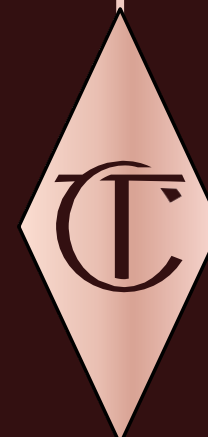


Charlotte Tilbury

*GENDER PAY
GAP REPORT*

2021





CHARLOTTE TILBURY BEAUTY

GENDER PAY GAP REPORT 2021

This report contains our 2020/21 gender pay disclosures, calculated in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. At Charlotte Tilbury our mission is to empower everybody in the world to be the most beautiful version of themselves. We support this by encouraging and hiring people with diverse backgrounds, voices, beliefs and perspectives into our growing global workforce. By doing so, we better serve our communities, customers and employees.

The global pandemic has had a major impact on our employees, particularly those in retail roles, and has heavily influenced our gender pay disclosures. As our stores re-open, we are taking extra steps to support and progress our workforce and encourage even greater diversity across our business through the implementation of a robust Diversity and Inclusion strategy focusing on 3 key pillars of Dream Teams, Magic Inside and Magic Outside.



CHARLOTTE TILBURY EMPLOYEES

At Charlotte Tilbury, we have two employing entities. All of our retail staff are employed by Charlotte Tilbury Beauty Limited (“CTBL”) and all of our non-retail staff are employed by Islestarr Holdings Limited (“IHL”). As both CTBL and IHL have over 250 employees, we are required to publish gender pay information annually for each of these entities.

We are proud to have a high demographic of female employees, which is also very typical in the beauty retail industry. Our retail staff in CBTL are 95% female and our non-retail staff in IHL are 78% female. **In the UK there are 17 female members of the leadership team, versus 7 who are men. Whilst the Charlotte Tilbury executive team is composed of 80% female members.**

We have ambitions to employ a more gender balanced workforce, but at the same time acknowledge that the industry we operate in and the flexible working opportunities we offer make our roles very attractive to female applicants. We believe that our plans for inclusive recruitment and an attractive EVP will support our plans to attract and retain more diverse candidates.

During the COVID-19 pandemic, all of our retail sites were closed and our retail employees were furloughed. This has significantly impacted the gender pay position for CTBL, as we explain below.

SALARY QUARTILES AT CHARLOTTE TILBURY

In line with the gender pay gap regulations, we are required to publish the percentage of male and female “full pay relevant employees” falling within each of four “salary quartiles”. In these regulations, a “full pay relevant employee” is an employee who is not receiving a reduced rate of pay as a result of being on leave.

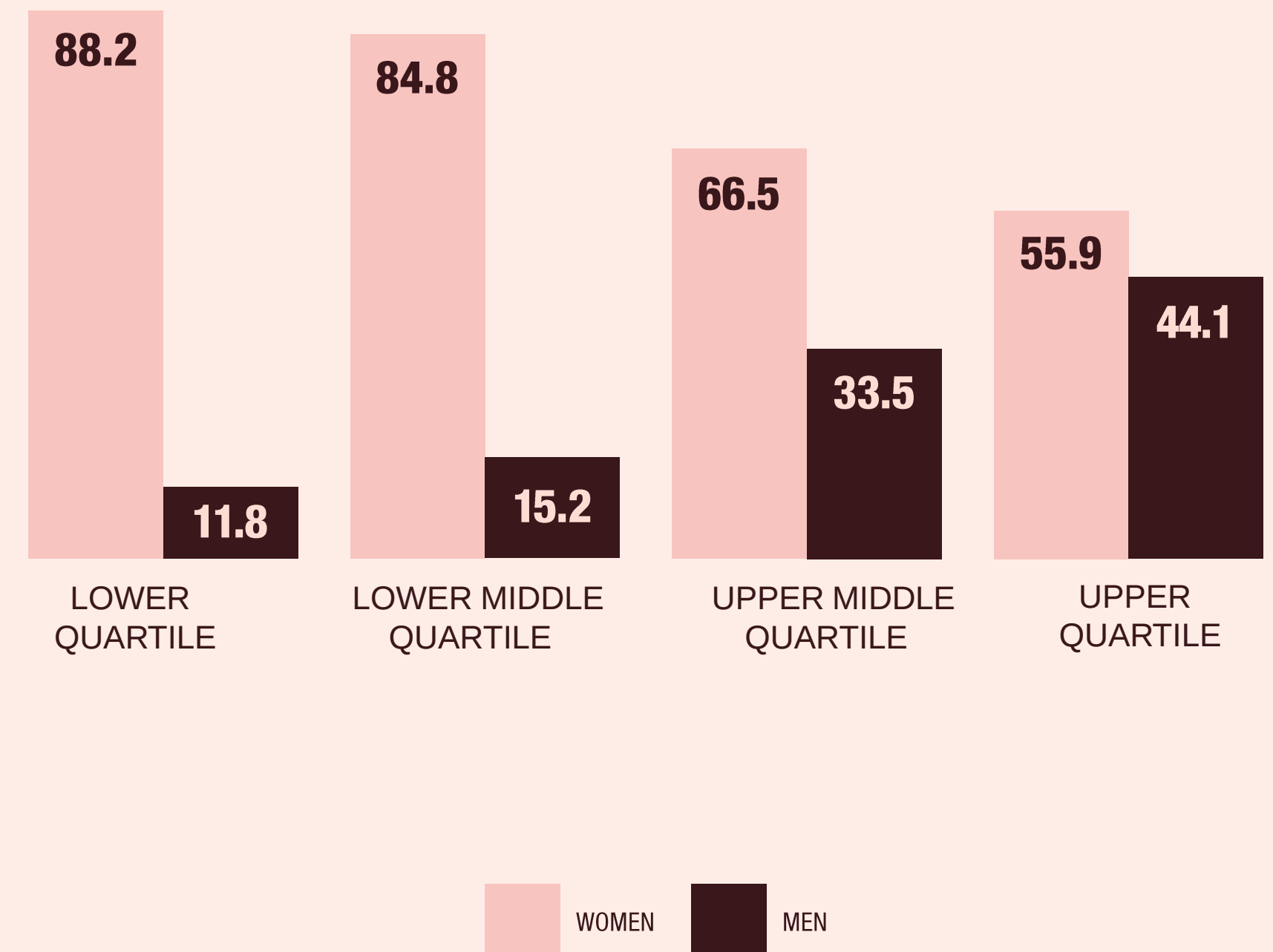
Because all of our CTBL employees were furloughed as at 5 April 2020, we had no “full pay relevant employees” for the purpose of our CTBL gender pay gap calculations. We are therefore unable to publish quartile data for CTBL for the 2020/21 reporting period.

Because the majority of our IHL staff were not furloughed, we have been able to calculate quartile information for this entity.

The chart below shows the gender makeup of our staff in each of the four salary quartiles within IHL. This highlights our largely female workforce, as well as the fact that our male employees typically work in areas such as Tech, which attract a higher rate of pay. Within our future strategy we will focus on establishing partnerships to drive female representation within the tech space.

We are reviewing our approach to recruitment to try and attract a more diverse range of applicants across our business. This includes the roll out of our Recruitment Lab which focuses on inclusive practices across the recruitment journey and targets all our Hiring managers.

IHL - % OF EMPLOYEES IN SALARY QUARTILES





GENDER PAY AT CHARLOTTE TILBURY

Our “gender pay” gaps relate to the difference in average male and female pay within CTBL and IHL and are therefore heavily influenced by the fact that the majority of our employees are female.

It is important to note that a gender pay gap is not the same as an “equal pay” gap. Equal pay is the requirement to pay male and female employees equally if they are performing equal work. Across the Charlotte Tilbury business, we ensure that all of our employees are paid fairly and equally for their role.

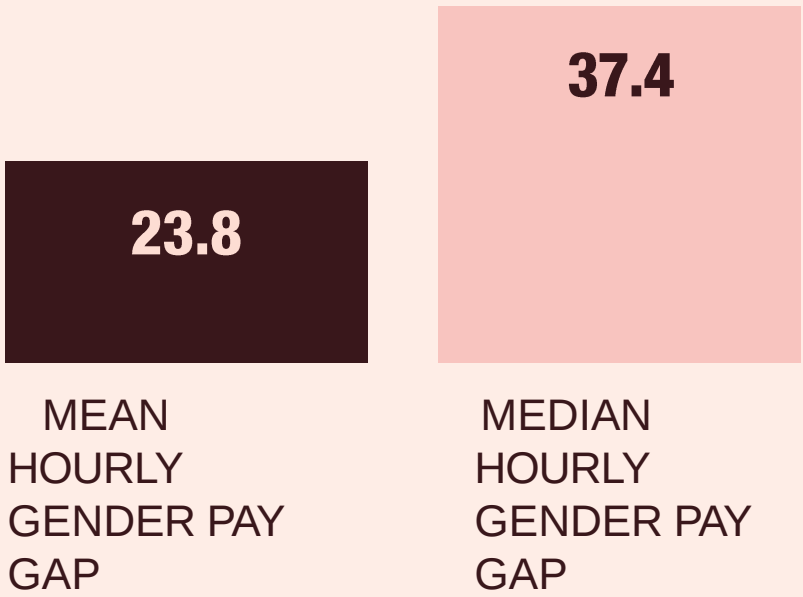
HOURLY GENDER PAY GAPS

Again, because we had no “full pay relevant employees” in CTBL as a result of all of our retail employees being furloughed in April 2020, we are unable to calculate hourly gender pay gaps for this entity in line with the gender pay gap regulations.

The chart below shows the mean and median hourly gender pay gaps for IHL. These gaps show that, on average, men earn a higher hourly rate than women within IHL. However, on further investigation, we can see that these figures are heavily influenced by the gender makeup in specific areas of our workforce.

Within IHL, only 22% of our employees are male but the majority of these work in higher paid areas of our business. For example, 61% of our male staff work in our Tech team, where pay is driven by the skills and qualifications required for the role. As a beauty technology business, we have long recognised the need to diversify the global technology workforce and reduce the pay discrepancies between male and female employees. We are committed to addressing this at Charlotte Tilbury Beauty and have implemented a strategy to attract a more women and other diverse candidates to our roles, with the aim of meaningfully reducing these pay gaps over time.

IHL % - HOURLY GENDER PAY GAPS



GENDER BONUS RECIPIENTS AND PAY GAPS

Gender bonus pay gaps take into account bonuses paid to “relevant employees” who were employed in our business on 5 April 2020. This includes furloughed employees, so we have been able to calculate these figures for CTBL.

The table to the right shows the proportion of employees who received a bonus in the 12 months prior to 5 April 2020.

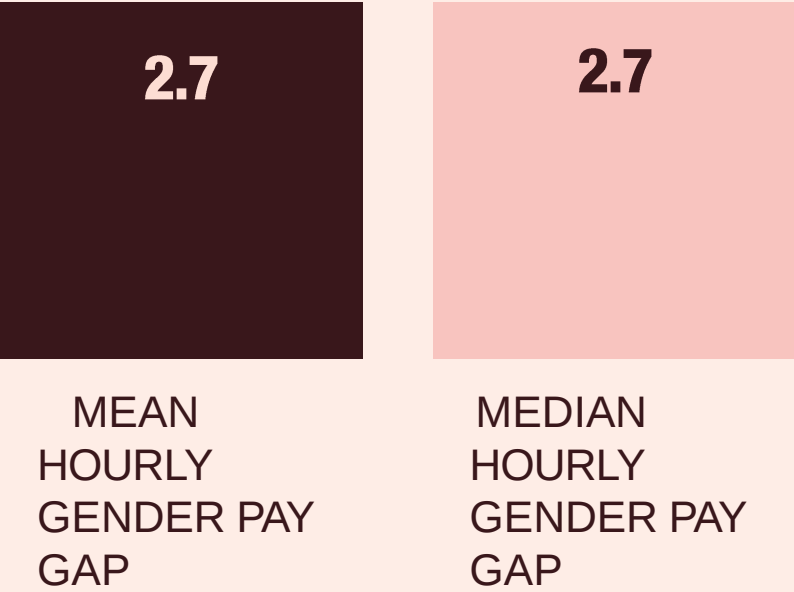
As a result of the pandemic, IHL’s annual bonus payment was deferred until June 2020 and will therefore be captured in our 2021/22 gender pay disclosures. Because no male employees (and only a very small number of female employees) in IHL received other bonus pay during the 2020/21 period, it is not possible to calculate bonus pay gaps for this entity.

The chart below shows the mean and median gender bonus pay gaps for CTBL. These show that, on average, men received a slightly higher bonus than women within CTBL.

Bonus at CTBL includes sales incentives and commission, awarded to our customer facing roles. Most of our headcount is store based retail roles which procures a higher female headcount. This impacts our bonus pay gap as these roles typically receive lower levels of bonus payments (sales commission) than our roles within IHL where we have a larger male population.

ENTITY	MALE EMPLOYEES	FEMALE EMPLOYEES
CTBL	83.3%	96.7%
IHL	0%	3.9%

CTBL % – GENDER BONUS PAY GAPS





CHARLOTTE TILBURY BEAUTY COMMITMENT

At Charlotte Tilbury Diversity, Inclusion and Equality is one of our top priorities where we aim to create an environment where our people feel a sense of belonging and can thrive. We have introduced and started the implementation of a robust D&I strategy focusing on Inclusion across the employee and customer experience. This includes reviewing and improving patterns of behaviours that may have bias and introducing more inclusive ways of working. Our leadership team have undergone Inclusive leadership and Advocacy training and we have piloted our Conscious Inclusion and Allyship training which is in the process of being more broadly rolled out. Our Inclusive Recruitment lab approach is fundamental to ensuring that we instil the right behaviours and continue to positively impact our gender pay gap and create a truly inclusive place to work. These are just a few highlights of the initiatives that support who we are as a brand and our approach towards Diversity, Inclusion and Equality.

CHARLOTTE TILBURY BEAUTY

OUR DIVERSITY AND INCLUSIVITY COMMITMENTS

DREAM TEAMS

- To eliminate all forms of bias and discrimination through a clear plan and playbooks to attract, recruit, develop and build diverse dream teams.

MAGIC INSIDE

- To open the hearts and minds of people by increasing education and awareness of difference and our ability to embrace it within our Dream Teams and with our customers.
- To build and sustain a magical environment where our dream teams are embraced and valued for who they are so that they reach their full potential and flourish.

MAGIC OUTSIDE

- To embed diversity & inclusion in all campaigns and consumer touchpoints, becoming trail blazers and leaders, where EVERYONE can be empowered by the Charlotte Tilbury brand.

OUR COMMITMENT TO PURPOSE

- At Charlotte Tilbury we believe that Charlotte Tilbury our mission is to empower everybody in the world to be the most beautiful version of themselves by understanding and encouraging the different voices, backgrounds, beliefs and perspectives that come from diverse workforce and partnerships to better serve our communities and customers.
- We also believe in giving back to the community and are looking to infuse purpose into all that we do. Charlotte is a Global ambassador for Women for Women International and instrumental in driving the £1 million pledge to the charity, supporting programmes around the world to help women survivors of war to rebuild their lives. Charlotte Tilbury is also a sponsor of Beauty United, whose mission is to provide community, education, and access to support the next generation of beauty and wellness leaders. The goal of BeautyUnited is to make the beauty industry a more diverse and inclusive place.



I confirm that the information contained in this report is accurate.

NAME: Demetra Pinsent

ROLE: Chief Executive Office (CEO)

