

ESTÉE
LAUDER
COMPANIES

IRELAND GENDER PAY GAP
REPORT 2024

INTRODUCTION

At the Estée Lauder Companies, our ambition is to be the most diverse, equitable and inclusive beauty company in the world. Our commitment to gender equity is a critical component to progress toward our goal, and we are continually investing in providing a workplace where all of our people can thrive.

We recognise the value of a diverse team and the ways our varied strengths, capabilities and perspectives make us more effective in meeting the needs of our consumers.

The Estée Lauder Companies is proud to have been named in Forbes World's Best Companies for Women 2024.

Half of our global regions continue to be led by women; 49.7% of senior vice president positions and higher are held by women, which is an increase on the prior year; and all of our research and development innovation centers are helmed by women.¹

All of our 403 employees in the Republic of Ireland work within retail and our Irish workforce continues to be predominantly comprised of women, which broadly reflects the profile of our customers.

Our gender pay gap analysis shows that we continue to have a mean and median pay gap in favour of women in the Republic of Ireland.

We have progressive work practices which are helping us to create a more inclusive and diverse workforce, which we invite you to read about further in this report.



Sue Fox,
President,
Estée Lauder Companies
UK & Ireland



Naomi Hands,
Vice President, HR,
Estée Lauder Companies
UK & Ireland

ELC continues to have a pay gap in favour of women in the Republic of Ireland.

¹ As of November 2024

UNDERSTANDING THE GENDER PAY GAP

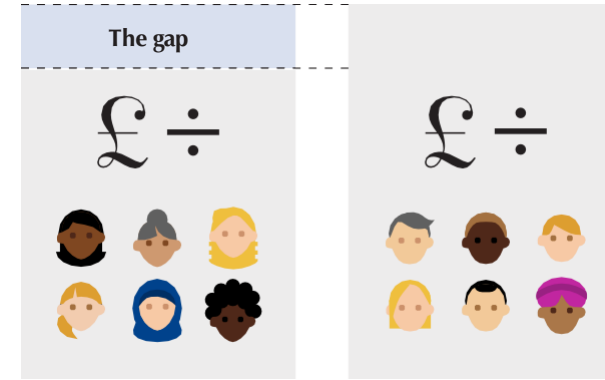
Under the Ireland Gender Pay Gap Act 2021, all legal entities in the Republic of Ireland with more than 250 employees are required to report their gender pay gap, with a chosen snapshot date based on the preceding 12-month period.

The information to be reported includes:

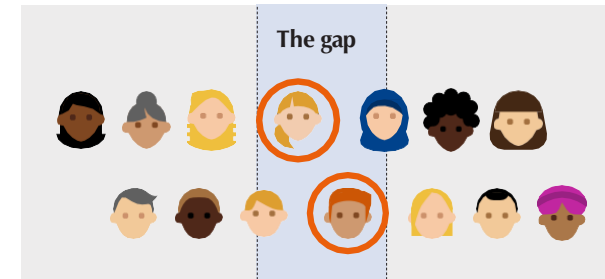
- The difference in average mean & median hourly pay between women and men.
- The difference in mean & median bonus / incentive compensation award.
- Percentage of men and women who are in the lower; lower-middle; upper-middle & upper range pay bands.
- Percentage of men and women who received bonuses.
- Percentage of men and women who received a benefit in kind.

Positive measures (percentages with a '+') indicate the extent to which women earn, on average, less per hour than men. Negative measures (percentages with a '-') indicate the extent to which women earn, on average, more per hour than men.

Note: the binary gender pay gap analysis does not account for differences in roles nor how the compensation for roles may vary across salary, bonus and equity. The gender pay gap does not measure equal pay, which relates to what women and men are paid for the same or similar jobs or work of equal value.



Mean: The mean is calculated by adding up the total pay of employees and dividing by the number of employees in the list. The calculation is completed separately for men and women and the totals are compared.



Median: The median is the middle number of a ranking of pay from lowest to highest and gives us the best view of 'typical' pay.

UNDERSTANDING OUR RESULTS

THE ESTÉE LAUDER COMPANIES IRELAND

Our analysis shows that our Gender Pay Gap is in favour of women. ELC employs 403 people in the Republic of Ireland – 379 women and 24 men. All of ELC's employees in the Republic of Ireland work in retail.

- In the Republic of Ireland, we have a mean pay gap of -8.34%, in favour of women and a median pay gap of -3.56%, in favour of women.
- There is a -13.70% mean bonus gap in favour of women and a -10.53% median bonus gap in favour of women.
- 93% of women and 88% of men received a bonus.
- We have progressive work practices in Ireland, which are helping us to create a more inclusive and diverse workforce. This includes unconscious bias training, inclusive leadership training and Employee Resource Groups catering to our diverse mix of employees.



We have progressive work practices in Ireland, which are helping us to create a more inclusive and diverse workforce.

STATUTORY DISCLOSURES

*All Fulltime (Temporary) Employees are women

	Full Time (Regular)	
Mean Gender Pay Gap	-18.82%	
Median Gender Pay Gap	-12.31%	
	M	F
Lower	6%	94%
Lower Middle	18%	82%
Upper Middle	0%	100%
Upper	6%	94%
Mean Gender Bonus Gap	-8.32%	
Median Gender Bonus Gap	-25.64%	
% Receiving Bonus (M/F)	80% / 96%	
% Receiving a Benefit in Kind (M/F)	0% / 9%	

	Part Time (Regular)	
Mean Gender Pay Gap	-3.21%	
Median Gender Pay Gap	-1.67%	
	M	F
Lower	6%	94%
Lower Middle	2%	98%
Upper Middle	4%	96%
Upper	4%	96%
Mean Gender Bonus Gap	-0.32%	
Median Gender Bonus Gap	15%	
% Receiving Bonus (M/F)	100% / 92%	
% Receiving a Benefit in Kind (M/F)	0% / 8%	

	Full Time (Temporary)	
Mean Gender Pay Gap	0%	
Median Gender Pay Gap	0%	
	M	F
Lower	0%	0%
Lower Middle	0%	0%
Upper Middle	0%	100%
Upper	0%	0%
Mean Gender Bonus Gap	0%	
Median Gender Bonus Gap	0%	
% Receiving Bonus (M/F)	0% / 100%	
% Receiving a Benefit in Kind (M/F)	0% / 0%	

	Part Time (Temporary)	
Mean Gender Pay Gap	9.14%	
Median Gender Pay Gap	11.06%	
	M	F
Lower	0%	1000%
Lower Middle	0%	100%
Upper Middle	50%	50%
Upper	0%	100%
Mean Gender Bonus Gap	96.55%	
Median Gender Bonus Gap	96.58%	
% Receiving Bonus (M/F)	100% / 57%	
% Receiving a Benefit in Kind (M/F)	0% / 0%	

IRISH GENDER
PAY GAP REPORT
2024

I confirm the information and data reported is accurate at the time of publication.

Signed:



Amit Anand

Vice President - Finance,
Estée Lauder Cosmetics Ltd