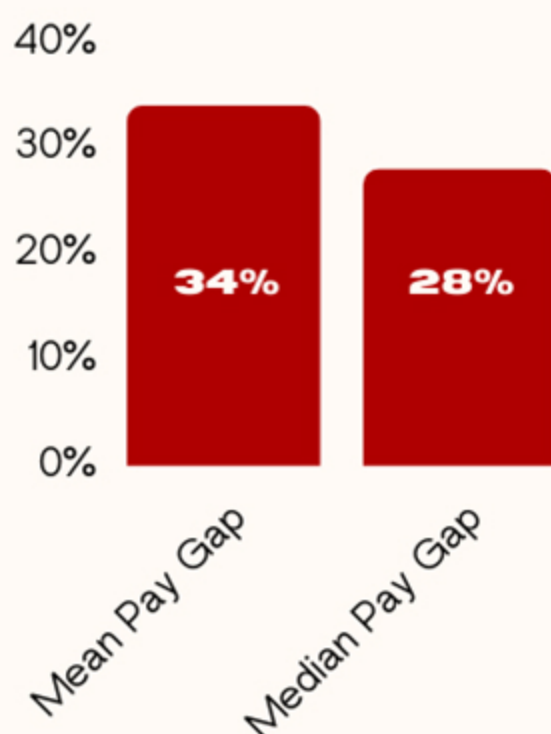


# GENDER PAY GAP 2020

As a beauty company, we have historically largely attracted female applicants to work on our counters, with many sharing a strong affinity to the brand and avid use of our products. In our entire organisation, our gender split is 94% female, 6% male.

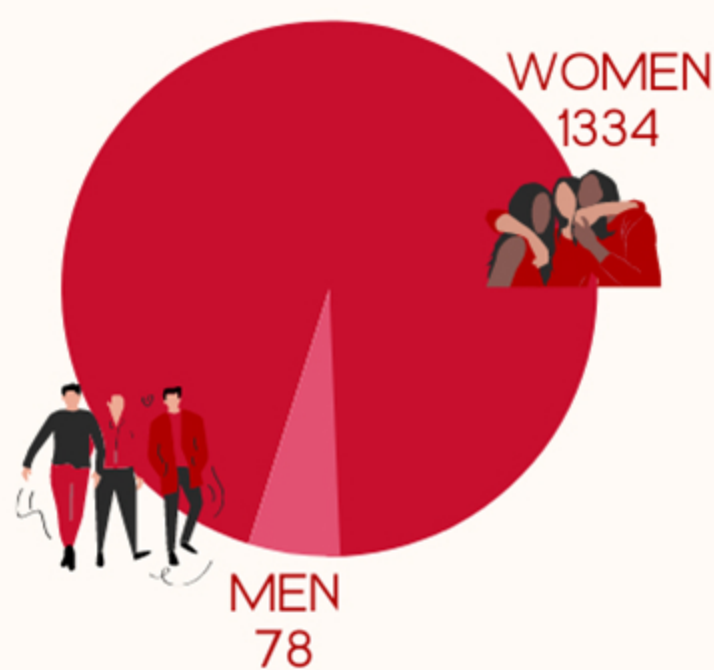
Given a more equal representation exists in our corporate team, which by its nature has higher remuneration, this is reflected in our gender pay gap results.

We are confident that men and women are paid equally for doing similar jobs in our organisation. When we analysed our pay data by job level we can evidence that there is little disparity between men and women.



## DEMOGRAPHIC

TOTAL NUMBER OF EMPLOYEES: 1412



### Senior Leadership

83% of our team are Women

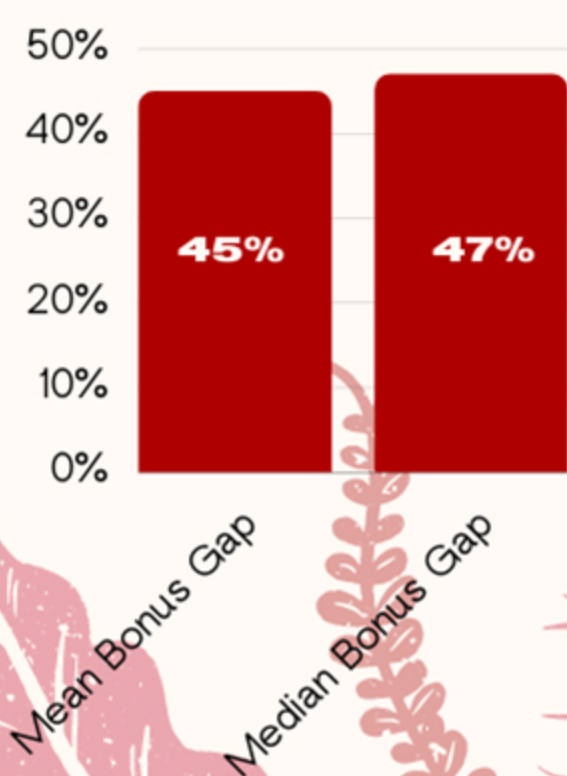
### Corporate

85% of our team are Women

### Retail

96% of our team are Women

## GENDER BONUS GAP



**87%**  
Male

**92%**  
Female

% of employees who received a bonus

## PAY QUARTILES

**13%**

Male

**87%**

Female

**5%**

Male

**95%**

Female

UPPER QUARTILE

UPPER MIDDLE QUARTILE

**3%**

Male

**97%**

Female

**1%**

Male

**99%**

Female

LOWER MIDDLE QUARTILE

LOWER QUARTILE

As the quartiles show, we employ a higher proportion of women at all levels across the business. However, we do have a higher number of men in fewer but more highly paid roles within our head office.

We are committed to continually reviewing our compensation philosophy to ensure it is fair and equitable for all employees. I confirm the information and data reported is accurate as of the snapshot date 5 April 2020.

Julia Durbin, HR Director

**SHISEIDO**