

Beiersdorf

# OUR 2025 UK GENDER PAY GAP REPORT

At Beiersdorf, our commitment to Diversity, Equity & Inclusion (DE&I) remains central to who we are and continues to be in line with our company purpose: Care Beyond Skin. We are proud to maintain strong gender representation across our organisation and remain focused on fostering an inclusive culture where everyone can thrive.

The annual gender pay gap report provides important transparency about gender representation across levels and helps us understand the structural drivers behind our pay outcomes. As with the previous year, the results below reflect the **unadjusted UK gender pay gap**, which compares the pay of all men and all women, without accounting for factors such as role type, level, skills or tenure.



## About this report

Under UK gender pay gap legislation, we report the following as of 5 April 2025:

- ✓ The difference in mean 'hourly rate of pay' between male and female 'full pay relevant employees'
- ✓ The difference in median 'hourly rate of pay' between male and female 'full pay relevant employees'
- ✓ The difference in mean 12 month 'bonus' pay between all male and female 'relevant employees'
- ✓ The difference in median 12 month 'bonus' between all male and female 'relevant employees'
- ✓ The proportion of men and women in each hourly pay quartile
- ✓ The proportion of men and women receiving bonuses

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**Gender pay gap and pay equity are not the same:**  
These results are only looking at the gender pay gap. A pay equity gap is the difference in pay between men and women performing equivalent roles within an organisation – it's a comparison within equivalent roles.

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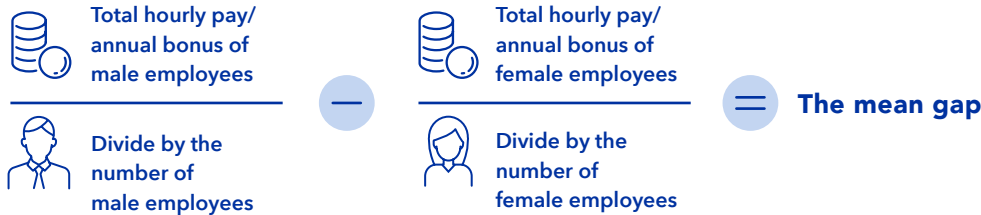
Fair compensation is central to the people and equity strategy globally at Beiersdorf. We regularly evaluate our compensation outcomes across countries to ensure that employees performing the same work receive the same pay, regardless of gender. To understand our position globally, we conducted our first global pay equity audit in 2025. The audit highlighted strengths across regions and roles while also identifying areas for further development.

# Our 2025 Gender Pay Gap Results

Our 2025 report is based on: 279 full pay relevant employees (vs. 246 in 2024) and 170 women and 109 men (vs. 151 women and 95 men in 2024).

## The **mean** gap

This is all pay/bonuses added together and divided by the number of employees.

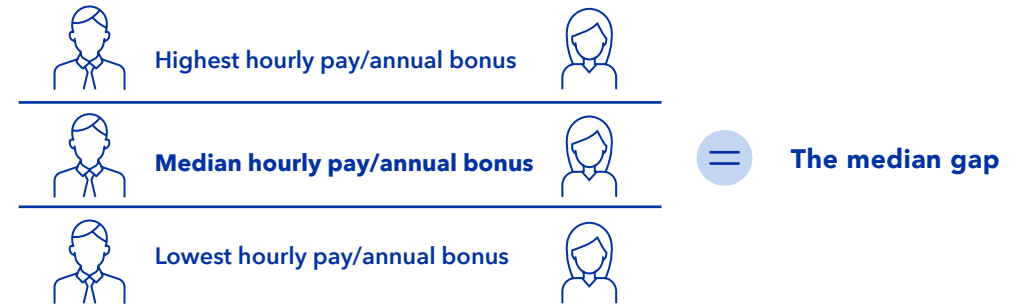


The **mean hourly pay gap has reduced sharply to 6.6%** from 13.0% last year. While the mean remains influenced by a small number of men in senior positions with high compensation, this reduction demonstrates meaningful movement toward greater balance across our organisation. Mean figures are mathematically sensitive to extreme values – in an organisation of our size, even a small number of individuals at the top of the pay scale can have a considerable effect on this statistic.

The **mean bonus gap has also reduced to 26.3%** from 38.1%, improving considerably. This statistic is driven by some extreme outliers. However, we have significantly increased bonus participation across both genders. This along with change in overall headcount has reduced the impact of the male outliers on the bonus.

## The **median** gap

The median is the mid-point between the highest and lowest hourly pay rate/annual bonus payments. The median pay gap compares the earnings of the middle employee for men to the middle earner for women.



The **median hourly pay is now significantly in favour of women at -10.2%**, as compared to -0.9% last year. The median is the most reliable indicator of typical pay because it is less affected by extreme outliers. This shift reflects a larger proportion of women in the organisation than last year, more women in mid-level grades relative to men and more men in the lowest grade, where hourly pay is lower. This shows that women are being rewarded fairly and progressing into better-paid roles.

The **median bonus gap remains small at 3.6%**, as compared to 1.1% last year, indicating that typical bonus outcomes are broadly consistent across genders. While this has increased slightly, it remains a minimal gap and demonstrates that for the majority of our employees, bonus opportunities are equitable regardless of gender.

Beiersdorf's overall mean pay and bonus gaps continue to remain **lower than the average across the UK Perfume and Cosmetics industry.**

The industry **mean pay gap:**  
**20.1%**

Beiersdorf's **mean pay gap:**  
**6.6%**

The industry **mean bonus gap:**  
**40.6%**

Beiersdorf's **mean bonus gap:**  
**26.3%**

# Our 2025 Gender Pay Gap Results

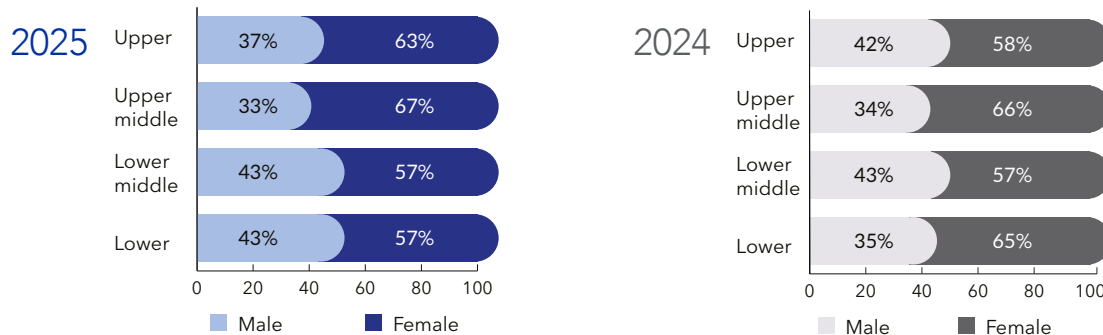
The percentage of employees receiving a bonus



Bonus eligibility is almost identical between men and women – a positive indicator of fairness and access.

## Pay quartiles

Women continue to be over-represented in all four quartiles, including the upper quartile. This reflects strong female representation across the organisation but also highlights structural drivers of the pay gap:



Women are well represented in upper and upper-middle quartiles, reflecting strong presence in leadership and senior roles. While women remain slightly overrepresented in the lower quartile at 57%, this represents significant improvement from last year. It indicates that women are moving up from lower-paid roles and that our recruitment practices are creating more equitable starting points into Beiersdorf. Increased male representation at lower grades (from 35% to 43%) helps explain why the median now strongly favours women.

This quartile movement from 2024 to 2025 demonstrates that women are not only entering Beiersdorf UK but are progressing into higher-paid positions and thriving in senior roles. The combination of increased female representation at the top and better balance at entry levels creates the conditions for continued progress.

## What do the mean and median gap calculations include?

The pay gap calculations are based on what the employees were actually paid during the pay period covering 5 April 2025.

This includes 'ordinary pay' (basic pay, allowances etc) and 'bonus pay' (bonus, any performance awards) paid in the month of April 2025. Note that if an employee makes any salary sacrifice payments (i.e. to pension or childcare) then these amounts are deducted. Any employees who were being paid at a reduced rate during April 2025 due to being on leave (e.g. maternity leave, parental leave or sick leave) are excluded from the pay gap calculations.

The bonus gap statistics are based on what the employees were paid in bonus in the 12 months to 5 April 2025. This includes any award of cash, vouchers or incentives. For each employee that received a bonus, all types of bonus payment received over the year are added up.

Any employees who were being paid at a reduced rate during April 2025 due to being on leave (e.g. maternity leave, parental leave or sick leave) are included in the bonus gap calculations.

**The pay gap calculations are based on what the employees were actually paid during the pay period covering 5 April 2025.**

**The bonus gap statistics are based on what the employees were paid in bonus in the 12 months to 5 April 2025.**

## Looking ahead

Our 2025 results demonstrate that Beiersdorf UK is making measurable progress toward pay equity. With women now typically earning 10.2% more than men (median), our mean pay gap halving to 6.6%, and 63% of our highest-paid employees being female, we have achieved structural improvements that create the foundations for continued progress. While work remains – particularly in continuing to strengthen the balance of representation in our senior leadership roles – the trajectory is clear: our commitment to DE&I is translating into real outcomes for our people.

We will continue to:

- ✔ Strengthen female representation in senior leadership
- ✔ Monitor distribution impacts across levels
- ✔ Review structural influences on pay and bonus outcomes
- ✔ Maintain transparency and fairness in all processes globally and in the UK

We have a global network of over 100 DE&I champions and a community called 'Sisterhood is Power,' which empowers women through inspiration, peer support, mentoring, and advocacy. The community shares success stories and best practices, creates a supportive network for women, pairs them with experienced mentors, and promotes policies for gender equality. In 2025, the UK affiliate established a local chapter of 'Sisterhood is Power', with leadership sponsorship and active participation from many employees.

In 2025, Beiersdorf provided Diversity, Equity & Inclusion training to People Managers both globally and within the UK, reaffirming our commitment to making these principles a central focus for all team leaders. This initiative also reinforces our ongoing efforts toward achieving pay equity.



Vidya Kumar  
HR Director



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True equality can only be achieved when fair and equal conditions are ensured for everyone. At Beiersdorf, we are committed to creating an inclusive and equitable working environment for all colleagues. We will continue to work actively to close the gender pay gap through regular reviews and transparent practices.

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