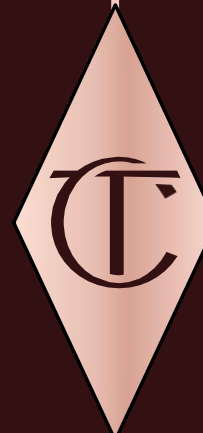


Charlotte Tilbury  
GENDER PAY REPORT  
2023



# INTRODUCTION - GENDER PAY GAP REPORT 2023

At Charlotte Tilbury Beauty, our mission and purpose is to **empower everyone, everywhere** to feel and look like **the most beautiful, confident version of themselves**.

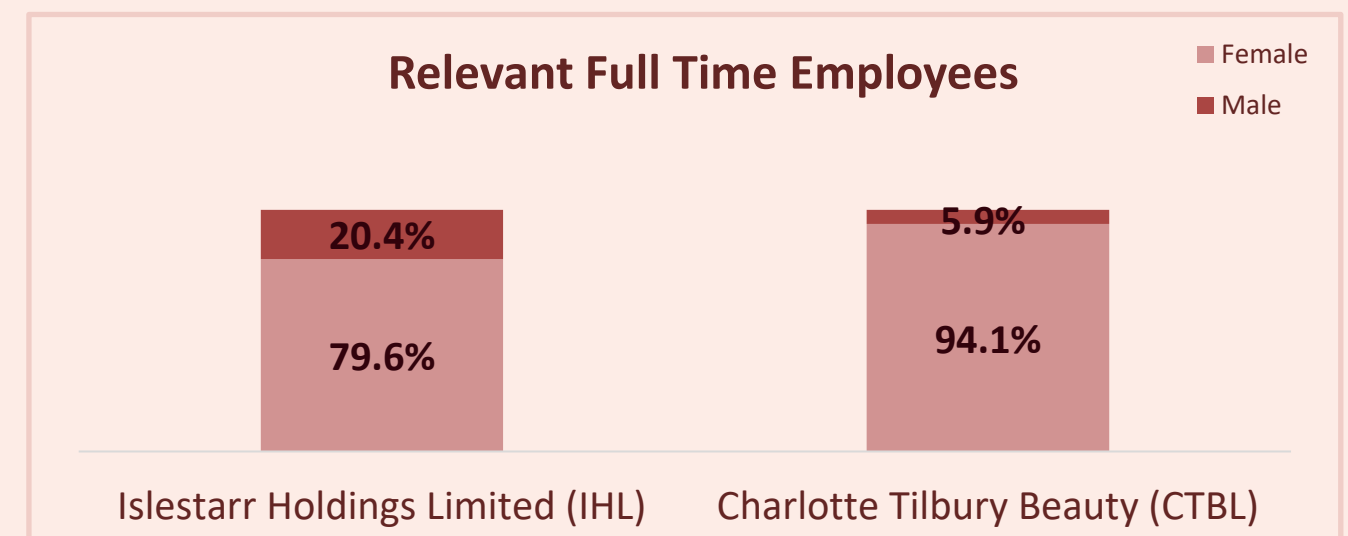
We are committed to creating an inclusive, supportive culture. We are focused on hiring people with diverse backgrounds, voices, beliefs, and perspectives into our growing workforce. By doing so, we better serve our communities, customers, and employees.

As a female-founded, female-led business, we are proud that we create meaningful employment for women throughout our global workforce. Visible role models are important, and we're proud that our executive team is 80% female – this includes Charlotte Tilbury, our President, Chairman, Chief Creative Officer and Founder, our Chief Executive Officer, Demetra Pinsent, as well as our Chief Legal Officer & General Counsel, Chief Growth & Technology Officer, Chief Commercial Officer, Chief Communications Officer, and Chief People Officer.

## Our Employees

Charlotte Tilbury Beauty comprises two employing entities in the UK. Our retail employees are employed by Charlotte Tilbury Beauty Limited ("CTBL"), and our non-retail employees 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.

In line with the global beauty retail industry, we employ a large number of women across our business. Our retail staff in CTBL are 94% female and non-retail staff in IHL are 80% female.



	Islestarr Holdings Limited (IHL)	Charlotte Tilbury Beauty (CTBL)
<b>Female</b>	495	399
<b>Male</b>	127	25
<b>Total</b>	622	424

*Charlotte Tilbury 2023 Gender Pay Report This report contains our 2023 gender pay disclosures, calculated in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.*

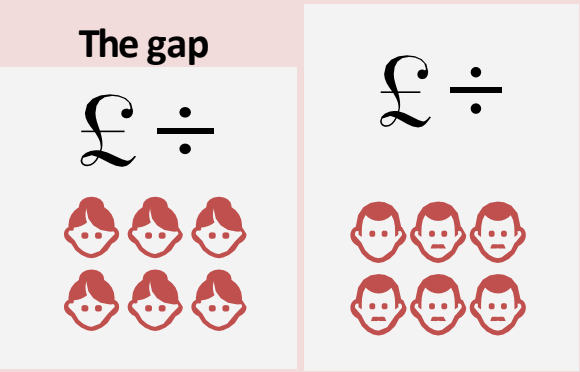
# UNDERSTANDING THE GENDER PAY GAP

It is important to remember that the UK Gender Pay Gap is a different concept than the “Equal Pay” gap. Equal pay focuses on the principle that men and women should receive the same pay for carrying out the same or similar work in the same employment.

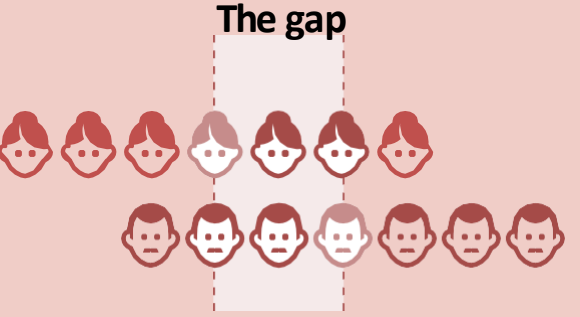
The Gender Pay Gap reflects the disparity in average earnings of women and men across the business (shown as a percentage of men’s earnings), regardless of the work they do. This is expressed through reporting the differences in mean and median earnings between women and men calculated on the basis of equivalent hourly rates. This includes base pay, allowances and any other bonus and incentive pay paid in April 2023.

Across the Charlotte Tilbury Beauty businesses (CTBL and Islestarr Holdings), we ensure that all of our employees are paid fairly and equitably for their role.

The gender bonus gap is the difference in all incentive pay received by men and women in the 12 months to April 5, 2023. This includes all bonuses, and sales commission payments



**Mean:** The mean is calculated by adding up the total pay of employees and dividing by the number of employees in the list. The calculation is completed separately for men and women, and the totals are compared.



**Median:** The median is the middle number of a ranking of pay from lowest to highest and gives us the best view of ‘typical’ pay.

# 2023 RESULTS

## ISLESTARR HOLDINGS LIMITED (IHL)

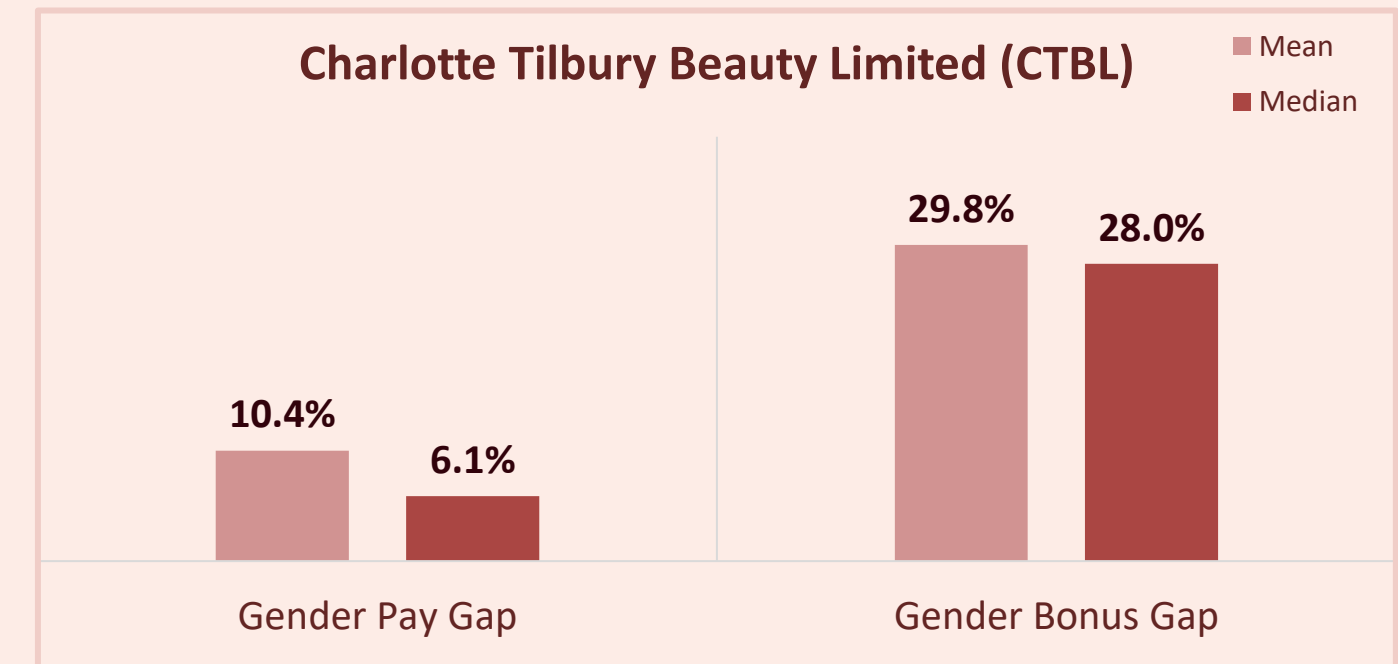
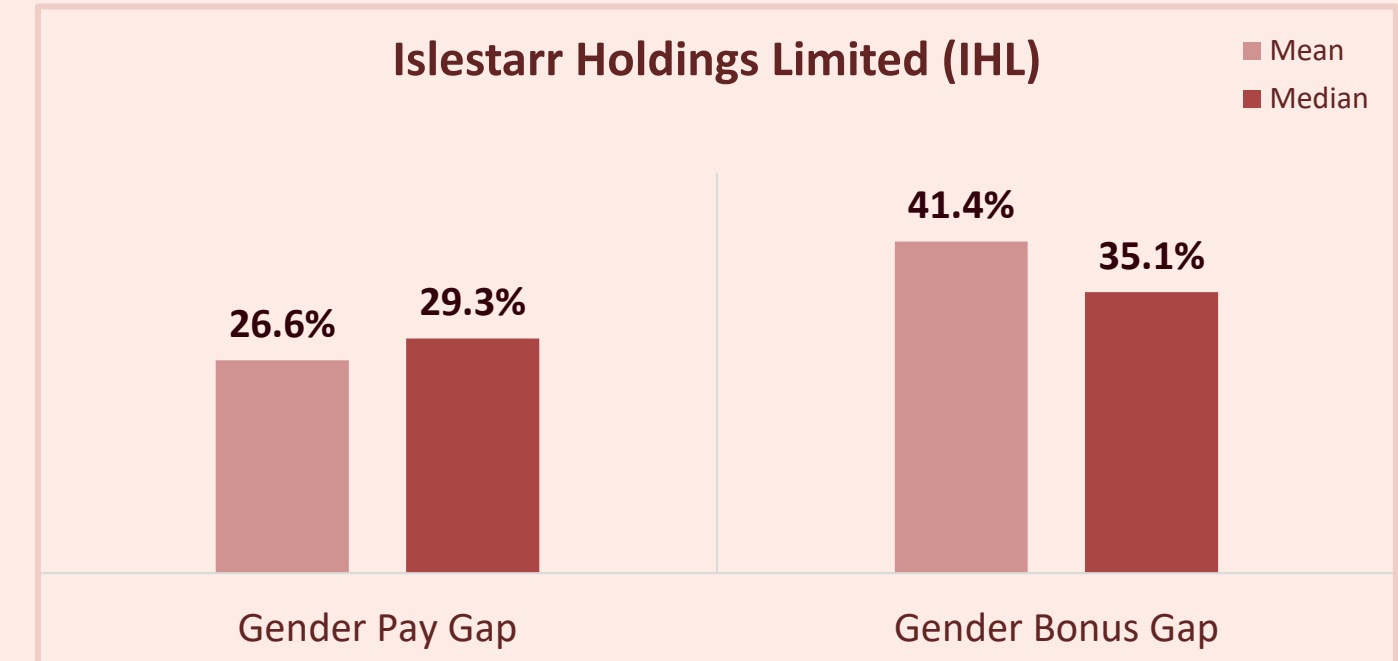
	MEAN	MEDIAN
Gender Pay Gap	26.6%	29.3%
Gender Bonus Gap	41.4%	35.1%

IHL Gender Pay Gap: for every £1 male employees earned, female employees earned on average £0.73

## CHARLOTTE TILBURY BEAUTY LIMITED (CTBL)

	MEAN	MEDIAN
Gender Pay Gap	10.4%	6.1%
Gender Bonus Gap	29.8%	28.0%

CTBL Gender Pay Gap: for every £1 male employees earned, female employees earned on average £0.90



The charts show the mean and median gender pay & bonus pay gaps for IHL and CTBL.

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# 2023 RESULTS

## ISLESTARR HOLDINGS LIMITED (IHL)

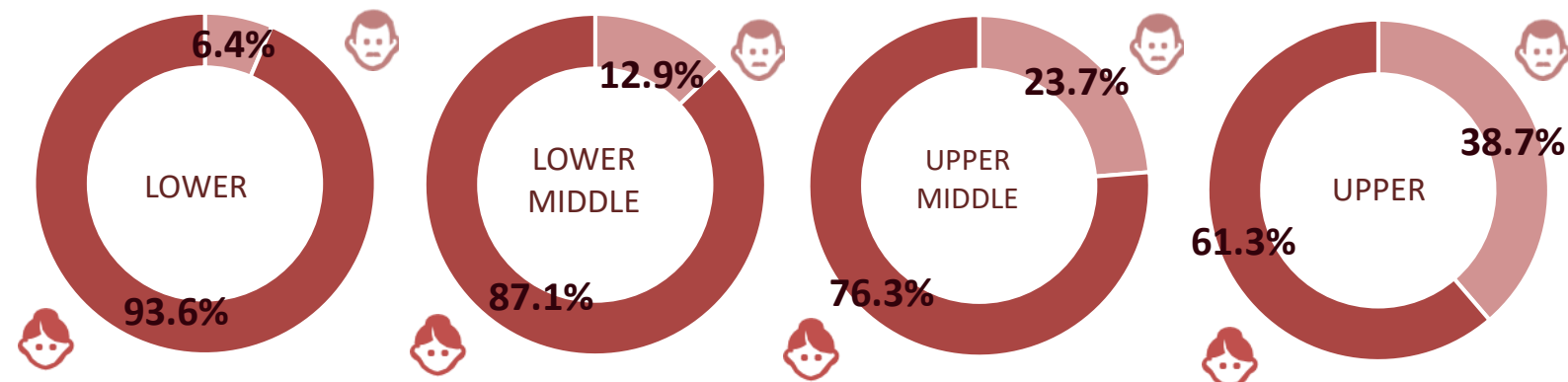
### OUR GENDER PAY GAP

	2022	2023
Mean	27.5%	26.6%
Median	33.8%	29.3%

### OUR GENDER BONUS GAP

	2022	2023
Mean	36.4%	41.4%
Median	51.7%	35.1%

### PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE



### PROPORTION OF UK EMPLOYEES RECEIVING BONUS PAY

	2022	2023
Men	78.3%	78.3%
Women	69.5%	79.4%

## CHARLOTTE TILBURY BEAUTY LIMITED (CTBL)

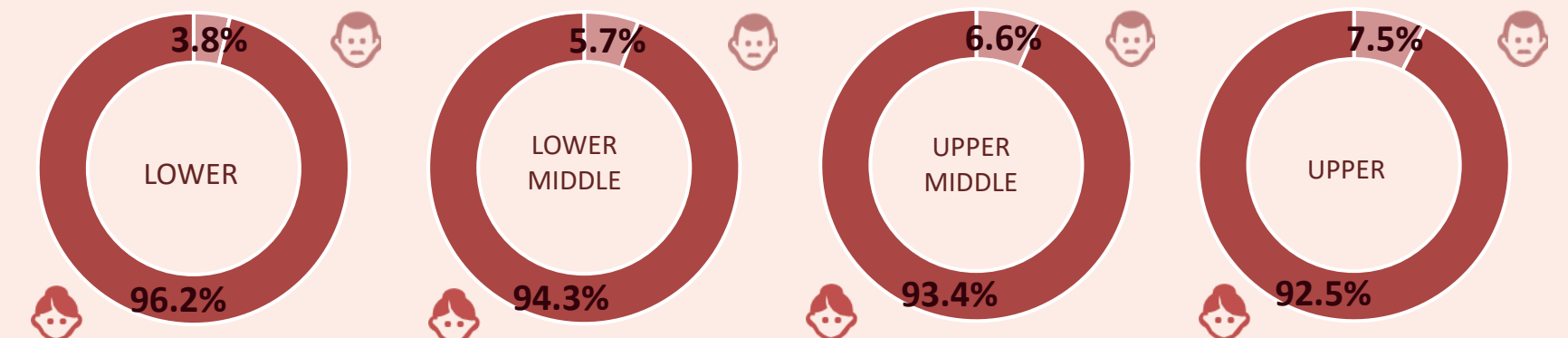
### OUR GENDER PAY GAP

	2022	2023
Mean	12.3%	10.4%
Median	22.3%	6.1%

### OUR GENDER BONUS GAP

	2022	2023
Mean	17%	29.8%
Median	0%	28%

### PROPORTION OF UK EMPLOYEES RECEIVING BONUS PAY



### PROPORTION OF UK EMPLOYEES RECEIVING BONUS PAY

	2022	2023
Men	95.2%	100%
Women	97.5%	99.2%

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# UNDERSTANDING OUR RESULTS

Since we reported our Gender Pay Gap last year our headcount across Charlotte Tilbury Beauty has increased by 30%. This change will drive fluctuations in our Gender Pay Gap numbers year on year. Encouragingly, our positive efforts to address the Gender Pay Gap across our business have resulted in a reduction in our mean & median pay gap.

Our analysis shows that our Gender Pay Gap is largely driven by our workforce profile. Key insights into our workforce demographic include:

## ISLESTARR HOLDINGS LIMITED (IHL)

- Given our business model & industry, our employee demographic profile is predominantly female (76.8% of the IHL population), reflecting the majority profile of our customers.
- Employees’ pay is strongly determined by organisational factors including the job function that an employee occupies. In corporate, specialist, technical and managerial roles, typically associated with higher salaries and greater pay differentiation, there is more of a balance in the split between men and women, which impacts the Gender Pay Gap.
- We are very proud of the high representation of female employees throughout our organisation, including at the top salary quartile, which is 61.3% female.

## CHARLOTTE TILBURY BEAUTY LIMITED (CTBL)

- 94.1% of our workforce in the Retail sector is female. Our pay rates are market competitive and aligned with the benchmarks for the UK retail market. These levels tend to be lower paid than office-based roles.
- 61% of our Retail roles are occupied by employees working part-time. These employees tend to be female. This has an impact on our bonus gap results due to pro-rated levels of sales bonuses and commission
- In CTBL, we employ a small number of men. The majority of those are in senior positions and based in London, which attracts higher rates of pay.

- We have a diverse workforce in which over two thirds of our UK director-level and above employees are female.
- IHL Leadership team has also remained 80% female.

	Headcount 2022		Headcount 2023		Headcount Growth 2022 to 2023	
	IHL	CTBL	IHL	CTBL	IHL	CTBL
<b>Female</b>	382	313	495	399	30%	27%
<b>Male</b>	90	19	127	25	41%	32%
<b>Total</b>	472	332	622	424	32%	28%

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# OUR COMMITMENT

## SUPPORTING OUR PEOPLE

We are taking proactive steps to address the gender pay gap at Charlotte Tilbury, including:

- Inclusive training for all hiring managers
- Continue to build a broader talent pool of male employees in more junior roles to create a more robust development timeline

## CAREER DEVELOPMENT

- Introduction of Career Planning & Development coaching tools, practices and processes to ensure talent is being development to fit their needs
- The introduction of Talent Management practices to ensure all talent is being developed in an equitable and inclusive manner
- Reviewing all talent management/performance practices, tools and resources to ensure inclusive language and limit potential biases
- Curating bespoke development and training opportunities to further support top and emerging talent
- Introduction of career pathways to enable talent to drive their growth at CT and support their overarching development.
- Specialised training in key areas of the business, for instance we support Finance, Legal and HR professional qualifications and designations, such as CIPD, CPA and provide professional development and training as needed.

## OUR BROADER DIVERSITY, INCLUSION PROPOSITION

- At a senior level, we work with search firms who focus on representing diverse leaders
- Developing our job descriptions and vacancy marketing to ensure we promote inclusivity
- Running of cross-cultural workshops
- Use of on-boarding tools to educate on our DEI mission and practices
- Introduction of various toolkits to support Managers and the business with implementing inclusive practices
- Working closely with our Purpose partners – The Prince’s Trust and Women for Women – to create internal programmes that further support young entrepreneurs

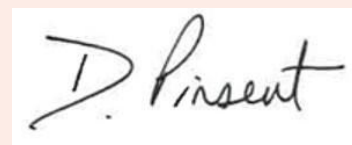
# Charlotte Tilbury

## GENDER PAY GAP REPORT 2023

Charlotte Tilbury Beauty is a global beauty business which is committed to our responsibility as an employer to empower people to feel like the most beautiful, confident version of themselves. We do this by giving our teams the tools and supportive environment that they need to begin, grow and succeed in their careers.

We are committed to continuing to execute our DE&I strategy, promoting diversity and inclusion for the benefit of all our employees and customers.

This report has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, which require large employers to publish their Gender Pay Gap data. I confirm that the data included in this report is accurate.



Demetra Pinsent

**Chief Executive Officer**



