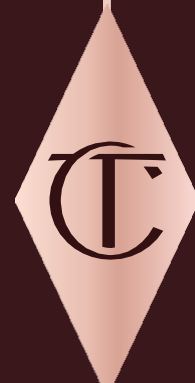


Charlotte Tilbury

GENDER PAY REPORT

IRELAND 2025



INTRODUCTION

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 fostering an inclusive and supportive culture where every voice is valued. Our focus is on building a workforce that reflects diverse backgrounds, perspectives, and experiences – because we know this makes us stronger and better equipped to service our communities, customers and colleagues.

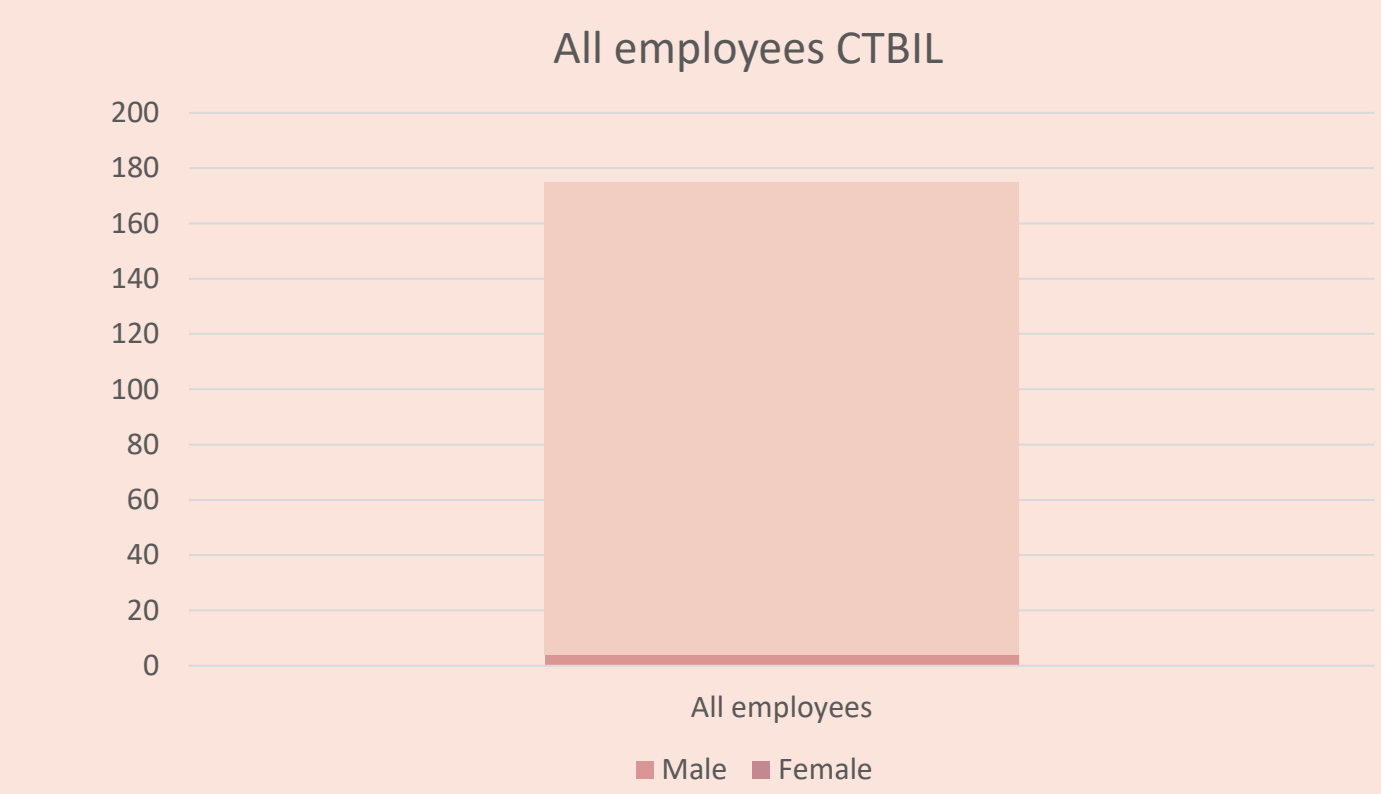
As a female-founded and female-led business, we take pride in creating meaningful opportunities for women across our global organisation. Representation matters, and we’re proud that 73% of our Executive Team are women – including Charlotte Tilbury, our President, Chairman, Chief Creative Officer and Founder, our Chief Executive Officer, Demetra Pinsent, as well as our Chief Legal Officer & General Counsel, Chief Growth & Technology Officer and Chief Commercial Officer.

This report contains our Irish 2025 gender pay disclosures, calculated in line with the Gender Pay Gap Information Act 2021.

OUR EMPLOYEES

Our Irish employees are employed by Charlotte Tilbury Beauty Ireland Limited (“CTBIL”). As CTBIL has over 50 employees, we are required to publish gender pay information annually.

In line with the global beauty retail industry, we employ a large number of women across our business. 97.7% (168 employees) of CTBIL staff are female. Out of this population, 158 are employed in our Retail teams and 10 are employed in our Head Office & Field teams.



	Male	Female
Head Office	0	3
Field	0	7
Retail	4	158

	Charlotte Tilbury Beauty Ireland (CTBIL)	
Female	168	97.7%
Male	4	2.3%
Total Relevant employees	172	100%

UNDERSTANDING THE GENDER PAY GAP

It is important to distinguish between the Gender Pay Gap and the concept of “Equal Pay”.

Equal Pay refers to the principle that men and women performing the same or similar work within the same employment should receive identical remuneration.




In contrast, the **Gender Pay Gap** measures the difference in average earnings between men and women across the organisation, expressed as a percentage of men’s earnings, regardless of the role they perform. This calculation is based on equivalent hourly rates and includes base pay, allowances, and any bonus or incentive payments made during the 12-month reporting period from 1 July to 30 June 2025.




At Charlotte Tilbury Beauty Ireland Ltd, we are committed to ensuring that all employees are compensated fairly and equitably for their roles.




The **Gender Bonus Gap** reflects the difference in total incentive pay received by men and women during the same 12-month period. This includes all bonuses and sales commission payments.




THE GAP

£ ÷ £ ÷









MEAN: The mean pay gap is calculated by adding the total pay for all employees in a group and dividing by the number of employees in that group.

The calculation is completed separately for men and women, and the two averages are then compared.

THE GAP





MEDIAN: The median represents the midpoint in a pay distribution, meaning half of employees earn more and half earn less. It provides the most accurate view of typical pay within the organisation.

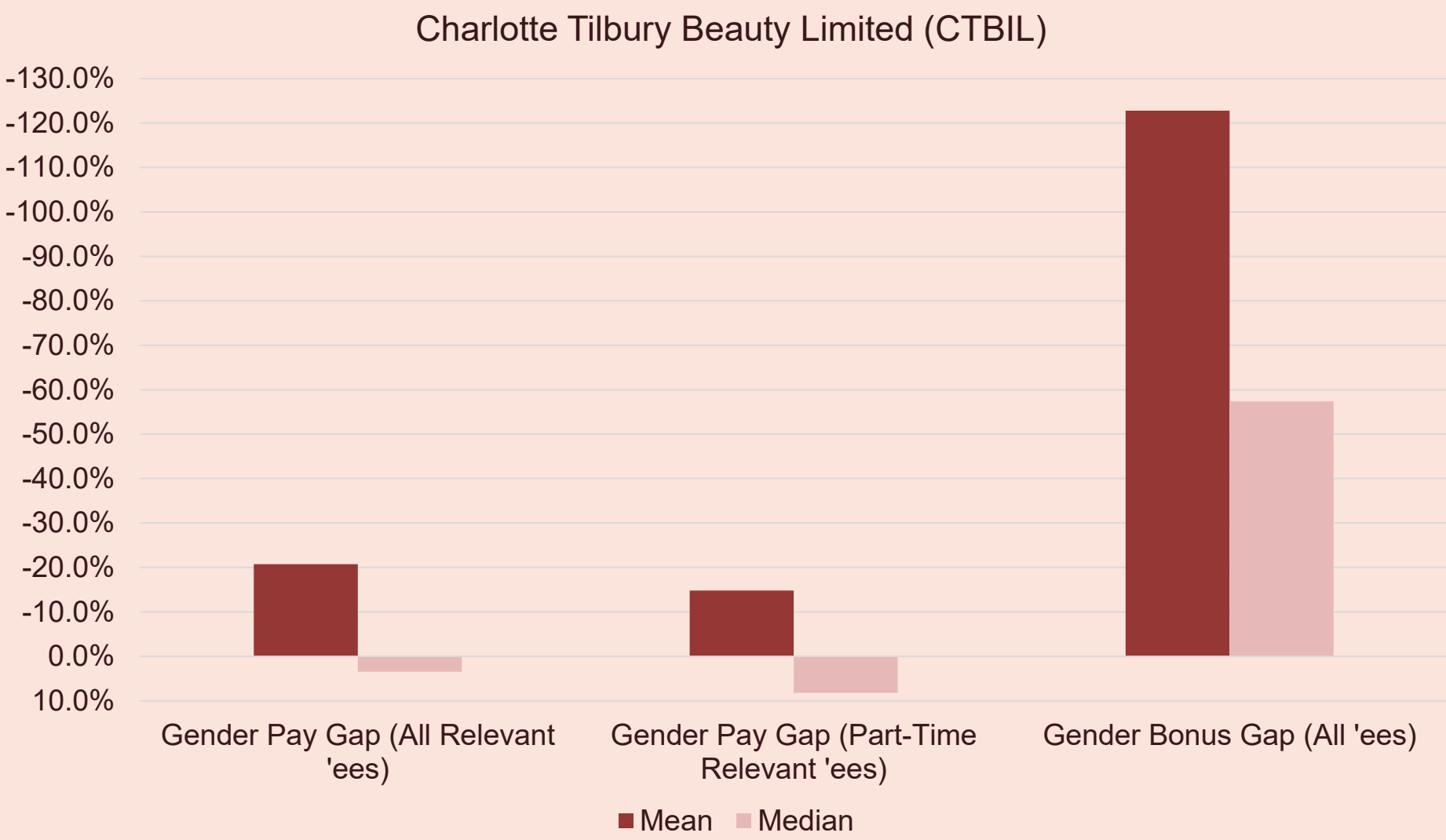
2025 RESULTS: GENDER PAY GAP & GENDER BONUS GAP

CTBIL Gender Pay Gap (All employees): for every €1.00 male employees earned, female employees earned on average €1.20

CHARLOTTE TILBURY BEAUTY IRELAND LIMITED (CTBIL)

	MEAN	MEDIAN
Gender Pay Gap (All Relevant employees)	-20.7%	3.5%
Gender Pay Gap (Part-time Relevant employees)	-14.8%	8.2%
Gender Bonus Gap	-122.8%	-57.3%

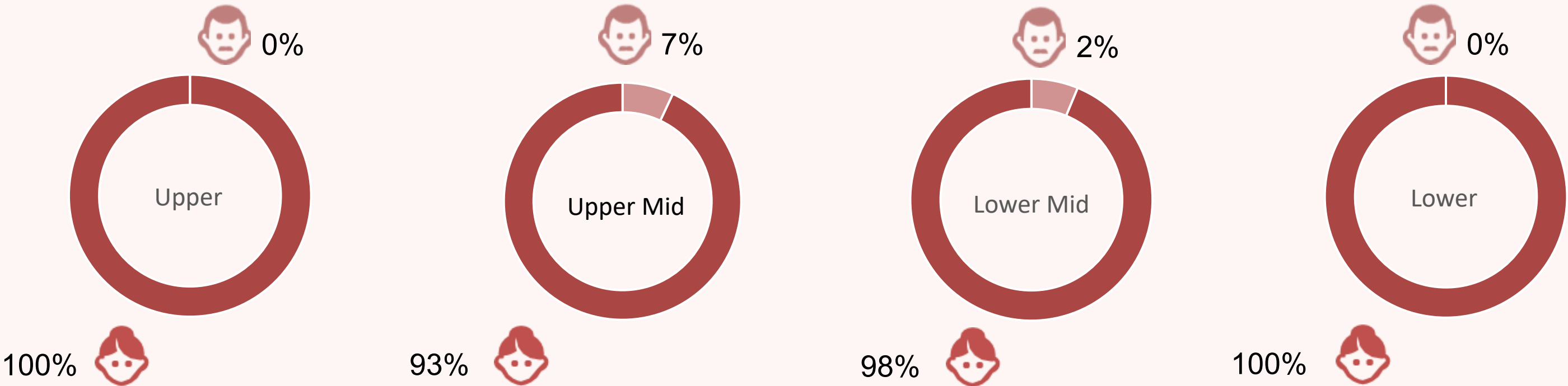
- None of our Relevant Irish employees are on Fixed Term Contracts
- The workforce is 97.7% female with only 4 men, this imbalance means the mean GPG (-20.7%) is heavily influenced by the pay of those few men compared to many women.
- The bonus gap is heavily influenced by commission payments and 3 head office female employees who receive an annual bonus



The charts show the mean and median Gender Pay Gap & Gender Bonus Gaps for Charlotte Tilbury Beauty Ireland Ltd.

2025 RESULTS: STATUTORY REPORTING

PAY QUARTILES The proportion of men and women by quartile pay bands.



Proportion of Relevant Irish employees receiving bonus pay



Male
Female

UNDERSTANDING OUR RESULTS

- **97.7% of our workforce in Ireland is female. Our pay rates are market competitive and aligned with the benchmarks for the Irish retail market. These levels tend to be lower paid than office-based roles.**
- **76.7% of our Retail roles are occupied by employees working part-time. 98.5% of which are female.**
- **In CTBIL, we employed 4 men at the snapshot date. Men represent 2.3% of the population which allows for a much larger spread in pay and bonus for women by virtue of a much larger population size**

Whilst this is the second year, we are reporting the Gender Pay Gap for Charlotte Tilbury Beauty Ireland Limited (CTBIL), we recognise that as a growing global business we will be required to report our Gender Pay Gap results in more countries as our organisation grows.

To support our reporting globally, we have introduced an internal global framework to aid us in categorising roles of similar impact and accountability. This categorisation enables us to ensure we are compensating these roles similarly which works towards closing the gender pay gap.



REDUCING THE GAP: OUR COMMITMENT TO EQUALITY OPPORTUNITY & FAIRNESS

In 2025, we continued to make meaningful progress in reducing the Gender Pay Gap and strengthening our long-term commitment to equality, fairness, and inclusion across our organisation. Our approach focuses on attracting diverse talent, supporting the growth and development of our people, and fostering a culture where every individual feels valued, respected, and heard.

Listening to Our Team

Understanding the lived experiences of our colleagues remains essential to shaping our inclusion strategy. Our annual Employee Voice Survey once again provided valuable insight into how our team feels about inclusion and belonging, helping us identify areas for continued improvement.

Attracting Diverse Talent

This year, we embedded inclusion into every stage of the employee journey. All new starters now receive training on unconscious bias as part of our onboarding programme, ensuring greater awareness and accountability from day one. We continued to follow inclusive recruitment practices and expanded our reach by partnering with The Outsiders Perspective, a diverse talent platform that helps us connect with individuals from under-represented groups.

Policy Development

This year, we enhanced our family leave policy to 18 weeks full pay for maternity, shared parental, and adoption leave, and 8 weeks full pay for paternity/partner leave with the ability to earn full bonus for the period not worked.

Talent Development and Learning for All

In 2025, we strengthened our commitment to creating equitable opportunities for growth. We launched LinkedIn Learning as our new global learning platform, providing all employees with access to a wide range of development resources. We also expanded our learning offer with a renewed focus on wellbeing, mindset, and productivity—empowering individuals to thrive personally and professionally.

Employee Support

In 2025, we launched a new Employee Assistance Programme (EAP) designed to offer broader and more holistic support for our teams. This enhanced service provides access to expert guidance across a wide range of areas — including medical advice, financial wellbeing, menopause support, mental health, and more — helping our teams navigate life’s challenges with confidence and care.

Driving a Culture of Inclusion

We continued to champion a culture that celebrates difference and brings our purpose to life. Throughout the year, we marked key cultural and awareness moments, including Black History Month and Pride, ensuring that our people’s experiences and identities are recognised and celebrated.

Purpose-Driven Partnerships

Our commitment to social impact is strengthened through our partnerships with organisations such as The King’s Trust and Women for Women. These collaborations enable us to contribute to broader efforts supporting gender equality, empowerment, and opportunity in our communities.



GENDER PAY REPORT IRELAND 2025

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 Gender Pay Gap Information Act 2021, which requires 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

