



# Gender Pay Gap Report 2025

Clarins UK Group | April 2026





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At Clarins UK Ltd We are committed to transparency and progress in addressing the gender pay gap as part of our wider focus on diversity, equity and inclusion. In our first year of the Beyond Boundaries strategy, we continue to prioritise equal pay within a people centric culture, recognizing that fair compensation is a fundamental component of an inclusive workplace. This report sets out where we are today, our data, analysis, and the targeted actions we are taking to close gaps, remove barriers to career progression, and ensure every colleague has equal opportunity to thrive. By combining robust measurement with learning, accountability and practical interventions, we aim to make measurable, sustained improvements that reflect our values and the ambitions of our Beyond Boundaries strategy.

Our latest analysis shows that since the 2024 report, women continue to make up 95% of our UK workforce. Representation in higher level roles has changed, with 86% of leadership positions and 68% of senior management positions held by women, which gives a slight change in these populations since our last report.

Women are generally more highly represented across the retail luxury beauty sector, reflecting our customer profile. The high female majority in our workforce and the resulting imbalance of women to men, creates challenges when interpreting the gender pay gap. This report explains those factors and sets out the actions we will take to improve gender diversity.

We are pleased to present our 2025 gender pay report, with our commitment to reduce our gender pay gap and to make sustained long-term improvements.

We confirm the data reported is accurate.



Debbie Lewis

Managing Director  
Clarins UK Ltd



Denise Bird Newell

Director of People, Culture & Facilities  
Clarins UK Ltd



## Overview: A reminder

### What is the Gender Pay Gap?

- Gender pay shows the difference in average pay between all men and women within a company
  - it's a collective comparison.
- Equal pay compares the pay of a man and a woman who hold the same roles within a company
  - it's an individual comparison.

### What causes the Gender Pay Gap?

The causes of the gender pay gap are complex, but one of the main reasons in our society is that men are still more likely to be in high paying senior roles. Women are more likely to be in occupations that offer less financial reward and in lower paying sectors of our economy. They are also more likely than men to be employed in part-time roles, which are often lower paid. Women are more likely to take career breaks to raise a family in comparison to men and to return in part-time roles.

In Clarins UK Ltd we have a very low ratio of men to women and men tend to be employed in professional services such as IT and Finance.

### What is reported?

An employer must publish six calculations showing their:

1. Average gender pay gap as a mean average
2. Average gender pay gap as a median average
3. Average bonus gender pay gap as a mean average
4. Average bonus gender pay gap as a median average
5. Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
6. Proportion of males and females when divided into four groups ordered from lowest to highest pay

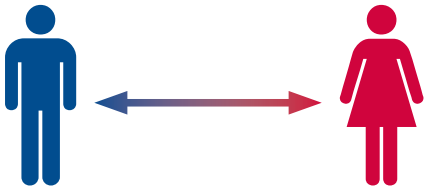


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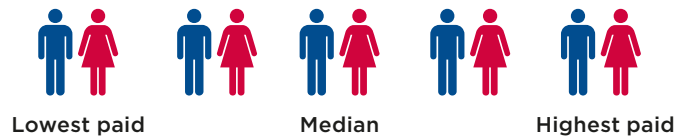
**Mean Pay Gap**

The mean pay gap is the difference in the average earnings between all women and men.



**Median Pay Gap**

The median pay gap is the mid-point between high and low earnings between all women and men.

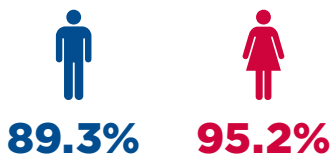


**Our results**

We have compared both the mean (average) and median (mid-point) in the hourly rate we paid to men and women on 5 April 2025. Below you can see both our mean and median gender pay and bonus gaps and the progress made when comparing with 2024 results. Our results will be discussed further in the **Understanding the Gap for Clarins (UK) Ltd** section.

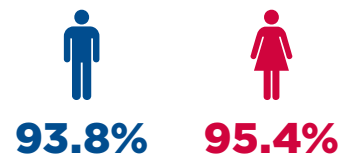
**2024 results**

Median Gender Pay Gap	Mean Gender Pay Gap
<b>47.1%</b>	<b>50.8%</b>
Median Gender Bonus Pay Gap	Mean Gender Bonus Pay Gap
<b>62.5%</b>	<b>55.5%</b>
Proportion of <b>men</b> and <b>women</b> receiving bonus	



**2025 results**

Median Gender Pay Gap	Mean Gender Pay Gap
<b>52.4%</b>	<b>48.4%</b>
Median Gender Bonus Pay Gap	Mean Gender Bonus Pay Gap
<b>66.1%</b>	<b>61.7%</b>
Proportion of <b>men</b> and <b>women</b> receiving bonus	



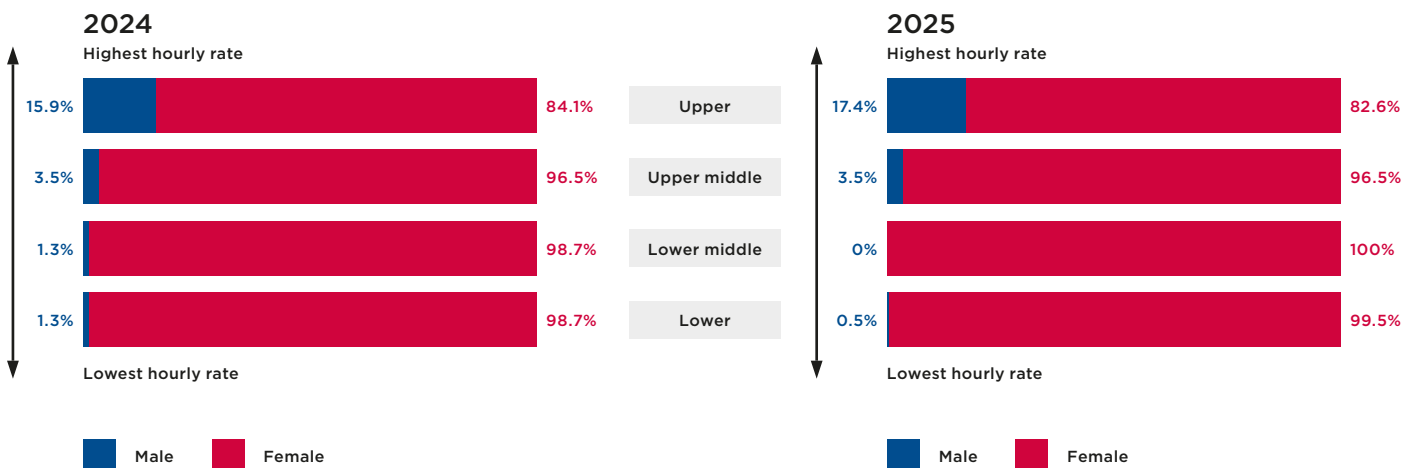
**What's included in Bonus Pay**

Our bonus pay includes sales commission and incentive payments, Christmas and performance bonus payments, Long Service Awards, Merit Awards and project bonuses when they occur.



### Pay quartiles

The pay quartiles shown in the diagram below are calculated by listing the rates of pay for every employee from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of males and females in each. Pay quartiles give an indication of women’s representation at different levels of the organisation.



The diagrams show that women make up the majority in all quartiles, which has not changed since our last report. There has been a slight increase in male representation in the upper quartile, but this is due to less full pay relevant females. Female representation has increased to 100% in the lower middle quartile and 99.5% in the lower quartile. There are only 8 males vs 598 females in the lower three quartiles, and 43 males vs 764 females in the total population.



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### Understanding the Gap for Clarins (UK) Ltd

This year there are less full pay relevant female employees reported in the period due to absence i.e. **10.4%** reduction versus last year.

The mean gap reduced by **2.4 percentage points**, indicating a reduction in the average hourly pay difference between men and women across the UK workforce. This was mainly driven by shifts in role mix; increased female representation in leadership (**86%**) and senior management (**68%**) which has raised the average female pay and reduced the overall mean gap. This is a result of appointment of women into higher paid vacancies, and internal promotions to senior roles that have positively impacted average female earnings.

Our median pay gap has widened from **47.1%** last year to **52.4%** this year, driven by shifts in the distribution of colleagues across the pay scales. The male population is disproportionate to females, making up only **5.3%** of full pay relevant employees. There are now more males in the upper quartile and significantly less males in the lower quartiles, which means that the midpoint of male earnings has moved further above the midpoint of female earnings this year. It is still the case, that Retail roles also tend to have lower market pay rates than office-based roles where we have more men employed in specialist and technical roles such as IT and Finance.

An increased proportion of females in the lower half of the pay scale lowers the female median, further widening the gap, notably the increase to **100% female** representation in the lower middle quartile and a slight reduction of women in the upper quartile. This has adversely affected the median pay gap result.

The median bonus gap has widened from **62.5% to 66.1%**, and the mean bonus gap has increased from **55.5% to 61.7%**, reflecting a larger disparity in bonus pay between men and women this year. Due to a global transformation project in Finance, more project related bonus awards were paid, which incorporated a high percentage of the male population. This increased the average male bonus figures due to the small population and widened the gap.

Sales-related bonus and reward payments are influenced by the number of hours worked. The majority of part-time roles are held by women in retail roles. This impacts on bonus payment amounts when comparing with males as there are only 3 part-time males vs 458 females in the total population.



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If we were to include our Distribution business as it has its own company status and does not meet the criteria for gender pay reporting in our total company reporting, our mean pay gap would be reduced to **37%** and the median pay gap would reduce to **29%**. This is because there are more males in the Distribution operational areas in the lower quartiles.

The gender split within our own internal career bands is shown in the chart below. This shows male representation at all levels, albeit most of them sit in the senior management banding.

Career bands 2024	M	F	Career bands 2025	M	F
Leadership Team	17%	83%	Leadership Team	14%	86%
Senior Management	43%	57%	Senior Management	32%	68%
Middle Management	9%	91%	Middle Management	7%	93%
Junior Management	5%	95%	Junior Management	6%	94%
Technical, Clerical & Retail Operations	2%	98%	Technical, Clerical & Retail Operations	1%	99%

**Conclusion**

In line with our industry consumer profile, we continue to attract more women than men in our retail roles, which offers greater flexibility of shift patterns and hours that attract more part-time workers. Retail roles are the majority of our workforce at 75% of the total population of full paid relevant employees.

The low population of males continues to skew the gender pay gap results as the males are predominantly employed in Senior Manager roles. There are only 8 males vs 598 females in the upper middle, middle & lower quartiles. The bonus pay gap was further impacted this year by a transformation project that involved a high proportion of finance and IT, which has a higher male population.

We remain confident that men and women are paid equally for equivalent roles as we use robust tools and processes to uphold this. We continue to use external benchmarking tools to standardise our approach to job grading and reward, to ensure competitiveness with the external market and we monitor internal relativity to ensure that pay is aligned for all jobs of equal value.



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We are focused on allocating available budget to ensure we continue to pay fairly in line with market rates, especially in retail roles where our goal is to ultimately pay the real living wage wherever possible.

## Closing the gap

### Action plan

We continue to look for ways to close the gender pay gap with focus on our recruitment, reward, family friendly policies and agile working practices. In addition, we are also looking for ways to increase female representation in the male dominated areas such as Supply Chain, IT and Finance and male representation in the female dominated areas such as retail sales.

Addressing the gender pay gap continues to be a priority, and we remain committed to taking meaningful action. Below are key recommendations to close the gap and promote pay equity across our workforce:

- Continuing to show transparency in pay and reward that is benchmarked both internally and externally, especially during recruitment and career progression.
- Proactively monitoring and identifying any gaps or equal pay issues by comparing salaries of men and women, by job level, and by function across the business.
- Actively promoting diversity during recruitment and selection, including bias-free processes, diverse interview panels and gender-neutral job descriptions. This includes raising awareness for all managers involved in hiring and making promotions and pay decisions.
- Continue to support flexible working options and family friendly policies that allow employees to balance work and care giving responsibilities.
- Working with our global and local employee network groups to ensure all employees feel valued and supported in their careers.
- We continue to offer apprenticeship qualifications that support developmental areas such as data analytics, leadership and professional development.
- Continue to offer our employees a range of benefits that support financial, physical and mental wellbeing.



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