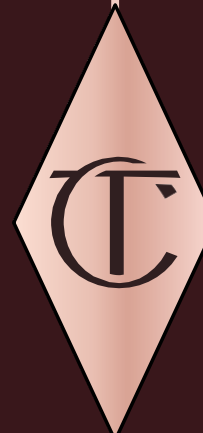


Charlotte Tilbury

GENDER PAY REPORT

2021/2022



INTRODUCTION

2021/2022 GENDER PAY REPORT

At Charlotte Tilbury Beauty, our mission is to empower everybody in the world to be the most beautiful version of themselves. We support this by championing 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.

We are a female-founded business with a leadership team made up mostly of women, and we're proud to support women in their careers. As we grow our team and adapt to new ways of working, we continue to strive for increased diversity across our workforce, as well as ensuring our employees feel supported and empowered to grow in our organisation.

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 in the UK, we are required to publish gender pay information annually for each of these entities. This report contains our 2021/22 gender pay disclosures, calculated in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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.

For CTBL, the gaps are based on 35 employees only, given much of our retail workforce was furloughed during the period the data was captured, so this sample is not representative of the workforce as a whole.

In line with the global beauty retail industry, we employ a large number of women across our business which significantly impacts our gender pay position. As a female-founded and female-led business that champions women, we are proud that:

- Our retail staff in **CTBL** are 95% female
- Non-retail staff in **IHL** are 78% female
- In **IHL**, our senior leadership team is 71% female
- Our executive team is 73% female including a female founder, Chief Executive Officer and Chief Technology Officer
- This high proportion of female staff is partly driven by the flexible and part-time roles we offer, and we are proud that 56% of our **CTBL** team take advantage of these opportunities

HOURLY GENDER PAY GAPS

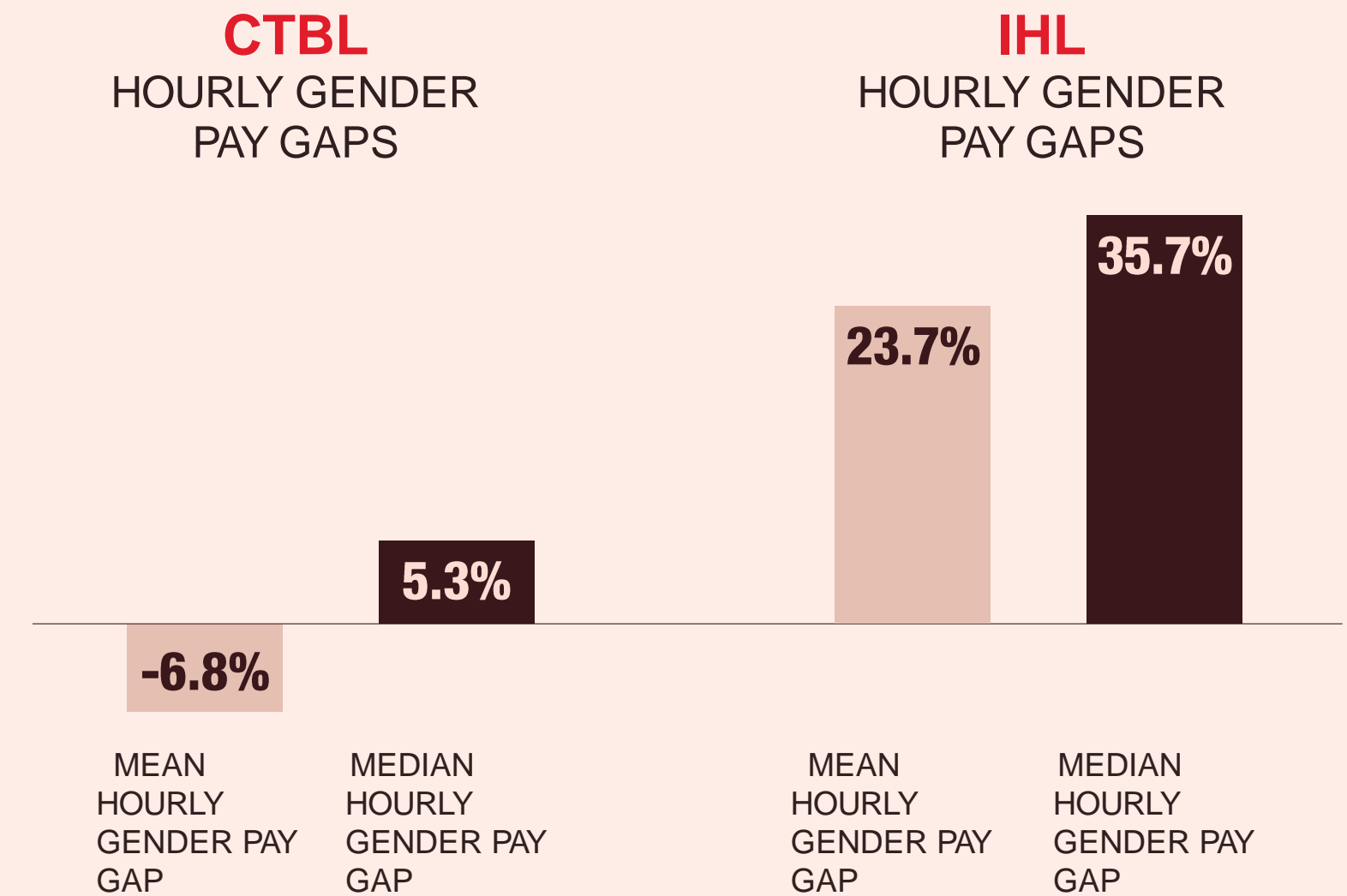
It is important to note that a gender pay gap is not the same as an “equal pay” gap. Equal pay is the requirement to pay male and female employees equally if they are performing equal work. Across the Charlotte Tilbury Beauty business, we ensure that all of our employees are paid fairly and equally for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

For CTBL, the mean gap shows that, on average, women earn a slightly higher hourly rate than men. Conversely, the median gap favours men. On further investigation, we found that these figures are heavily influenced by the gender makeup of this small group of employees (i.e. 29 out of 35 employees in this group are female).

For IHL, the gaps have reduced from the last reporting period but continue to show that, on average, men earn a higher hourly rate than women. Within IHL, the gender makeup of our workforce continues to be 22% male and the majority of our male employees work in higher paid areas of our business including Tech. For example, 60% of our Tech team is made up of male staff, where pay is driven by the skills and qualifications required for the role, and the talent pool in the UK is made up predominantly of men.

When we look back at our Gender Pay Gap from last year it shows us:

- For IHL - every £1 a male employee received, female received £0.69 in 2020 v £0.76 in 2021
- For CTBL – we are unable to compare back as all of our Retail employees were furloughed during the referencing period



The hourly gender pay gap charts above show the mean and median hourly gender pay gaps for CTBL and IHL.

GENDER BONUS RECIPIENTS AND PAY GAPS

GENDER BONUS RECIPIENTS

Gender bonus pay gaps take into account bonuses paid to “relevant employees” who were employed in our business on 5 April 2021. This includes furloughed employees, so we have therefore been able to calculate these figures for all employees within CTBL.

As a result of the pandemic, IHL’s 2019/20 annual bonus payment was deferred until June 2020, which means that it has been captured in this year’s disclosures.

GENDER BONUS PAY GAPS

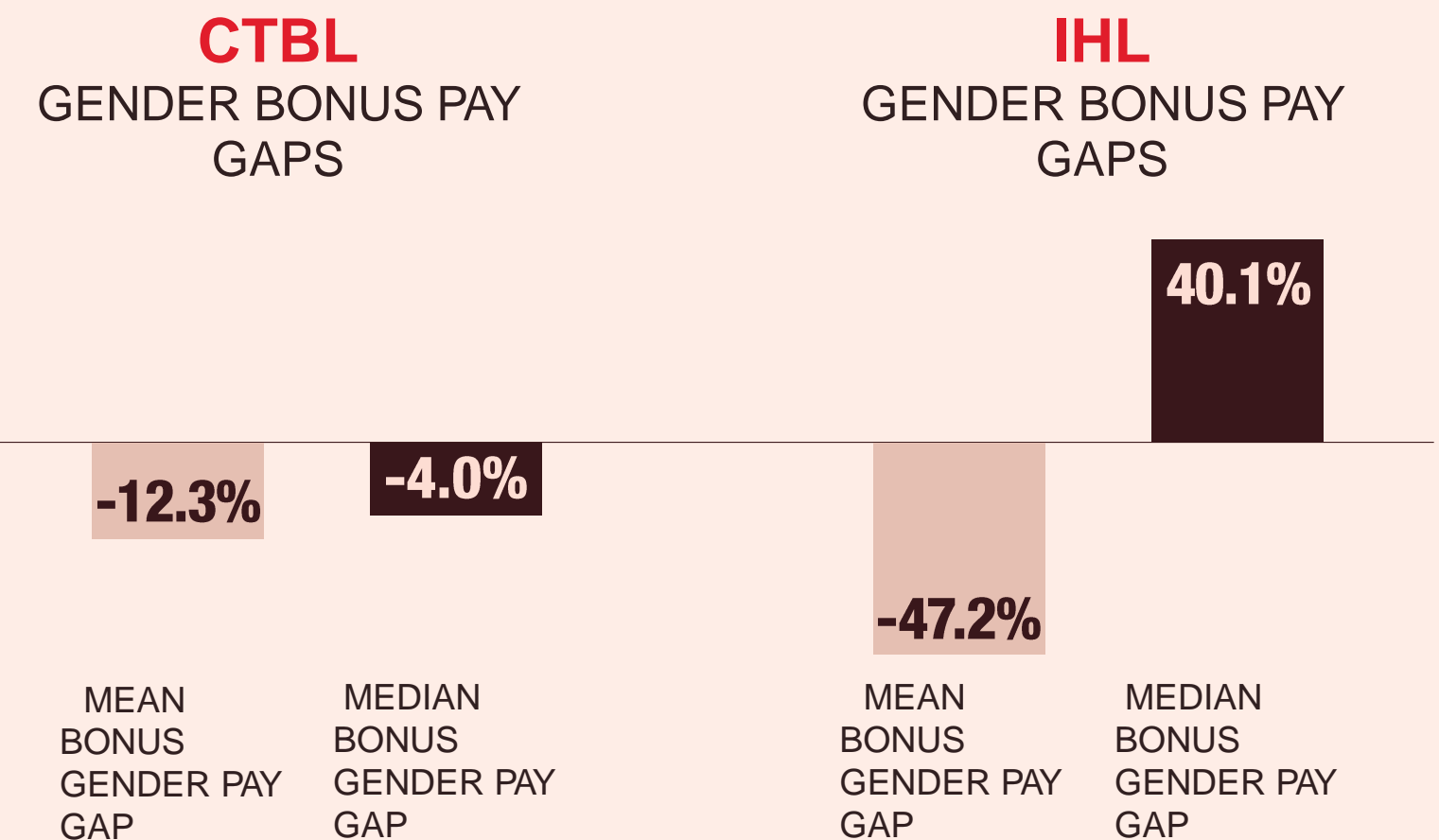
The CTBL chart shows that, on average, women received a higher bonus than men within CTBL. Bonuses at CTBL include sales incentives and commission awarded to our customer facing roles. Whilst all of our retail staff received a bonus in 2021/22, we have more females in senior roles which leads to slightly higher average bonus pay for our female employees, resulting in a gender pay gap.

The IHL chart shows that, on average, women received a higher bonus than men, although the median gap favours men. As noted above, whilst our IHL workforce is predominantly female, our male employees tend to work in more specialist skilled areas such as Tech - women occupy 60.5% of our highest paid jobs, and 91.5% of the lowest paid jobs. This leads to a significant gap in favour of women in the “mean” calculation, which reflects the higher proportion of women both overall as well as in our most senior roles, where bonuses are typically largest. The “median” gap, which favours men, reduces the impact of these “outliers” and highlights that we have very few men in our more junior roles which attract smaller bonuses.

CTBL AND IHL BONUS RECIPIENTS

ENTITY	MALE EMPLOYEES	FEMALE EMPLOYEES
CTBL	100%	100%
IHL	66.7%	77.8%

The gender bonus recipient table above shows the proportion of employees who received a bonus in the 12 months prior to 5 April 2021. We are proud that, despite the continuing impact of the pandemic, all of our **CBTL** employees received bonuses in the 2021/22 reporting year.



The gender pay gap bonus charts on the above show the mean and median gender bonus pay gaps for **CTBL** and **IHL**.

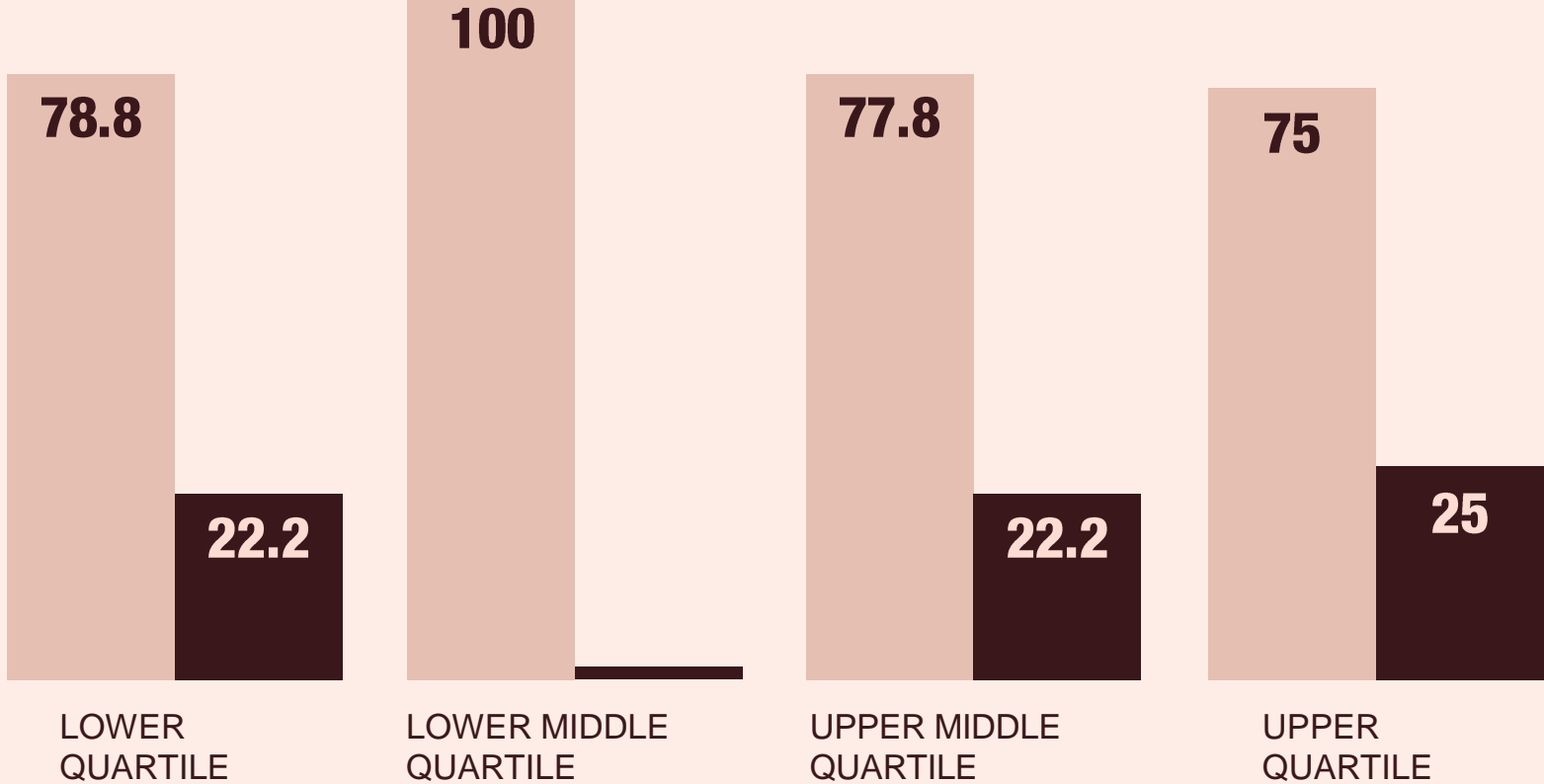
SALARY QUARTILES AT CHARLOTTE TILBURY

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.

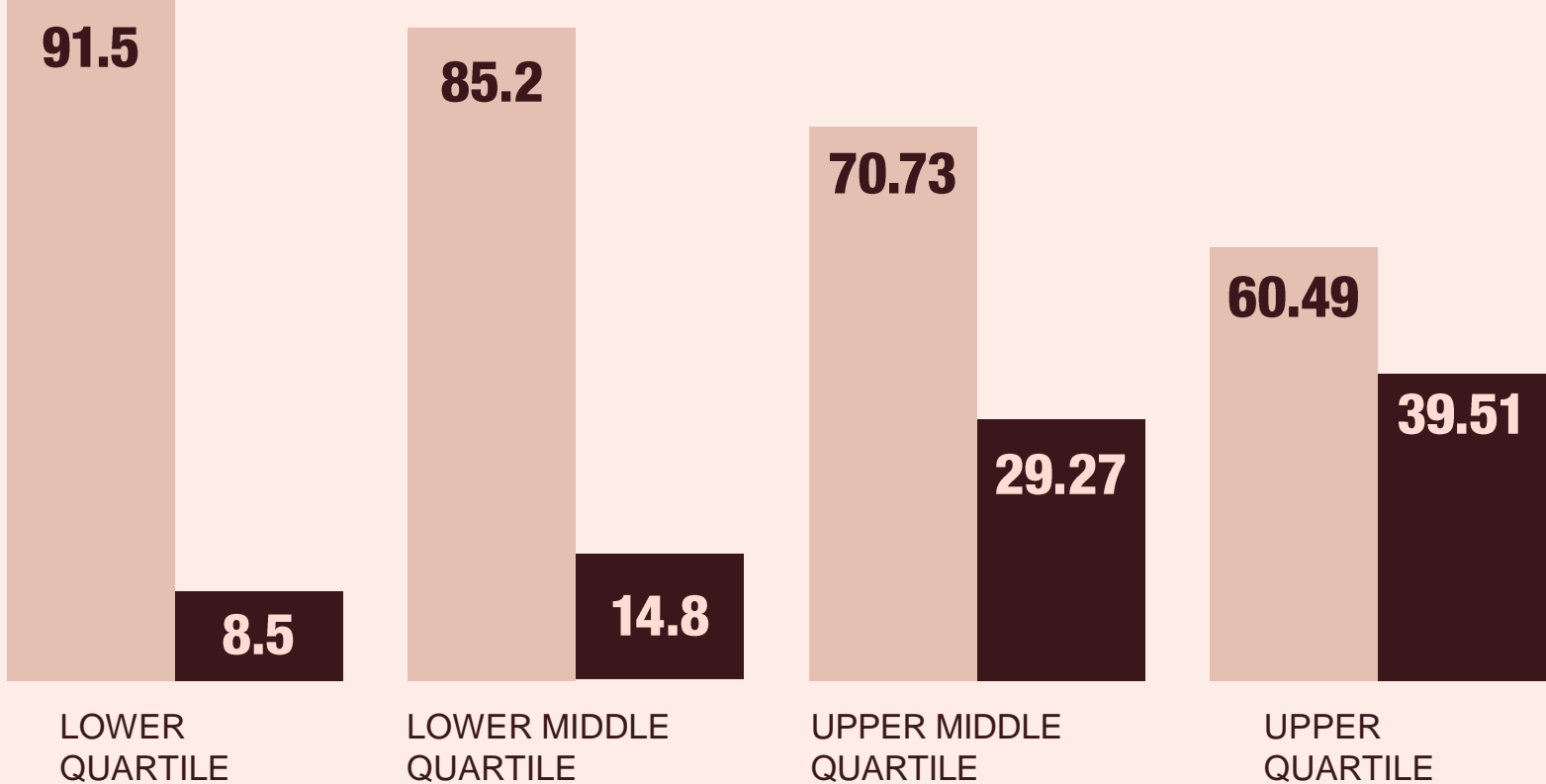
We have calculated quartile entity information below for CTBL and IHL. As most of our CTBL employees were furloughed at 5 April 2021, we only had 35 “full pay relevant employees” for the purpose of our CTBL gender calculations, meaning that the CTBL figures below do not represent the entire workforce.

The charts show the gender makeup of our staff in each of the four salary quartiles within CTBL and IHL. This highlights our largely female workforce, as well as the fact that our male employees in IHL typically work in areas which attract a higher rate of pay, such as Tech.

CBTL % OF EMPLOYEES IN SALARY QUARTILES



IHL % OF EMPLOYEES IN SALARY QUARTILES



WOMEN MEN



CHARLOTTE TILBURY BEAUTY EMPLOYEES EXPLAINED

In CTBL, the COVID-19 pandemic continued to affect our business during the 2021/22 reporting period, with most of our retail sites remaining closed on the 5 April 2021 snapshot date. This meant that the majority of our retail employees were furloughed on the snapshot date, which has significantly impacted the gender pay position for CTBL, as we explain below. The very small sample set of just 35 employees (of a total 330 on furlough) makes it difficult to draw long-term conclusions from the reporting

Within IHL, the gender makeup of our workforce continues to be 22% male and the majority of our male employees work in higher paid areas of our business. We recognise the need to diversify our global technology workforce, which currently has a significant impact on our gender pay position. We continue to take positive steps to re-address this balance, with the aim of improving female representation in typically male-dominated roles and meaningfully reducing our gender pay gaps over time.

OUR PROACTIVE APPROACH TO REDUCING OUR PAY GAP

At Charlotte Tilbury Beauty, Diversity and Inclusion is a key priority. We strive to create an environment where our people can be the most beautiful version of themselves by understanding and encouraging the different voices, experiences and perspectives that come from a diverse workforce.

Given our predominantly female employee base, we have been focussing on creating a more gender balanced workforce as part of our Diversity and Inclusion strategy, alongside improving other areas of diversity in our workforce. By addressing all forms of bias and discrimination, we will be able to attract, recruit, develop and build diverse dream teams.

We have implemented a robust D&I strategy focusing on inclusion across the employee and customer experience. This includes working towards eliminating all forms of bias and discrimination, recruiting and developing diverse teams and increasing education and awareness of difference.

We have reviewed our approach to recruitment more broadly, with the clear objective of attracting a diverse range of applicants across our business. Some of our initiatives include:

- An augmented writing platform to eliminate bias in our job descriptions, anonymised applicant profiles and diverse candidate shortlists.
- An annual apprenticeship scheme where our aim is to build our junior talent pipeline, as well as focusing on providing career opportunities for diverse talent that may otherwise find it more difficult to access first professional roles.
- Our entire leadership team are educated and trained on inclusive recruitment, conscious inclusion and allyship, and these training initiatives are now being rolled out globally.
- Rolled out “Recruitment Lab”, our global inclusive recruitment training for all hiring managers, to drive awareness of diversity and inclusive practices across the recruitment journey.
- Internally we also have established a “Women in Tech” community that meets bi-weekly to support, develop and empower women at Charlotte Tilbury Beauty.

This list of initiatives is not exhaustive but demonstrates our continued efforts to instil positive behaviours and culture within our workforce, which in turn positively impact our gender pay position and create a truly inclusive place to work.



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

NAME: Demetra Pinsent

ROLE: Chief Executive Office (CEO)

