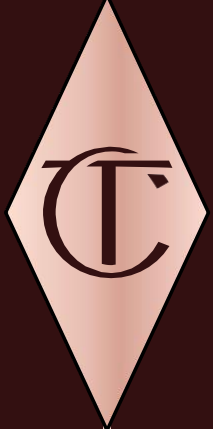


CharlotteTilbury

GENDER PAY REPORT

2024



INTRODUCTION - GENDER PAY GAP REPORT 2024

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.

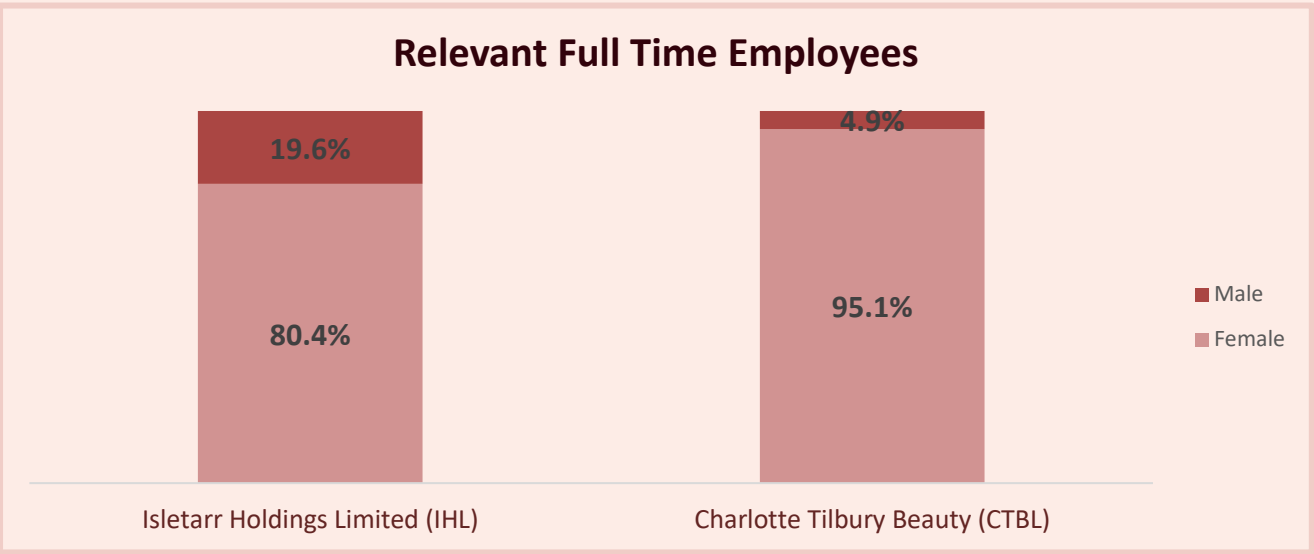
As a female-founded, female-led business, we are proud that we create meaningful employment for women throughout our global workforce. Visible role models are important. Our executive team is two-thirds female – this includes Charlotte Tilbury, our President, Chairwoman, Chief Creative Officer & Founder,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

Charlotte Tilbury 2024 Gender Pay Report - This report contains our 2024 gender pay disclosures, calculated in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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 95% female and non-retail staff in IHL are 80% female.



	Islestarr Holdings Limited (IHL)	Charlotte Tilbury Beauty (CTBL)
Female	648	546
Male	158	28
Total	806	574

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 2024.

Across the Charlotte Tilbury Beauty businesses (CTBL and Islestarr Holdings), we ensure that all 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, 2024. This includes all bonuses, and sales commission payments

The gap

£ ÷



£ ÷



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.

The gap



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.

2024 RESULTS

ISLESTARR HOLDINGS LIMITED (IHL)

	MEAN	MEDIAN
Gender Pay Gap	21.7%	26.7%
Gender Bonus Gap	27.9%	36.7%

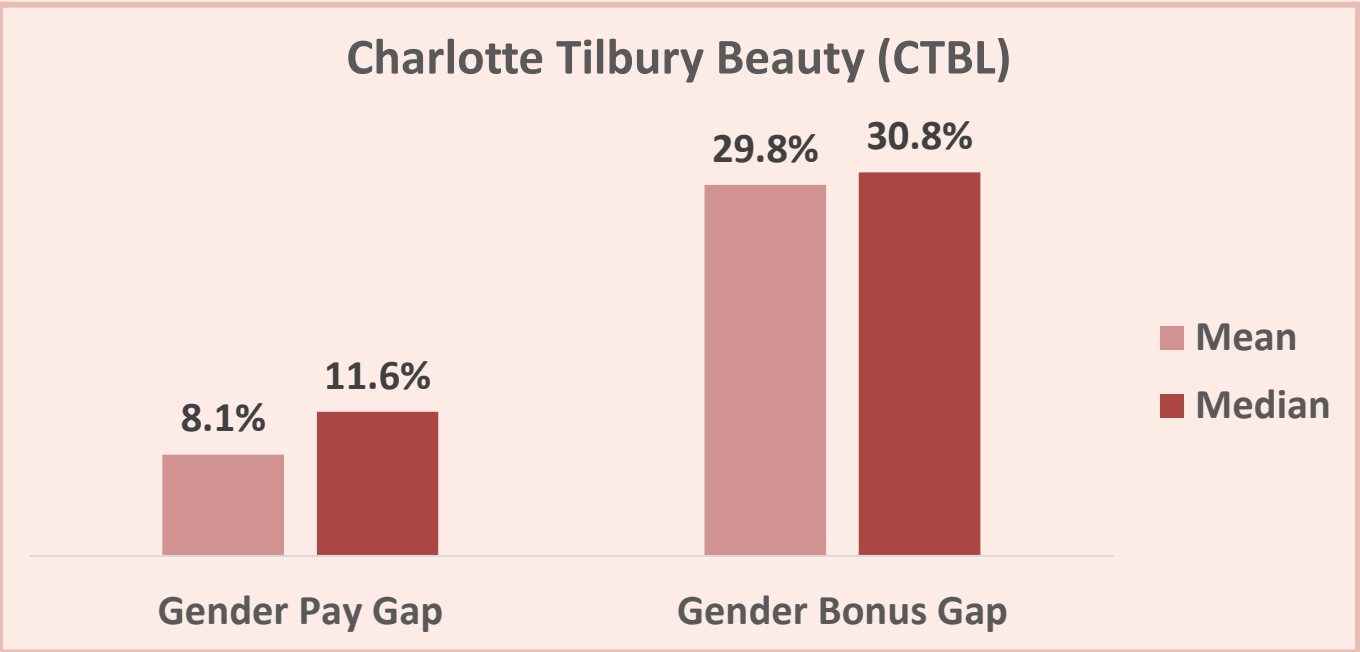
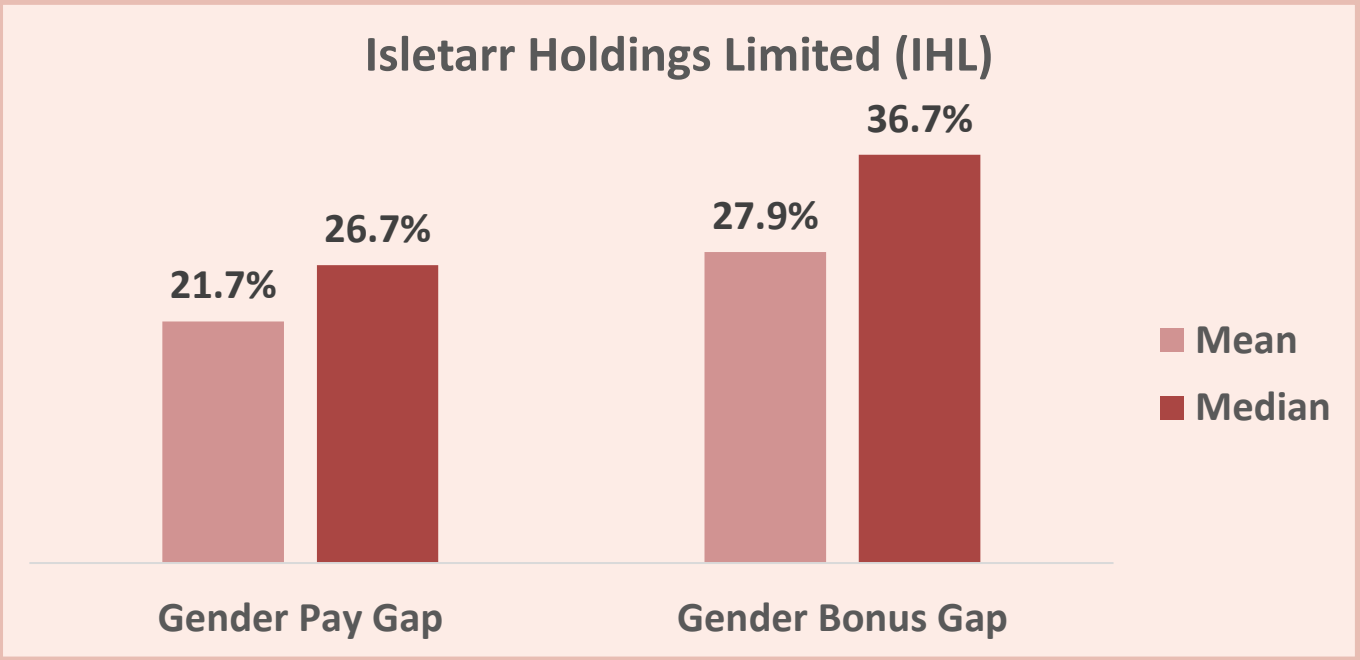
IHL Gender Pay Gap: for every £1 male employees earned, female employees earned on average £0.73

CHARLOTTE TILBURY BEAUTY LIMITED (CTBL)

	MEAN	MEDIAN
Gender Pay Gap	8.1%	11.6%
Gender Bonus Gap	29.8%	30.8%

CTBL Gender Pay Gap: for every £1 male employees earned, female employees earned on average £0.88

**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”)*



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

2024 RESULTS

ISLESTARR HOLDINGS LIMITED (IHL)

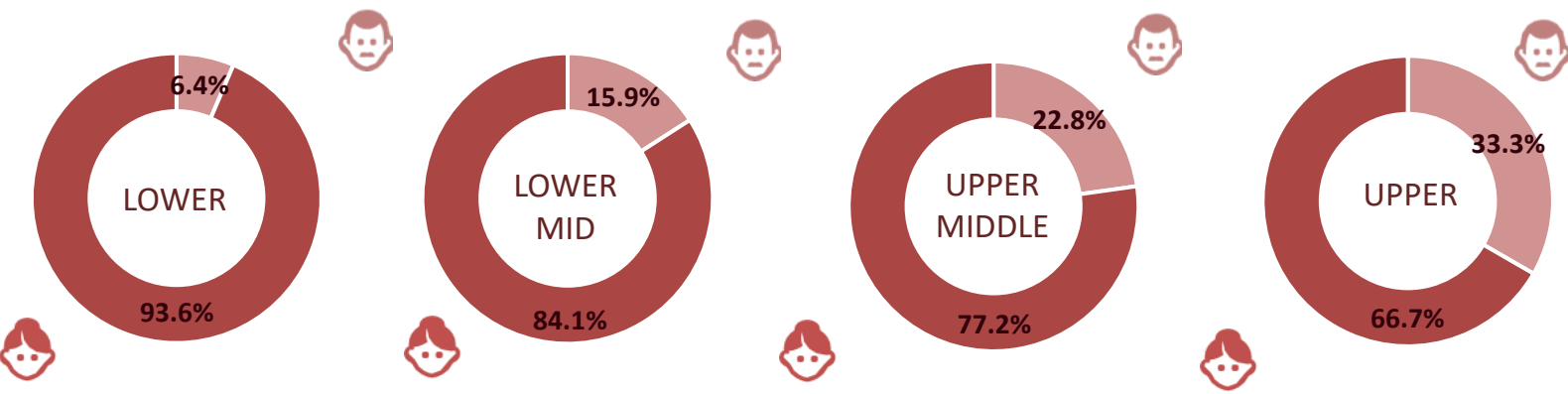
OUR GENDER PAY GAP

	2023	2024
Mean	26.6%	21.7%
Median	29.3%	26.7%

OUR GENDER BONUS GAP

	2023	2024
Mean	41.4%	27.9%
Median	35.1%	36.7%

PROPORTION OF MEN AND WOMEN IN EACH PAY QUARTILE



PROPORTION OF UK EMPLOYEES RECEIVING BONUS PAY

	2023	2024
	78.3%	85.5%
	79.4%	78.8%

CHARLOTTE TILBURY BEAUTY LIMITED (CTBL)

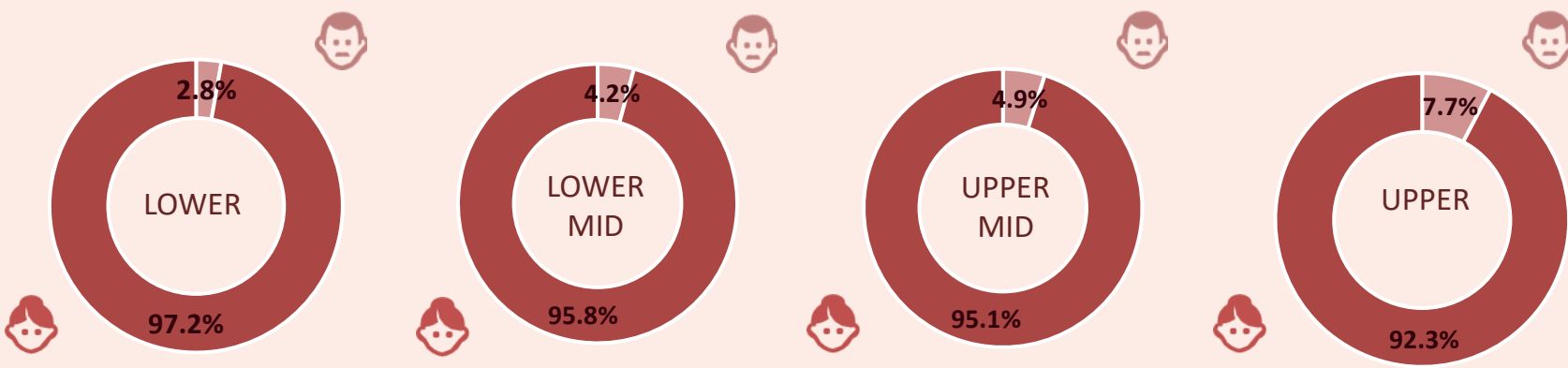
OUR GENDER PAY GAP

	2023	2024
Mean	10.4%	8.1%
Median	6.1%	11.6%

OUR GENDER BONUS GAP

	2023	2024
Mean	29.8%	29.8%
Median	28.0%	30.8%

PROPORTION OF UK EMPLOYEES RECEIVING BONUS PAY



PROPORTION OF UK EMPLOYEES RECEIVING BONUS PAY

	2023	2024
	100%	96.8%
	99.2%	91.4%

*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")

UNDERSTANDING OUR RESULTS

Since we reported our Gender Pay Gap last year, our headcount across Charlotte Tilbury Beauty has increased by 32%. 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 for IHL and our mean pay gap for CTBL.

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 (80.4% 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 proud of the high representation of female employees throughout our organisation, including at the top salary quartile, which is 66.7% female.

CHARLOTTE TILBURY BEAUTY LIMITED (CTBL)

- 95.1% 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.
- 65% 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 2023		Headcount 2024		Headcount Growth 2023 to 2024	
	IHL	CTBL	IHL	CTBL	IHL	CTBL
Female	495	399	648	546	31%	37%
Male	127	25	158	28	24%	12%
Total	622	424	806	574	30%	35%

**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”)*

OUR COMMITMENT

SUPPORTING OUR PEOPLE

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

- **Bias Training** – Educating hiring managers and senior leaders to identify and reduce unconscious bias in hiring, pay and promotion decisions.
- **Talent Pipeline** - Continue to build a broader talent pool of male employees to increase gender diversity in all roles and levels.

CAREER DEVELOPMENT

- Talent Management practices to ensure all talent is being developed in an equitable and inclusive manner.
- Ongoing development of 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

- Launch of a new Employee Listening Survey using the global platform 'Qualtrics'. One of the key metrics being measured is Inclusion and we will use the data and insights to build on our Inclusion proposition.
- We are further developing our Inclusive Recruitment Strategy and will deliver Inclusive job descriptions and Inclusive Recruitment training for all hiring managers in 2025.
- As part of our Inclusive Recruitment Strategy, we have a new partnership with a UK based diverse recruitment organisation, to support us with building a diverse talent pipeline.
- By Q3 2025 we will carry out Unconscious Bias Training for all new joiners as part of the 4-day induction programme.
- At a senior level, we work with search firms who focus on representing diverse leaders.
- Use of various toolkits to support Managers and the business with implementing inclusive practices.
- Working closely with our purpose partner The King's Trust to create internal programmes that further support young entrepreneurs.



GENDER PAY GAP REPORT 2024

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.

A handwritten signature in black ink, reading "D. Pinsent".

Demetra Pinsent

Chief Executive Officer

