

Creating An Inclusive Working Environment For All

1 IMPROVING THE GENDER BALANCE

We are committed to achieving gender-balance at all levels of the business. In line with our industry workforce profile, 93% of our Beauty Advisors and 74% of our head office team identify as women. We attract a significantly higher proportion of women at entry level for non-Beauty Advisor roles and therefore have a larger proportion of women in more junior positions in the company.

Although we know there is more work to do, the initiatives we have in place that will help us create a better gender balance at all levels, include:

- Ensuring that gender balanced candidate shortlists are presented to hiring managers and we have gender balance on our interview panels.
- Currently, the majority of the applicants for entry and mid-level roles at L'Oréal Ireland are female which translates into a low percentage of males at this level. As such, we are actively trying to improve gender balance at all levels.
- We ensure that all hiring managers receive training before recruiting for their teams. This includes training on how to mitigate unconscious bias.
- Regular review of our gender balance objective to ensure that we continue to make progress.
- Ensuring our job advertisements, including where they are placed and employer branding content, promotes equal opportunities, including gender neutral language.

2 DEVELOPING FEMALE LEADERSHIP

L'Oréal Ireland provides regular leadership training to all employees and is committed to improving female representation at all leadership levels. We offer a specific female leadership course for female talent across the business. Our female leadership course (Ignite) helps female leaders progress seamlessly into senior positions, with a specific focus on trying to break down some of the common barriers faced by women when progressing through organisations. These are just some of the additional steps we are taking to develop female leadership:

- Access to high impact executive coaching for females facing challenges when moving into leadership positions.
- Enabling participation in the specialist Shine and Eve programmes for aspiring female leaders in Ireland.
- Our partnership with Lean In creates a dedicated platform for employees to network and receive education on key professional and personal topics.

3 DIVERSITY, EQUITY & INCLUSION

L'Oréal is working to foster a workplace where all 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 four employee resource groups (ERGs) to help us on our journey:

- GEN (Gender Equality Network)
- Ethnicity & Multiculturalism
- OUT@L'Oréal
- Mental Health & Wellbeing

Our ERGs are run by employees who are passionate about actively supporting our vision to create a more diverse, equitable and inclusive workplace. They drive a proactive agenda of events and initiatives focused on advocacy, community support, promoting awareness and feedback.

Examples of initiatives we have launched in partnership with our ERGs include: being an ally to LGBTQIA+ people of colour and the Power of Language Training (in partnership with our Ethnicity & Multiculturalism ERG), to name a few.

4 SUPPORTING WORKING PARENTS & CAREGIVERS

We have continued to work to encourage flexible, accessible and supportive working in our business. This includes our flexible working practices, to achieve greater work-life balance and has been particularly successful with the working parents in our community. We also offer competitive parental support packages, including maternity and paternity leave, paid fertility leave and coaching support.

This report covers a time period when some Covid-19 restrictions were still in place. We recognised the disproportionate impact of Covid-19 on working parents and caregivers and we evolved our support offering. We know that many women have been shouldering more parenting duties and as such, we provided full support to working parents and caregivers to flex their hours, structure days differently and re-prioritise their work to spend more time with their families. We also introduced five days of paid parental leave for parents and caregivers with children under the age of 14, while schools and early years settings were closed.

Statutory Disclosure Summary

Males/Females employees	12%/88%
Median Gender Pay Gap	36%
Mean Gender Pay Gap	36%
Median Bonus Pay Gap	57%
Mean Bonus Pay Gap	54%
Median Part-Time Pay Gap	51%
Mean Part-Time Pay Gap	48%
Median Temporary Pay Gap	29%
Mean Temporary Pay Gap	15%
Males/females receiving a bonus payment	97%/94%
Males/females receiving a benefit in kind payment	68%/25%
Upper Quartile (male/female)	22%/78%
Upper Middle Quartile (male/female)	13%/87%
Lower Quartile (male/female)	9%/91%
Lower Middle Quartile (male/female)	5%/95%

Declaration

We confirm that our data is accurate and has been calculated in accordance with the statutory requirements as required under the Gender Pay Gap Information Act 2021.



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