



GROUPE
CLARINS



Gender Pay Gap Report 2018
Clarins UK Group | April 2019





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Introduction

A year on since we published our figures on the gender pay gap for 2017 we have been actively looking for ways to close the gap. In this report we breakdown our results and show the comparison of our 2017 results to clearly identify the progress we have made.

Our overall population is predominantly female which is representative of the retail beauty industry. With a split of 96% female and 4% male employees. The high female population and ratio of females to males does provide some challenges in certain job levels when comparing the gender pay gap, which we detail within this report.

Gender pay as well as equal pay is only one aspect of our commitment to diversity and inclusion, which is part of our reward strategy and has the principles of fairness and transparency at its core.

Gender pay reporting continues to allow us to understand the challenges both from a societal and our own business perspective. This gives us the opportunity to continually improve and challenge the gender norms associated with certain roles and professions.

We are proud of the progress we have made to date to create an inclusive and diverse culture that represents the customers we serve. Clarins Groupe continues to provide a working environment that is accepting of all differences in cultural background and lifestyles.

We will continue to look for ways to create an inclusive culture that is accepting of all differences, providing equality of opportunity and pay parity by working to reduce our gender pay gap year on year.

We confirm the data reported is accurate.



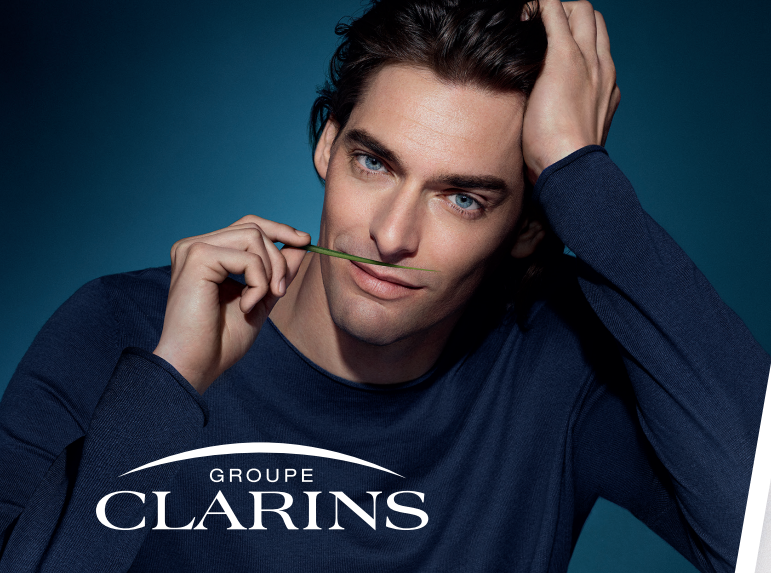
Debbie Lewis

Managing Director, Clarins UK Ltd



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HR Director, Clarins UK Ltd



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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?

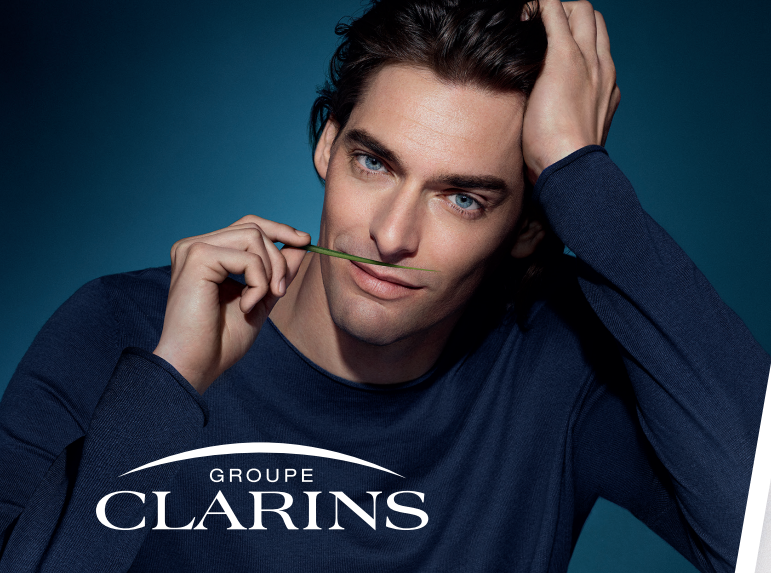
The causes of the gender pay gap are complex, but one of the main reasons in our society is that men are still more likely to be in high paying senior roles. Women are more likely to be in occupations that offer less financial reward and in lower paying sectors of our economy. They are also more likely 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.



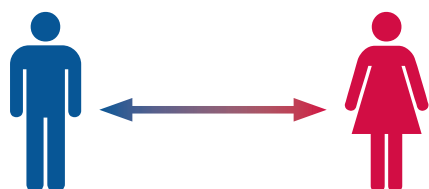
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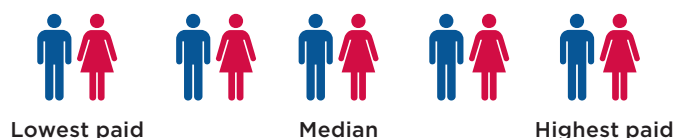
Mean Pay Gap

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 2018. Below you can see both our mean and median gender pay and bonus gaps and the progress made when comparing with 2017 results.

2017 results

Median Gender Pay Gap

49%

Mean Gender Pay Gap

49%

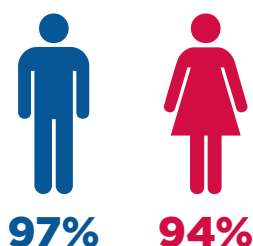
Median Gender Bonus Pay Gap

50%

Mean Gender Bonus Pay Gap

48%

Proportion of **men** and **women** receiving bonus



2018 results

Median Gender Pay Gap

43%

Mean Gender Pay Gap

41%

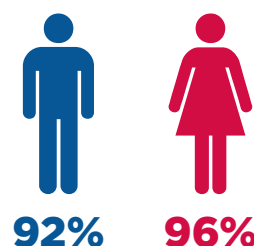
Median Gender Bonus Pay Gap

50%

Mean Gender Bonus Pay Gap

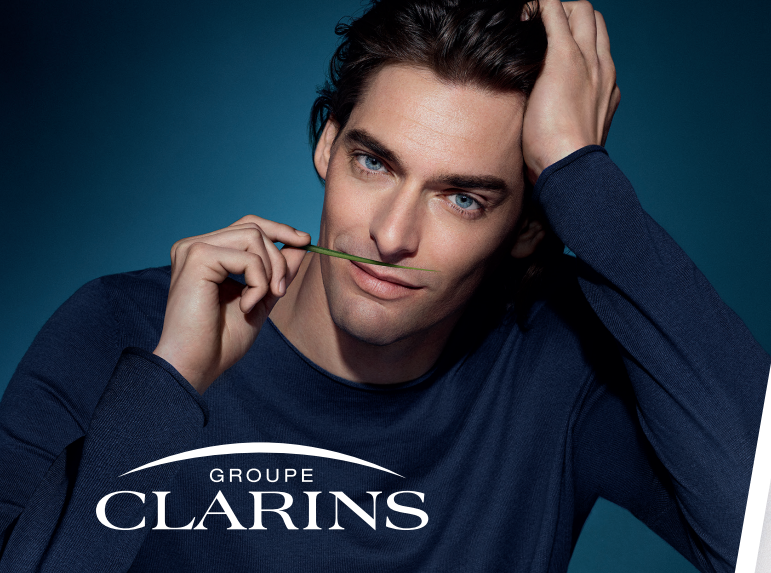
40%

Proportion of **men** and **women** 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 and Merit Awards.



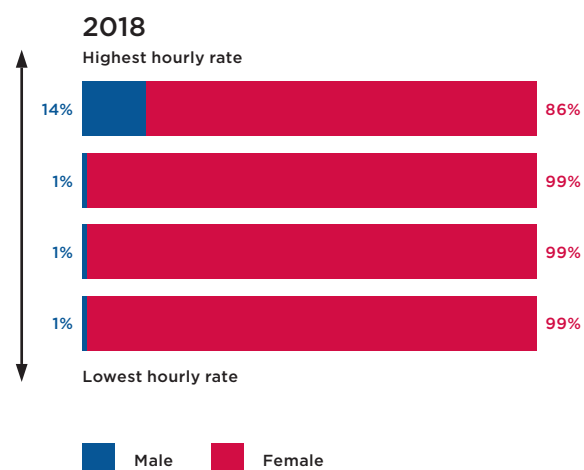
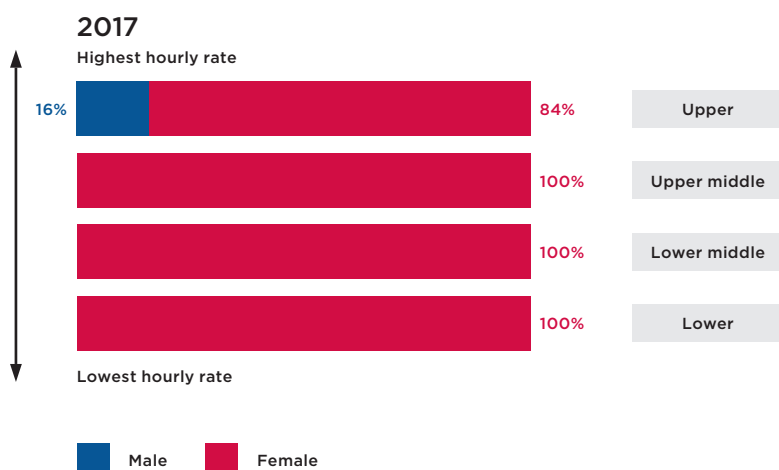
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Pay quartiles

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.



The results reflect a change of both male and female representation in all the quartiles. This demonstrates that we are actively introducing pay parity when recruiting new employees. Attracting men to our industry still provides a challenge, however we are looking for opportunities to challenge the norms using our male Beauty Coaches as ambassadors for our male grooming ranges.



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Understanding the Gap for Clarins (UK) Ltd

Our gender pay gap results show that the average male employee still has a higher hourly rate than the average female when compared with 2017 results. We have managed to reduce the gap by 6% for the median pay gap and 8% in the mean pay gap.

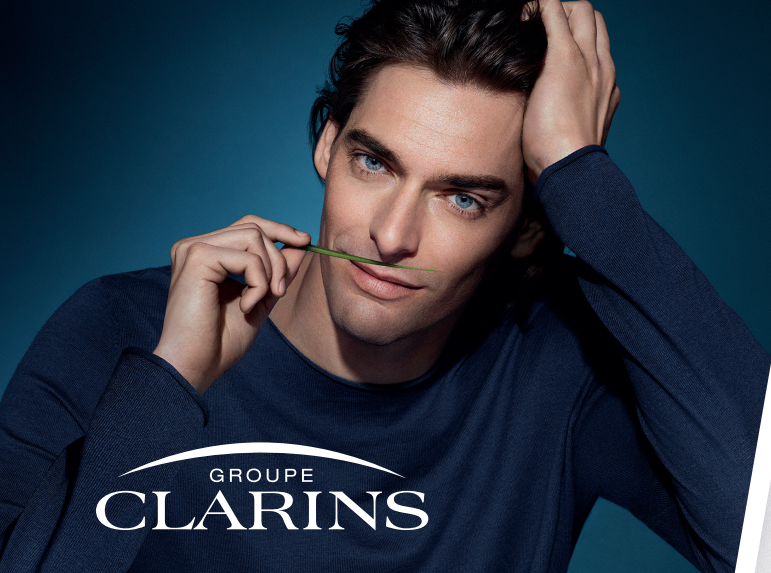
Some of the factors that influence this include:

The fashion and beauty industry tends to be over represented by women in line with its consumer profile.

As a beauty and fragrance company our employee profile mirrors the industry, with the majority of our workforce being employed as Beauty Advisors and Beauty Therapists in the retail environment.

96% of our total workforce are female.

Career bands	Male	Female
Leadership Team	10%	90%
Senior Management	12%	88%
Middle Management	24%	76%
Junior Management	11%	89%
Technical, Clerical & Retail Operations	2%	98%



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We have more women than men in our retail roles which offer greater flexibility of shift patterns and hours and attract more part time workers. It continues to be the case that the Men that hold these positions within retail are more likely to be in management roles in Flagship stores and have a greater longevity of service. 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.

Sales related bonus and commission payments are also influenced by the number of hours worked.

We have compared the total bonus payments given to staff over the 12 month period. 2% more female employees received a bonus when compared with 2017 results and our mean bonus pay gap reduced by 8%.

Only 63% of women were eligible for the full bonus opportunity compared to 92% of men.

Due to a higher turnover in retail based roles new employees bonus opportunity is pro-rated. Again as women are more represented in this area of our business it impacts on the bonus gap.

In our Leadership Team roles there is no gender pay gap. This population is predominantly female (90%).

We are confident that men and women are paid equally for equivalent roles as we have robust processes in place to uphold this. We use job evaluation methodology to compare jobs across the organisation to ensure relative alignment and external benchmarking to standardise our approach to job grading and reward. Our pay ranges differ for job family as well as grade to allow us to benchmark effectively and ensure competitiveness with the external market.



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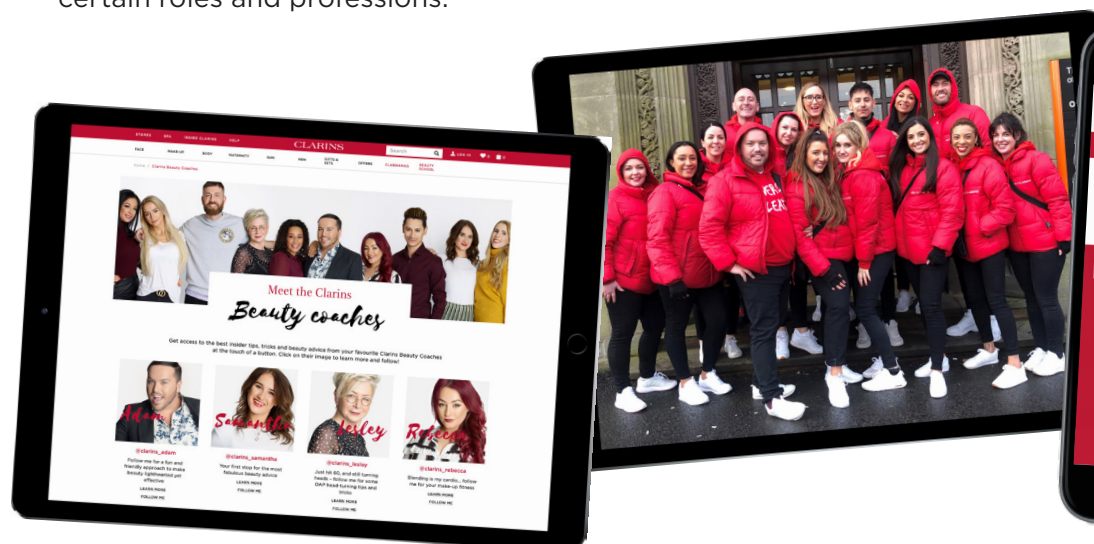
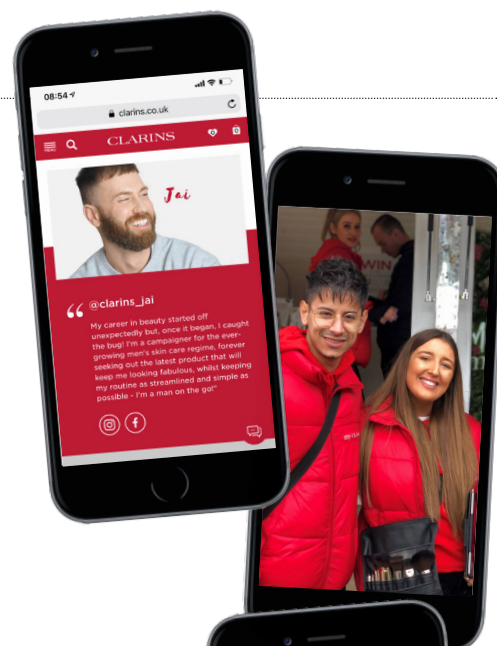
Closing the gap

Action plan

We are continuing on our journey to close the gender pay gap and are continuing to look for ways to attract more men into the retail beauty industry. Our Male Beauty Coaches are raising awareness about male grooming and the role of male ambassadors within the industry.

We are continuing to make progress on our strategy to:

- Adopt a fair and transparent approach to pay and reward.
- Monitor and identify any gaps or equal pay issues by comparing salaries of men and women, by job level, and by function across the business, especially when recruiting new employees.
- Allocate pay increases based on the employee's position on the salary range and their performance to ensure greater pay parity.
- Look for opportunities to improve diversity during recruitment and selection.
- Continue to challenge gender norms associated with certain roles and professions.



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