



**Ireland Gender Pay Gap
Review 2023**

L'ORÉAL
UK & IRELAND



At L'Oréal, 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 where everyone feels welcome, and 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 today and tomorrow.

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 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.

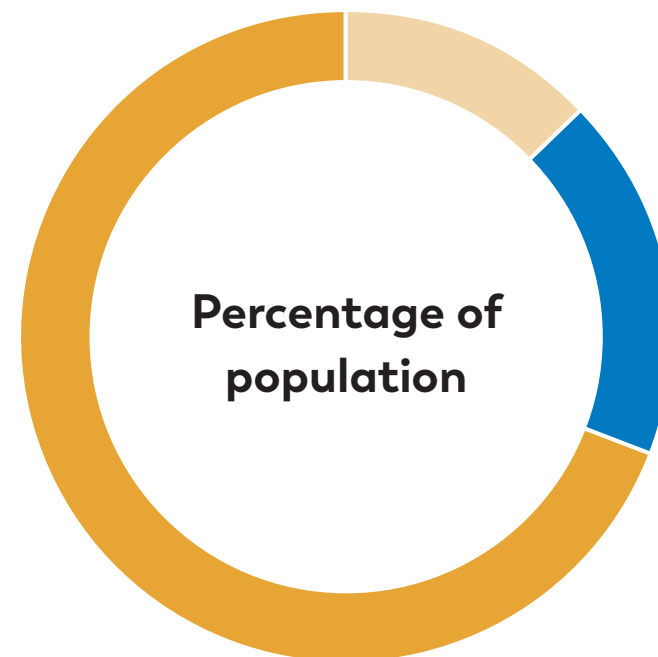
We are pleased to submit our second Gender Pay Gap Review in Ireland, as we work together to drive positive change, be as diverse as the people we serve and continue to build a business with inclusivity at its heart.

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

About the L'Oréal Groupe in Ireland

As of 30th June 2023, L'Oréal Ireland employed 221 colleagues made up of the following groups:

- **40 Head Office employees** (18% of total employee population; 75% female, 25% male): These are office-based employees at our Ireland Head Office, Styne House, working in functions such as HR, Finance, Marketing and Sales.
- **45 Field Based employees**, 20% 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.
- **136 Beauty Advisors** (62% of total employee population; 94% female, 6% male): These are our Beauty Advisors, working in retail department stores and free-standing boutiques across the country for brands such as Lancome, Kiehl's and Yves Saint Laurent Beauté.



● Head Office Employees	18%
● Field-based Employees	20%
● Beauty Advisors	62%

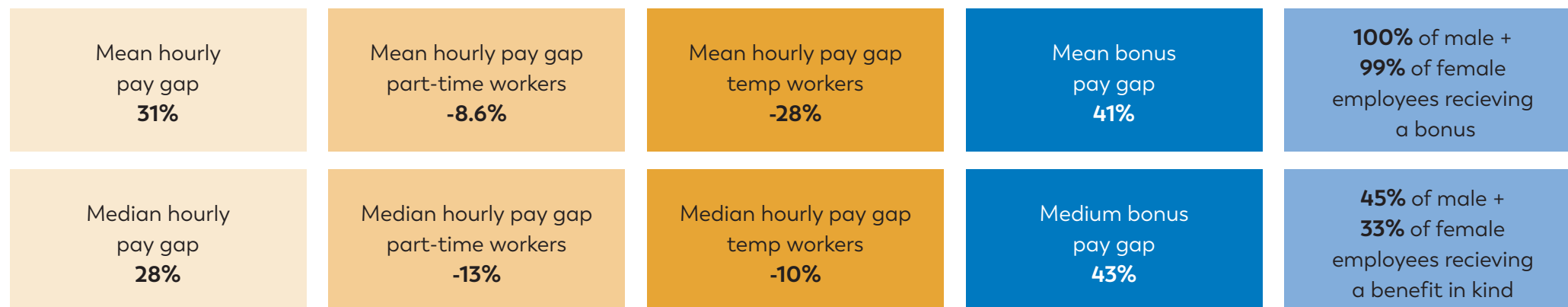
Gender Pay Gap Reporting At A Glance

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. 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 work of equal value. We regularly conduct our own internal audits and are committed to equal pay in Ireland in line with Employment Equality Act, 1998.

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)	25%	75%
Upper middle quartile (% male/female employees)	9%	91%
Lower middle quartile (% male/female employees)	9%	91%
Lower quartile (% male/female employees)	11%	89%



The Gender Pay Gap and L'Oréal Ireland

Understanding the Pay Gap

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

Over 60% 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 94% 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 48% 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 and field-based colleagues only, the mean pay gap stands at 19% and the median pay gap at 11%. At our highest corporate grade, we have gender balance and a zero gap.

We have a very small male employee population in Ireland. The calculation is comparing 31 roles held by men to 190 roles held by women.

Actions to Drive Gender Equality

1 IMPROVING THE GENDER BALANCE

We are committed to achieving gender-balance at all levels of the business. Currently, 74% of our corporate teams and 93% of our Beauty Advisors identify as women. This is also the case for the majority of applicants for entry and mid-level roles at L'Oréal Ireland and the broader retail beauty industry. As such, we have initiatives to ensure we work towards a better gender balance for these positions.

The work we have continued in this area includes:

- Ensuring that gender balanced candidate shortlists are presented to hiring managers and we have gender balance on our interview panels.
- We ensure that all hiring managers receive training before recruiting onto their teams. This includes training on how to mitigate unconscious bias.
- 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 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.

Our Approach To Reducing The Gender Pay Gap

3 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 our journey:

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

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

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, 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 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 Menopause for the HR community and all Line Managers. We also offer individual and group support for women who would like guidance, further support or a connection from those within the community facing similar experiences.

Statutory Disclosure Summary & Declaration - Ireland

	2022	2022	2023	2023
	MALES	FEMALES	MALES	FEMALES
Employees	12%	88%	14%	86%
Median Gender Pay Gap	36%		28%	
Mean Gender Pay Gap	36%		31%	
Median Gender Pay Gap – Part Time Employees	51%		-13%	
Mean Gender Pay Gap – Part Time Employees	48%		-8.6%	
Median Gender Pay Gap – Temporary Employees	29%		-10%	
Mean Gender Pay Gap – Temporary Employees	15%		-28%	
Median Bonus Pay Gap	54%		43%	
Mean Bonus Pay Gap	57%		41%	
Males/Females receiving a bonus payment	97%	84%	100%	99%
Males/Females receiving a BIK payment	68%	25%	45%	33%
Upper Quartile* (male/female)	22%	78%	25%	75%
Upper Middle Quartile* (male/female)	13%	87%	9%	91%
Lower Middle Quartile* (male/female)	9%	91%	9%	91%
Lower Quartile* (male/female)	5%	95%	11%	89%

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, L'Oréal UK and Ireland