



**Ireland 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.

Our long-term purpose-led Diversity, Equity and Inclusion strategy seeks to proactively cultivate an inclusive workplace culture, one in which everyone feels welcome, valued, and can thrive. A more inclusive culture and diverse representation amongst our teams also enables us to better meet the needs of our consumers.

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.

The gender pay gap arises from structural issues related to the roles that men and women typically choose. We are committed to redressing this structural and industry issue but recognise that it will take time.

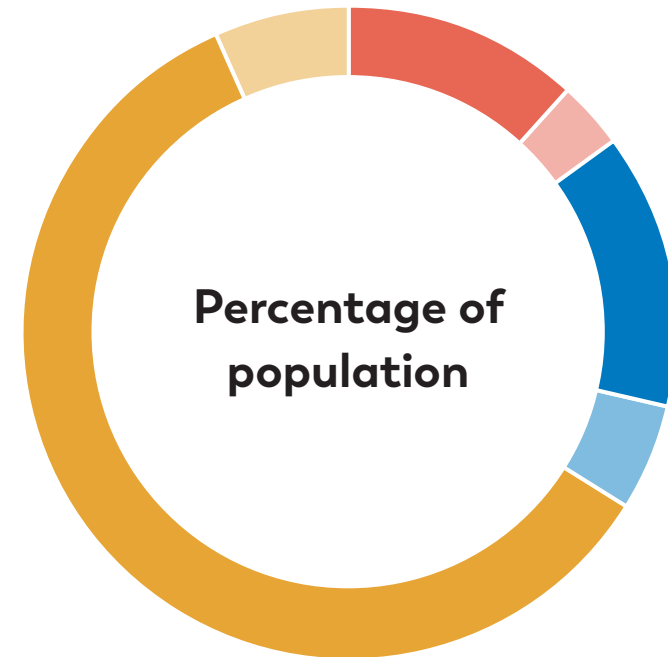
We are pleased to submit our third Gender Pay Gap Review in Ireland, as we work to drive positive change, be as diverse as the people we serve and continue to build a business with inclusivity at its heart.

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

About L'Oréal Groupe in Ireland

As of 30th June 2024, L'Oréal Ireland employed 255 colleagues made up of the following groups:

- **38 Head Office employees** (15% of total employee population; 78% female, 22% male): These are office-based employees at our Ireland Head Office, Central Plaza Dublin, working in functions such as HR, Finance, Marketing and Sales.
- **49 Field Based employees** (19% of total employee population; 73% female, 27% male): These are employees based around the country, working in roles that include field-based sales and/or training.
- **168 Beauty Advisors** (66% of total employee population; 90% female, 10% 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.



Head Office Employees	15%
● Female 78%	● Male 22%
Field-based Employees	19%
● Female 73%	● Male 27%
Beauty Advisors	66%
● Female 90%	● Male 10%

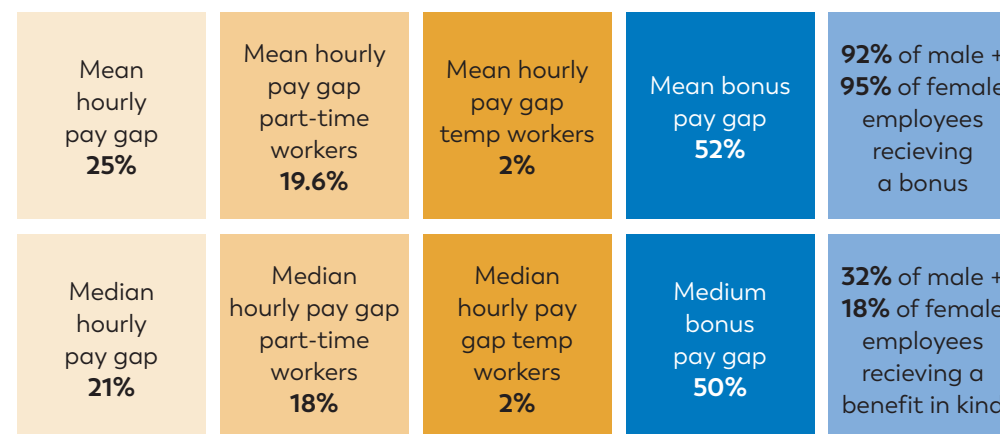
Gender Pay Gap Reporting At A Glance

The Gender Pay Gap Act 2021 requires organisations with more than 250 employees to publish the mean (average) and median pay gap between women and men across an entire organisation.

The Gender Pay Gap (GPG) compares the average pay of all working men and women and 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. We regularly conduct our own internal audits and are committed to equal pay in Ireland in line with the Employment Equality Act, 1998.

All employees receive benefits as part of their remuneration package, which include various non-cash benefits such as life assurance, pension, group income protection and competitive annual leave.

Pay Quartile	Male %	Female %
Upper quartile (% male/female employees)	29%	71%
Upper middle quartile (% male/female employees)	11%	89%
Lower middle quartile (% male/female employees)	13%	88%
Lower quartile (% male/female employees)	6%	94%



Calculations

1. The Mean is the difference in average hourly rates of pay that male and female employees receive, calculated by taking all hourly rates of pay and dividing by the total number of employees.
2. The Mean & Median Bonus Gap shows the difference in average bonus gap that male and female employees receive.
3. The Median gender pay gap shows the difference in the mid-points of the ranges of hourly rates of pay for men and women by ordering pay from the lowest to the highest and comparing the middle values.
4. The Median bonus gap shows the difference in the middle value of the ranges of bonus pay received by Men and Women.

Understanding the Pay Gap

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

66% 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 90% of our Beauty Advisor workforce and pay rates for these roles, whilst market competitive, tend to be lower than for office and field-based roles, where we have a higher proportion of male employees. The annual fluctuations in our gender pay data are also impacted by the size of the business in Ireland, where we employed 255 people as at this year's reporting date.

Nearly half (47%) of our retail positions are filled by employees in part-time, flexible roles and 93% of these roles are held by women. We have observed that part-time positions are particularly attractive to females, and we offer flexible working arrangements throughout the business as part of our broader inclusivity agenda.

This higher proportion of female employees 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, employees working part-time or in sales-based commission roles receive lower bonus payments than their full-time equivalents.

When we examine the pay gap between our Head Office and Field-Based employees, the mean pay gap is 20%, while the median pay gap is 18%. At our highest corporate grade, the mean pay gap is 11%, and the median pay gap is 10%. We remain committed to promoting gender balance at every level of our organisation.

We have a very small male employee population in Ireland. The calculation is comparing 37 roles held by men to 218 roles held by women.

Actions to Drive Gender Equality

1 IMPROVING GENDER BALANCE

We are dedicated to achieving gender balance at all levels and in all role types across our business. Currently, 78% of our corporate office roles and 90% of our Beauty Advisor roles are held by colleagues who identify as female. This trend is also evident among most external applicants for entry-level and mid-level positions at L'Oréal Ireland as it is for the broader beauty industry and retail environment. To promote a better gender balance in these roles, we have implemented several initiatives.

Our ongoing efforts include:

- Presenting gender-balanced candidate shortlists to hiring managers and ensuring gender diversity on our interview panels.
- Providing training for all hiring managers before they begin recruiting. This training covers strategies for mitigating unconscious bias.
- Ensuring our job advertisements, including their placement and employer branding content, promote equal opportunities and use gender-neutral language.

2 ROBUST DATA

We are committed to representing our diverse consumers and creating tools that promote fairness for everyone. In January, we launched the “Together at L'Oréal” initiative. This voluntary and anonymous self-identification campaign helps us learn more about our workforce's demographics to improve our tools and support programs.

The Dimensions of Diversity cover six areas:

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

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

3 DEVELOPING FEMALE LEADERSHIP

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

Examples of our work in this area include:

- Our dedicated female leadership programme, Ignite, is designed to nurture future female leaders to help them progress into senior leadership positions, specifically trying to break down some of the common barriers faced by females when progressing through organisations.
- Over-representation of female talent in our Ivy House course, a 6-month executive leadership programme for emerging talent which includes workshops, mentoring and coaching.
- Access to high impact executive coaching for females when moving into leadership positions.

4 FOSTERING AN INCLUSIVE WORK ENVIRONMENT FOR ALL

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

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

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

Dedicated and passionate employees run our ERGs and help shape our DEI strategy by providing support and feedback. In addition, they help deliver upskilling, education, and outreach that foster stronger communities in the workplace.

We continue to offer flexible, accessible, and supportive working practices in our business. This includes our flexible working policies to achieve a greater work-life balance. We continue to collaborate with our working parents and the carers' community to pioneer new working approaches.

We offer competitive parental support packages, including maternity and paternity leave, paid fertility leave, and adoption leave. We also provide flexible return-to-work policies and access to coaching support. This year, we expanded our offering to include fertility support and guidance for all genders and identities.

We offer support for specific challenges around reproductive health and conditions that women, specifically, experience, like menopause. In 2023, we expanded our offer to include on-demand support via Peppy Health, in addition to dedicated training to raise awareness and enhance support on managing menopause-related issues for our Human Resources community and all Line Managers. We also offer individual and group support for women who would like guidance from those facing similar experiences.

Statutory Disclosure Summary & Declaration - Ireland

	2022	2022	2023	2023	2024	2024
	MALES	FEMALES	MALES	FEMALES	MALES	FEMALES
Employees	12%	88%	14%	86%	15%	85%
Median Gender Pay Gap	36%		28%		21%	
Mean Gender Pay Gap	36%		31%		25%	
Median Gender Pay Gap – Part Time Employees	51%		-8.6%		18%	
Mean Gender Pay Gap – Part Time Employees	48%		-13%		19.6%	
Median Gender Pay Gap – Temporary Employees	29%		-28%		-2%	
Mean Gender Pay Gap – Temporary Employees	15%		10%		2%	
Median Bonus Pay Gap	57%		43%		50%	
Mean Bonus Pay Gap	54%		41%		52%	
Males/Females receiving a bonus payment	97%	94%	100%	99%	92%	95%
Males/Females receiving a BIK payment	68%	25%	45%	33%	32%	18%
Upper Quartile* (male/female)	22%	78%	25%	75%	29%	71%
Upper Middle Quartile* (male/female)	13%	87%	9%	91%	11%	89%
Lower Middle Quartile* (male/female)	9%	91%	9%	91%	13%	88%
Lower Quartile* (male/female)	5%	95%	11%	89%	6%	94%

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



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