



LIZ EARLE®

Liz Earle Beauty Co.

Gender Pay Gap Report as at April 2025

Member of The Boots Group

A MESSAGE FROM SUZANNE

Welcome to our 2025 Gender Pay Gap Report. Over the past year, we have continued to build on our commitment to creating a fair, inclusive and supportive workplace for every colleague. We are passionate about ensuring every one of our colleagues feel they have the opportunities to thrive and progress in their career with us.

We continue to invest in and share opportunities for our colleague's personal development. This includes our triple award-winning Skin School for all retail colleagues, which offers a series of training modules covering skin physiology, differences in skin ethnicities, aging and menopausal skin needs. It also gives them an industry endorsement through the Conference of International Beauty Therapy and Cosmetology (CIBTAC).

As part of The Boots Group, our colleagues have access to a wide range of employee networks that champion belonging and representation. These include groups supporting gender equity, race and ethnicity, LGBTQ+ colleagues, disability inclusion, carers, parents, early-career talent and more, ensuring everyone has opportunities to connect, contribute and feel supported.

We've strengthened several of our people policies over the past year and wellbeing remains a core priority. Our Employee Assistance Programme, mental health resources and parental support tools offer confidential guidance whenever colleagues need it. We're also proud to be recognised as a Menopause Friendly Workplace, reflecting our commitment to supporting colleagues through every stage of their health journey.

Our median pay gap is 2.5% and continues to stand well below the national average. Our mean gap has reduced significantly from 20.6% in 2024 to 8.1%, following changes in our organisation structure and workforce profile during the year. We continue to make positive progress to address our gender pay gap. Our salary structure is not influenced by gender, and we continue to maintain clear salary grades to safeguard fairness and transparency.

Thank you for taking the time to read our report. We remain committed to continuous improvement and to ensuring Liz Earle Beauty Co. is an inclusive, supportive and empowering place for all colleagues.



SUZANNE WARD
Head of HR – No7 Beauty Company

We confirm that the information contained within this report is accurate.

A handwritten signature in black ink, appearing to read 'Mary Owen'.

Mary Owen
Interim Chief People
Officer and Central
Operations Director

A handwritten signature in black ink, appearing to read 'Olmo Palermo'.

Olmo Palermo
VP Director of Finance for
No7 Beauty Company and
International

WHAT ARE WE DOING TO ADDRESS OUR GENDER PAY GAP?

Our commitment to drive an inclusive culture

For over 25 years, we have always put considerable focus on ensuring our colleagues benefit from a happy and supportive working environment, both in our offices and in our stores and counters across the UK and Ireland. Here are some of the meaningful steps we are taking to help address our gender pay gap.

- **Culture:** We have a clear governance process around any decisions regarding salary, we have clear salary grades in place and regularly review these against market rates to ensure we are fair to all colleagues and are providing a competitive remuneration package.
- We pride ourselves on providing part-time opportunities for colleagues who are looking to balance work and home life. Currently we have 72.7% of women working in part-time roles.
- **Offering inclusive roles:** We're focused on creating inclusive recruitment processes. Job descriptions and adverts are designed to be inclusive and welcoming to all candidates, using Datapeople technology, a tool that evaluates inclusivity, clarity, and gender-neutral language. This year we'll be launching a e-learning training toolkit, this will support managers through every stage of the hiring process, ensuring consistency, compliance and a positive candidate experience.
- **Wellbeing:** The wellbeing of our colleagues is of upmost importance to us. Through the Boots Group, our colleagues have access to a number of benefits and support networks, including our Business Resource Groups. We've also recently launched the IVFN, a network for colleagues seeking fertility support. Colleagues also have access to free, confidential advice and support through our corporate employee assistance partner and Mental Health First Aiders.
- We continue to focus on inclusivity and continue to offer supportive family leave policies to improve our colleague retention, including improved policies on baby loss and fertility and enhanced maternity and paternity leave. We're recognised as a Menopause Friendly Working environment and as an Age Inclusive Employer.



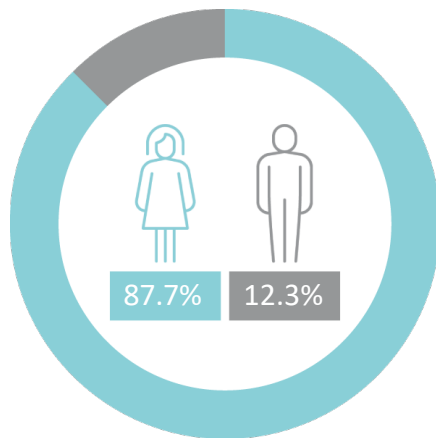
OUR RESULTS 2025



PAY QUARTILES

The percentages of all female and male colleagues within each pay quartile is:

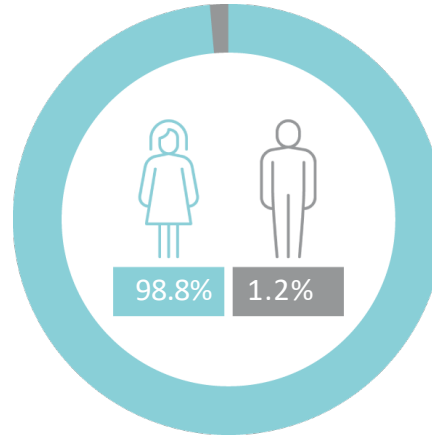
FIRST QUARTILE (£)



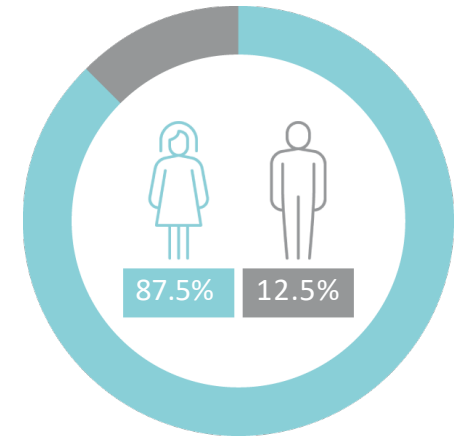
SECOND QUARTILE (££)



THIRD QUARTILE (£££)

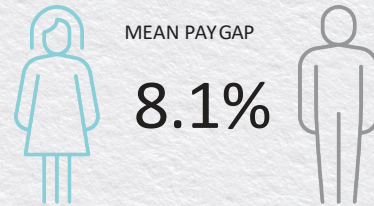
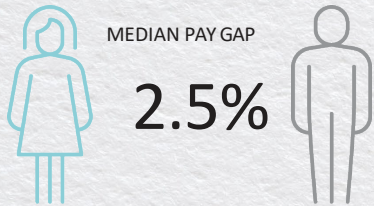


FOURTH QUARTILE (££££)



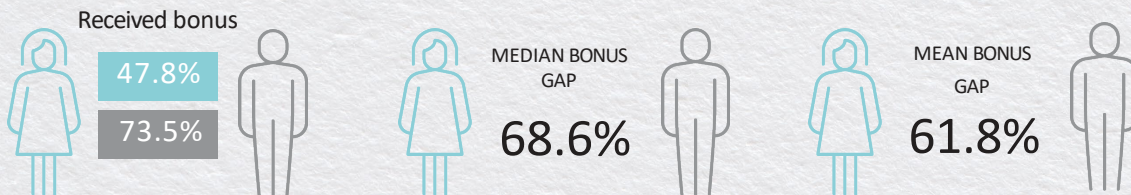
OUR RESULTS 2025

GENDER PAY GAP



Women make up more than 93.5% of our workforce, and this high percentage is consistent across all pay levels. Our pay gap is driven by the large number of customer-facing roles, which are predominately held by women and is reflective of the industry in which we work. We have seen a 0.7 percentage point decline in our median pay gap, which continues to be a steady decline and lower than the national median pay gap. For this reporting period we have seen a 12.6 percentage points reduction in our mean pay gap, reflecting changes in our organisational structure and workforce profile over the year.

BONUS PAY GAP

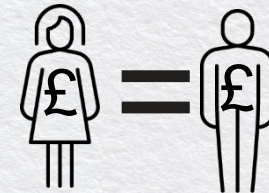


The gender pay bonus gap calculation covers any payments relating to profit-sharing, productivity, performance, incentive or commission. Our bonus gap figures reflect actual bonus payments rather than full-time equivalent (FTE) adjusted amounts. As 72.7% of women work part-time, bonuses are lower in absolute terms compared to colleagues who work full-time, which continues to be a key driver of the bonus gap. The bonus gap continues to also be driven by the large number of lower quartile roles which are held predominantly by women.

WHAT IS THE DIFFERENCE BETWEEN EQUAL PAY AND GENDER PAY GAP?

EQUAL PAY

Equal pay is paying females and males equally for like work, work of equal value and work rated as equivalent. There has been legislation outlining equal pay obligations in the UK for over 50 years.



GENDER PAY GAP

Gender pay gap looks at the differences in pay between genders across groups of colleagues irrespective of the work they perform. One of the main reasons for the gender pay gap in our society is that men are statistically more likely to be in senior roles.

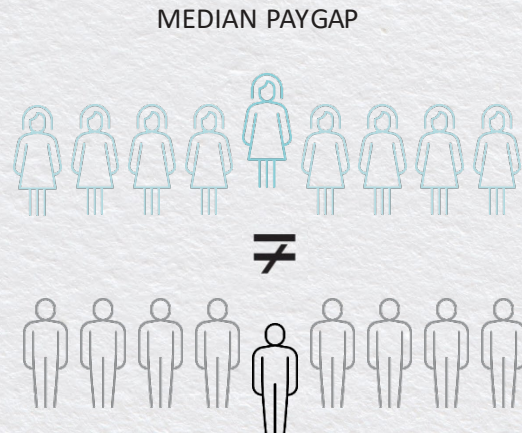


UNDERSTANDING GENDER PAY GAP REPORTING

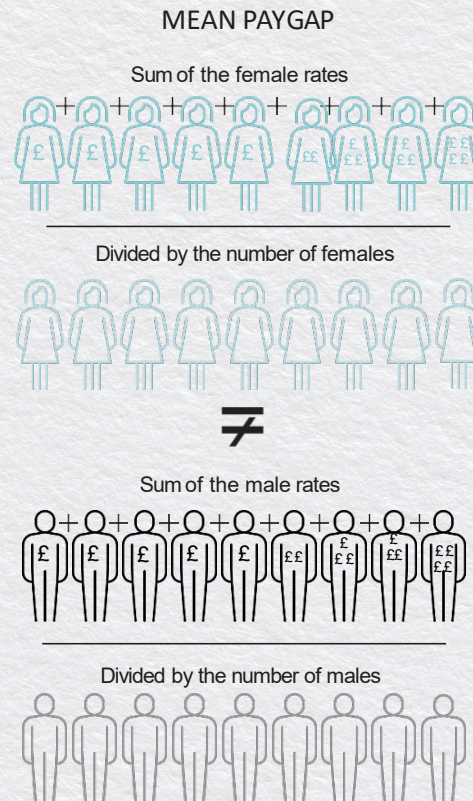
HOW ARE THE MEDIAN AND MEAN PAY GAPS CALCULATED?

The median is the middle point of a range of numbers, and the mean is the average of a range of numbers. How do we calculate this for gender pay gap reporting?

Median pay gap – if all our female colleagues stood in a line in order of lowest hourly rate earned to highest and all males did the same, the median pay gap (as a percentage) is the difference in pay between the middle colleague on the female line and the middle colleague on the male line.



Mean pay gap – if we add together all the hourly rates of female colleagues and calculate the average and do the same for male colleagues, the mean pay gap (as a percentage) is the difference in pay between the average female and male hourly rate.

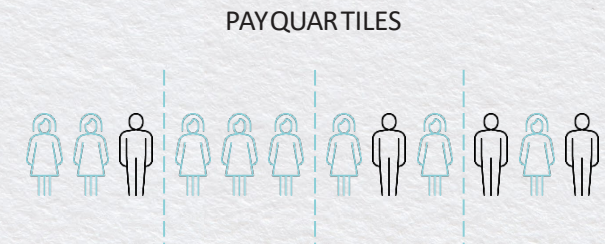


HOW IS THE BONUS GAP CALCULATED?

The mean and median bonus gap are calculated in the same way as the gender pay gaps. However, this time we use the actual bonus paid to colleagues. We also report the number of female and male colleagues receiving a bonus (as a percentage of the total female and male population).

HOW ARE THE PAY QUANTILES CALCULATED?

Pay quartiles are calculated by dividing all hourly rates paid across the business, from lowest to highest, into four equal sized groups of colleagues and calculating the percentage of females and males in each.





LIZ EARLE®