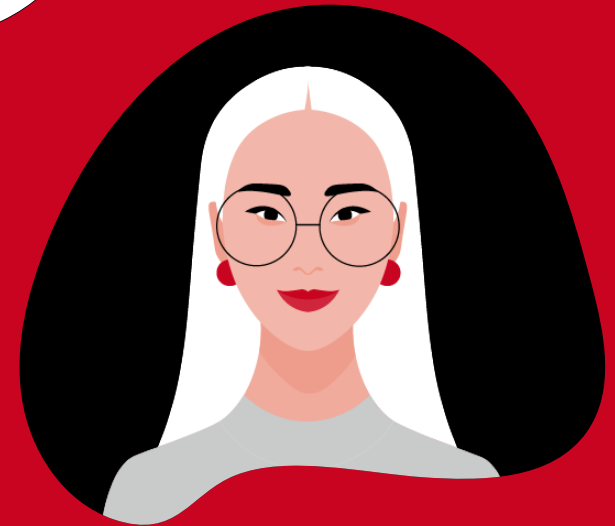


SHISEIDO UKI GENDER PAY GAP

1st May 2023 – 31st April 2024

Prepared March 2025

CREATING A GREAT PLACE TO WORK IN BEAUTY





ABOUT SHISEIDO

In 1872, Shiseido opened its doors in Ginza, Tokyo.

The family business that started out as Japan's first Western-style pharmacy transformed into a global beauty giant that currently operates in approximately 120 countries and regions around the world.

Shiseido's history and tradition is characterized by a long string of innovations and category firsts that have repeatedly set new standards and whose effects have rippled across the entire beauty industry. 150 years later, our commitment to innovation is as steadfast as ever.

Based in Japan, we aim to transcend borders and boundaries and venture beyond the cosmetics business to realize Beauty Innovations through the creation of unique products, delivering new values and actively contributing to the happiness of our customers across the globe through beauty.

Shiseido exists to make a positive difference in peoples lives, and as such, we are committed to ensuring equal pay for equal roles across our entire organisation.

DEMOGRPHICS



As of April 2024, Shiseido UKI employed 456 employees made up of:

288 Retail Employees who are primarily beauty consultants working across the country on brands such as NARS, Fragrance & Drunk Elephant. They represent 63% of our total population.

6% Male

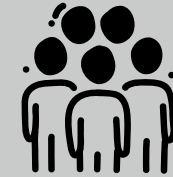
94% Female

168 Corporate Employees represent 37% of total population who work across headoffice functions such as HR, Finance, Commercial, Visual Merchandising and marketing.

- 13% Male
- 87% Female

288

Retail Employees



168

Corporate Employees

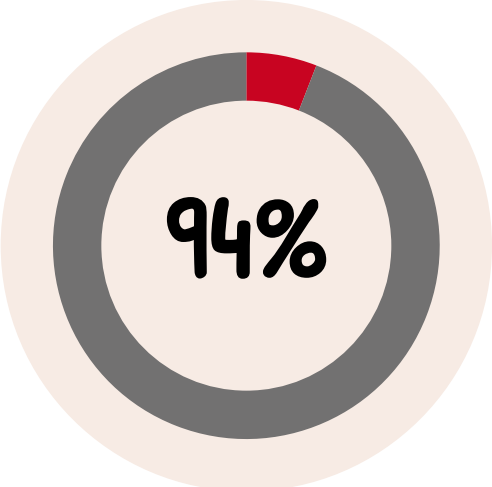


TEAM PROFILE

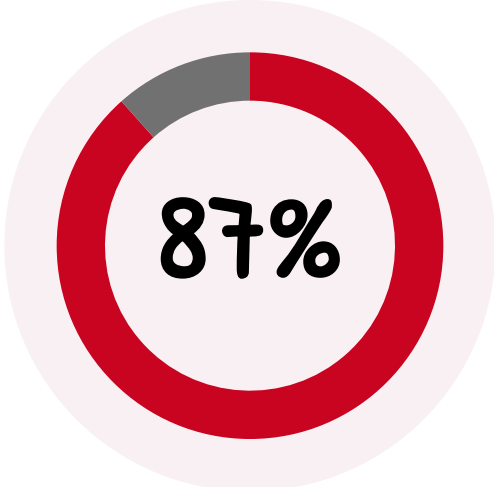


We are proud to represent a high proportion of women in industry

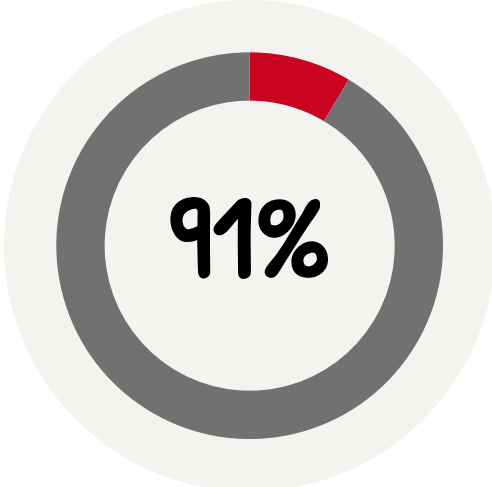
Our data reflects the industry and market wide factors which means that we have a heavily proportioned headcount of women who work in our stores. We are committed to closing our gender pay gap and will continue to work towards ensuring gender equality in our workplace.



Proportion of women in our Retail Team



Proportion of women in our Corporate team



Proportion of women in Shiseido UKI

GENDER PAY

As a beauty company, we have typically primarily attracted female applicants to work on our beauty counters, with many sharing a strong affinity to the brand and avid use of our products.

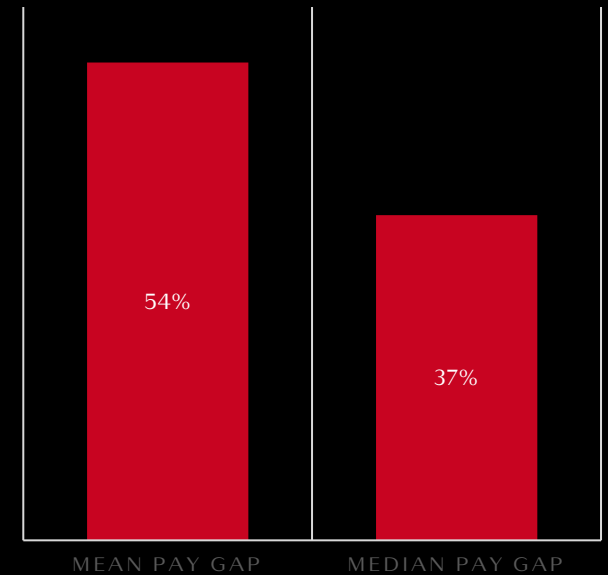
We are thrilled to see a 2% change in 2024, a positive indicator in closing the mean pay gap.

The median pay gap remains unchanged.

Currently, gender pay gap data must be reported in a binary way and does not account for other identities. We pride ourselves on embracing diversity and recognise the valuable contributions that employees from a wide range of identities make towards our success.



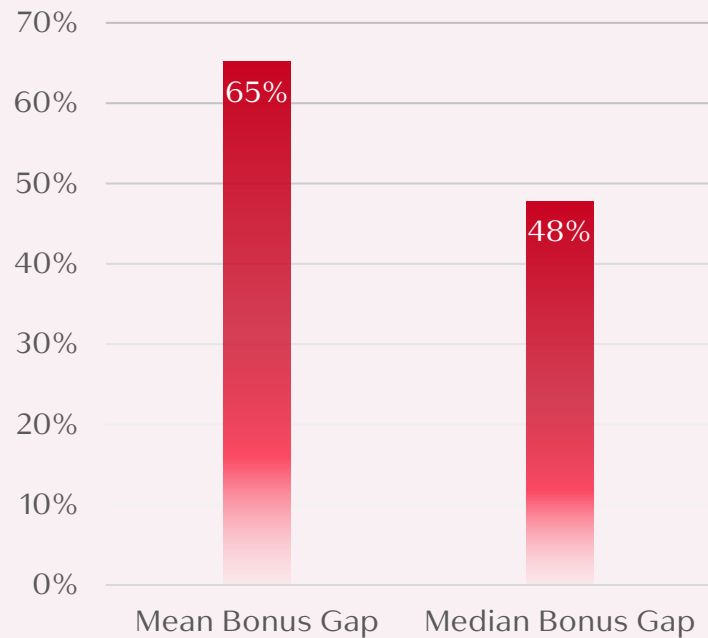
2024 GENDER PAY



BONUS GAP



BONUS GAP



We are delighted to see that 86% of our employees received a bonus in 2024.

Of this group, 92% of them were women.

On average, more women (86%) received a bonus than men (79%)

We recognise there is a disparity in bonus gap, largely due to the equity of bonus payments driven by the minority of men in our corporate team which is, by nature, a higher earning population of individuals.

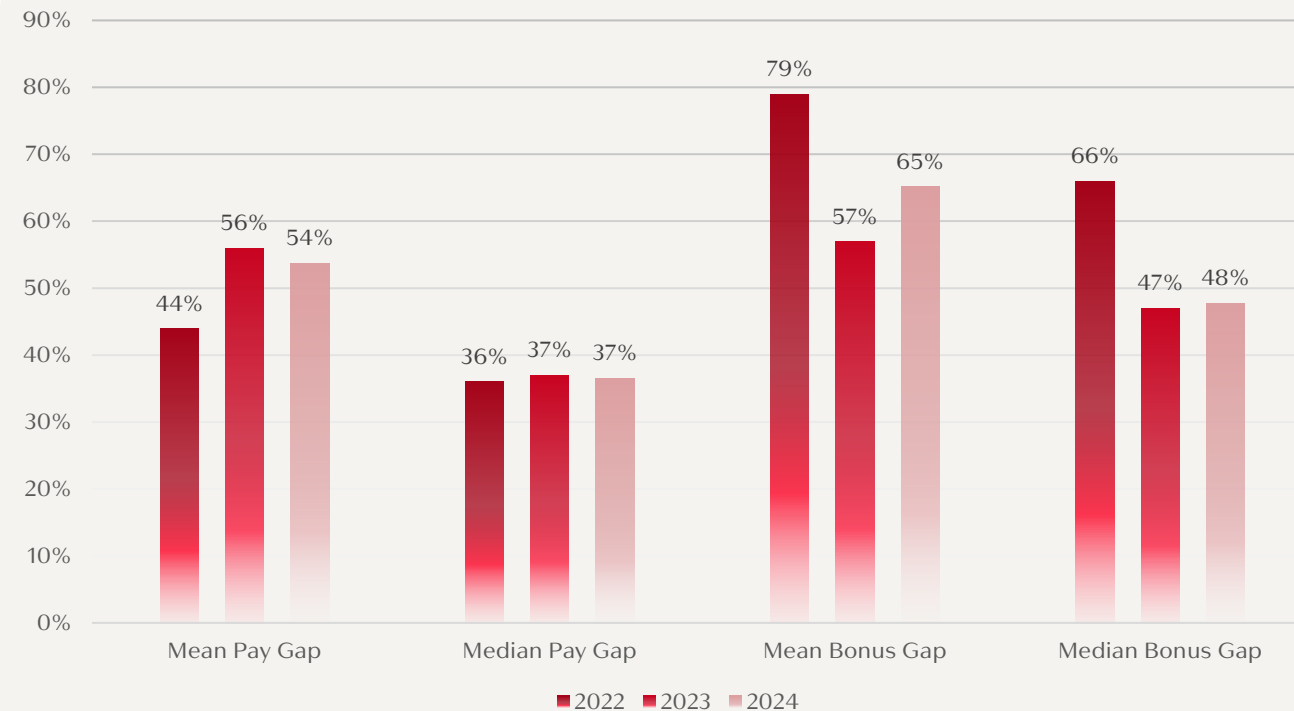
When we look at our corporate data in isolation, our analysis shows much smaller bonus pay gaps between genders. The difference in earnings is driven by the category of role as opposed to gender.

ANALYSIS

We are proud to advocate as an employer who promotes equality and diversity across the brand.

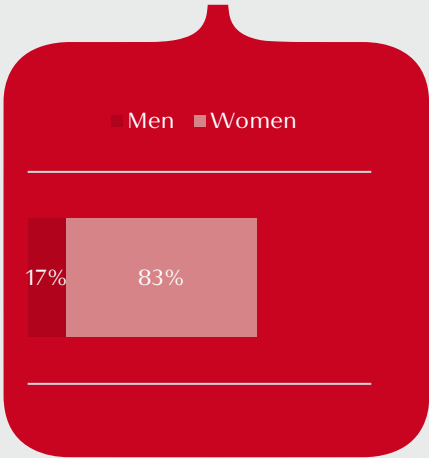
- 5% of our workforce took enhanced parental leave in 2024
- In 2024 we saw an increase in male *corporate* employees and a decrease in male *retail* employees. This means that the proportion of higher earning males increased across the data set.

SHISEIDO UKI HISTORY GENDER PAY GAP

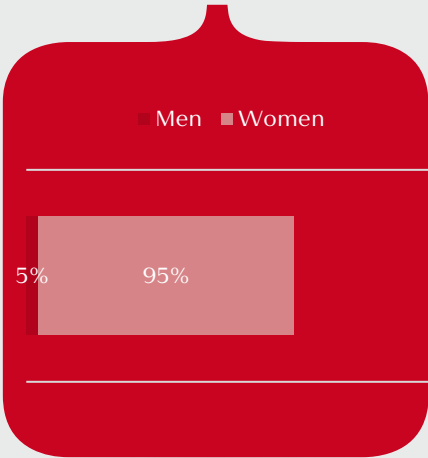


GENDER DEMOGRAPHICS

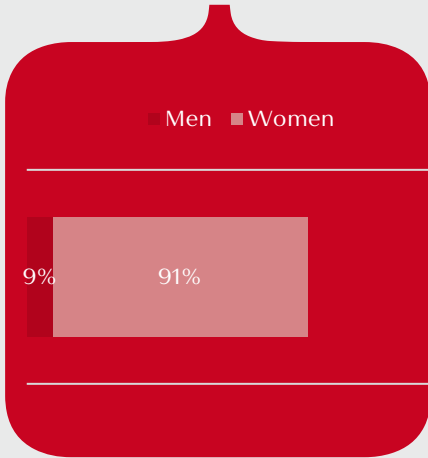
Upper



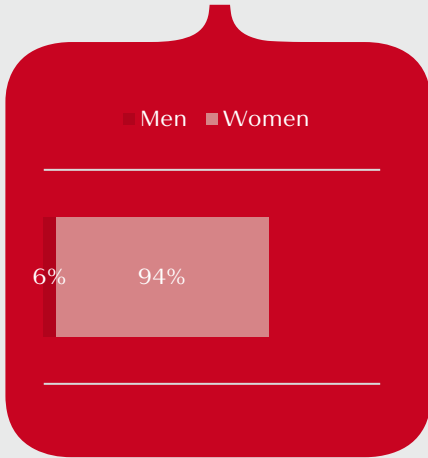
Upper Median



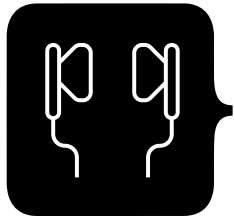
Lower Median



Lower

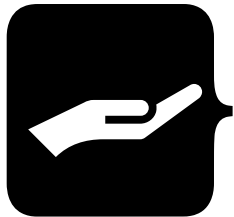


CLOSING THE GAP



Internal Engagement

We are increasing our employee engagement forums, with dedicated spaces for parents, inclusion champions and taskforces. This is to promote advocacy across all our employees. We are also excited to be launching our new EDI framework for supporting employees with embracing the power of diversity. We encourage all our employees to constantly share ideas and suggestions for continuing to create Shiseido as a great place to work.



Industry Mentoring & Coaching

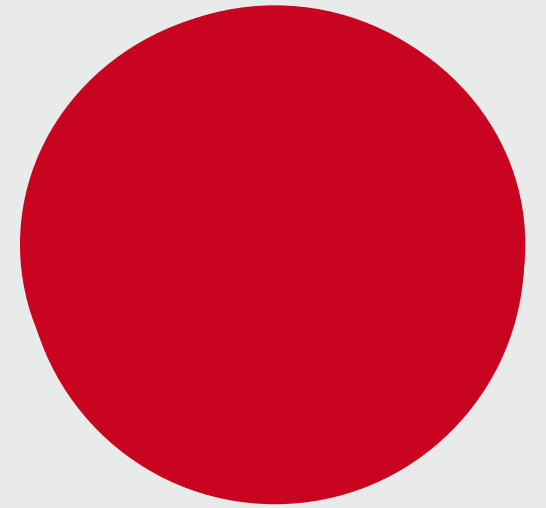
We are proud to be partnering with the Fashion Retail Academy and London College of Beauty Therapy through industry mentoring and coaching. We are keen to demonstrate the various opportunities in our industry and encouraging the younger generation to think differently about a career in beauty.



Talent attraction

We are excited to be leading with our 2nd year of the Shiseido Internship programme. We are also thrilled to this year be introducing our new entry level talent programme through our **Work Experience Open house**, opening our doors to the next generation so that they can learn about the world of Shiseido and the various opportunities a role with us can have.

THANK YOU



CREATING A GREAT PLACE TO WORK IN BEAUTY