

ELEMIS

GENDER PAY GAP REPORT

202%

At ELEMIS, people are at the heart of everything we do.

We recognise our gender pay gap is driven by the structure of our workforce and the concentration of women in certain roles and levels within the organisation. We are committed to creating more opportunities for women to grow, progress and lead - ensuring our organisation reflects the talent we have today.

Through the actionable steps we're taking, we were pleased to see a decrease in our Gender Pay Gap for 2025, with a 4.34 pts reduction in our mean and a 3.78 pts reduction in our median gap versus 2024. We are encouraged by the progress we have made but we know that real change takes time, intention and sustained action.

Our priority is building a culture where everyone feels valued, supported and able to thrive.

I confirm that the information contained in this report is accurate.

Noella Gabriel, CEO & Co-Founder, ELEMIS



UNDERSTANDING THE GENDER PAY GAP

Gender Pay Gap

Measures the difference in average earnings between men and women across the whole organisation. This reflects workforce composition – how men and women are distributed across roles and pay levels.

Equal Pay

Ensures men and women are paid equally for the same or equivalent roles. At ELEMIS, analysis confirms that when comparing like-for-like roles, pay is consistent regardless of gender.

How We Calculate It

Mean

Average hourly pay difference between men and women

Median

Midpoint difference when pay ranked lowest to highest

Quartiles

Employees split into four equal pay bands to show distribution

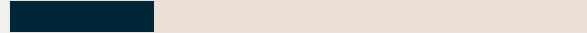
GENDER PAY GAP REPORTING 2025

GOV.UK — Gender Pay Gap Reporting 2025 · ELEMIS

HOURLY RATE

Women's hourly rate is:

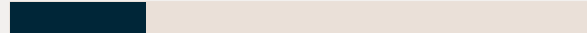
MEAN



30.58%

▼ was 34.92% in 2024

MEDIAN



26.94%

▼ was 30.27% in 2024

Workforce composition is a key driver of our gender pay gap, not unequal pay for equivalent roles.

BONUS PAY

Who receives bonus pay:



Men

8%



Women

52%

Women's bonus pay is:

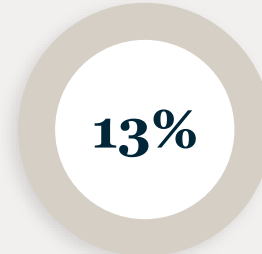
MEAN

-101.17%

MEDIAN

-86.15%

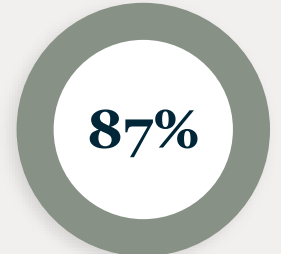
OVERALL



13%



Men

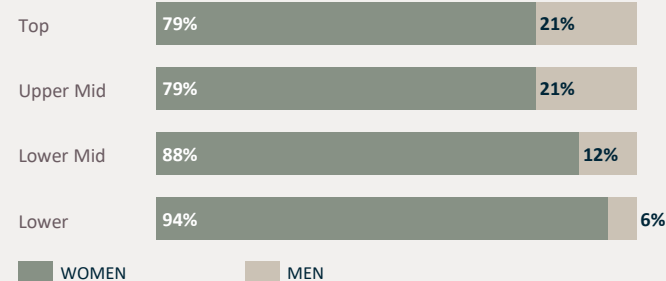


87%



Women

PAY QUARTILES



Our Commitment & Next Steps

We have a predominantly female workforce, reflecting the nature of our industry. Women are particularly strongly represented in our Beauty Therapist and Advisor population.

Talent Pipelines

Strengthening recruitment practices to broaden diverse talent pipelines.

Leadership Development

Investing in leadership development to support career progression.

Inclusive Policies

Embedding flexible, inclusive policies that enable careers to grow at every life stage.

Performance & Reward

Embedding performance-reward connection through more frequent reviews grounded in transparency.

Data & Accountability

Continuing to monitor data closely, using it to inform action and track progress.