



BY APPOINTMENT TO HER MAJESTY THE QUEEN
SUPPLIER OF TOILETRIES MOLTON BROWN LONDON

MOLTON BROWN
L O N D O N

Gender Pay Gap
2021



Mark Johnson

President
Molton Brown, Global



A Message From Our President

“Diversity, equality and inclusion are at the centre of our organisation. We believe that our Gender Pay Gap analysis should play an integral role in driving meaningful conversations around these values.”

We’re encouraged that within our head office functions, 64% of our management roles are held by women. We’re even more motivated that we consistently maintained a higher percentage of women in our store management positions exceeding 80%. However, we know this analysis shows gaps larger than acceptable in some areas of our business, such as our upper quartile. That’s why it’s our responsibility to proactively understand the reasons behind these gaps and find a strategy to decrease them wherever possible.

Of course, it’s important that we don’t just focus on statistics, as they can be very misleading without context. What’s significant is how we use the analysis to drive awareness within our business – we need to be asking the right questions and challenging our thinking and ambitions. We will ensure we’re fostering conversations around any barriers keeping our team members from realising their maximum potential, regardless of gender.”

Molton Brown Gender Pay Gap 2021

We are proud to employ diverse teams and we aim to attract the most talented people regardless of gender, background and nationality – we strongly believe in upholding this equality through fair pay.

Integrity and fair-mindedness are at the heart of our brand and a strong part of our parent company, Kao Corporation, which has been honoured as one of the World's Most Ethical Companies for 16 consecutive years.

From in-store to Manufacturing, International and Head Office departments, our statistics are drawn from our organisation as a whole.

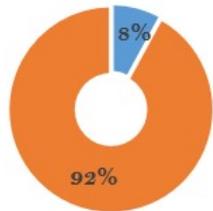
At first glance, our published figures suggest the average man has a higher hourly pay rate than the average female. This does not mirror the true culture of our business. As a luxury beauty retailer, our store staff continue to be overwhelmingly female – making up 88% of our workforce while our Head Office teams (whose pay is typically higher) are more evenly divided between men and women. This causes significant disparity across our results, where the imbalance cannot be taken into consideration when drawing gender gap statistics.

Nevertheless, it is important for us to maintain a culture that inspires innovation and diversity at every level within our organisation and amongst our leaders for the future.

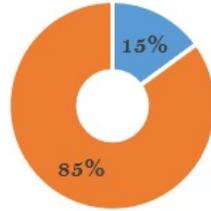
Gender Pay Gap

WOMEN IN LEADERSHIP

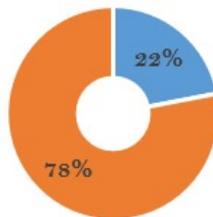
64% of our head office management roles including Vice Presidents, Directors, Associate Directors, Senior Managers and Managers are held by women. This is even higher in stores with over 80% of management roles being filled by women.



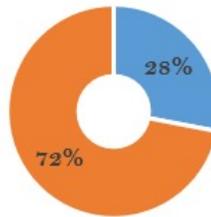
Lower Quartile



Lower Mid Quartile



Upper Mid Quartile



Upper Quartile

Hourly Rate Mean Gap

25%

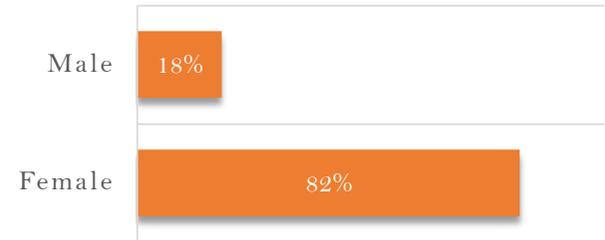
(which is a decrease of 3.2% compared to prior year)

Hourly Rate Median Gap

17%

(this is a decrease of almost 8% compared to prior year)

Full Pay Relevant



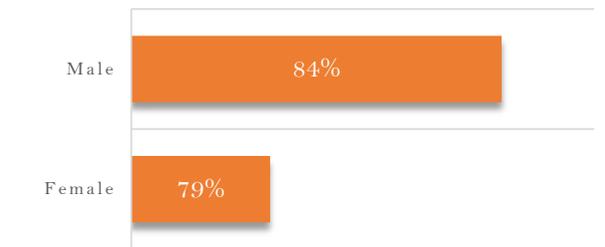
Bonus Mean Gap

51%

Bonus Median Gap

73%

Bonus Received



THE MEAN: The average of all of the values
 THE MEDIAN: The mid-point of a set of values listed in numerical order

Our Commitment

As a brand, we promote a positive and authentic dedication to diversity and inclusion within all our teams. To strengthen our commitment even further, we promise the following:

- To continue recruiting the very best candidates for the role, irrespective of gender, background or any other criteria besides skills and experience. All roles are posted internally to ensure that we do not miss opportunities for our internal talent to grow. We always review our talent and progression plans to ensure that women are in an equally strong position as men to advance in their careers and reach their full potential. We strive to have quality conversations on a manager, employee and leadership level. And, we inspire with our Kao Academy and mentoring programme, where successful role models in our organisation nurture our leaders of tomorrow
- To increase self-awareness and educate our managers, ensuring we cultivate a diverse workforce throughout our business. We have established a recruitment guide for all hiring managers that raises awareness of unconscious bias in the recruitment cycle and we have invested in unconscious bias training for all managers for 2021
- To support our Diversity & Inclusion Taskforce which drives the company's commitment to diversity and inclusion into more concrete action plans
- To take deliberate steps to continue reducing our gender pay gap year on year; whether that means using our multiple pay-related internal processes, keeping our finger on the pulse of equity within our business, or aiming to make internal and external hiring decisions that positively address gender balance
- We will take the lead in creating an environment where employees can work flexibly if their job permits and business needs can be met
- Employees are our greatest asset and we aim to provide as much security with our benefits offering. All employees have a health allowance, life assurance and income protection. They also have access to an assistance programme that provides confidential support for challenges in all areas of their lives. We provide all our workforce with an opportunity for enhanced pension contributions above minimum auto-enrolment regulations or an alternative employer-funded investment savings account
- As one of the world's most ethical employers for 16 consecutive years, we endeavour to 'walk the right path' and operate ethically, with integrity and respect for each other in our actions. We place employees and the Kao Way at the heart of our decision-making.