Our Mission: Beauty for All

L'Oréal's guiding mission is to create Beauty For All, a dedication to fulfilling the diverse beauty needs of consumers around the world by making products available in every geographic region, across every distribution channel.

C1 - Internal use

L'ORÉAL

86,000
employees

36
brands

150
countries

1st
cosmetics group worldwide(1)

A sustainable transformation programme "Sharing Beauty With All"

26.9
billion euros sales in 2018

4.92
billion euros in opertating profit

505
patents registered in 2018

(1) Source: WWD, "Beauty's Top 100", May 2018.

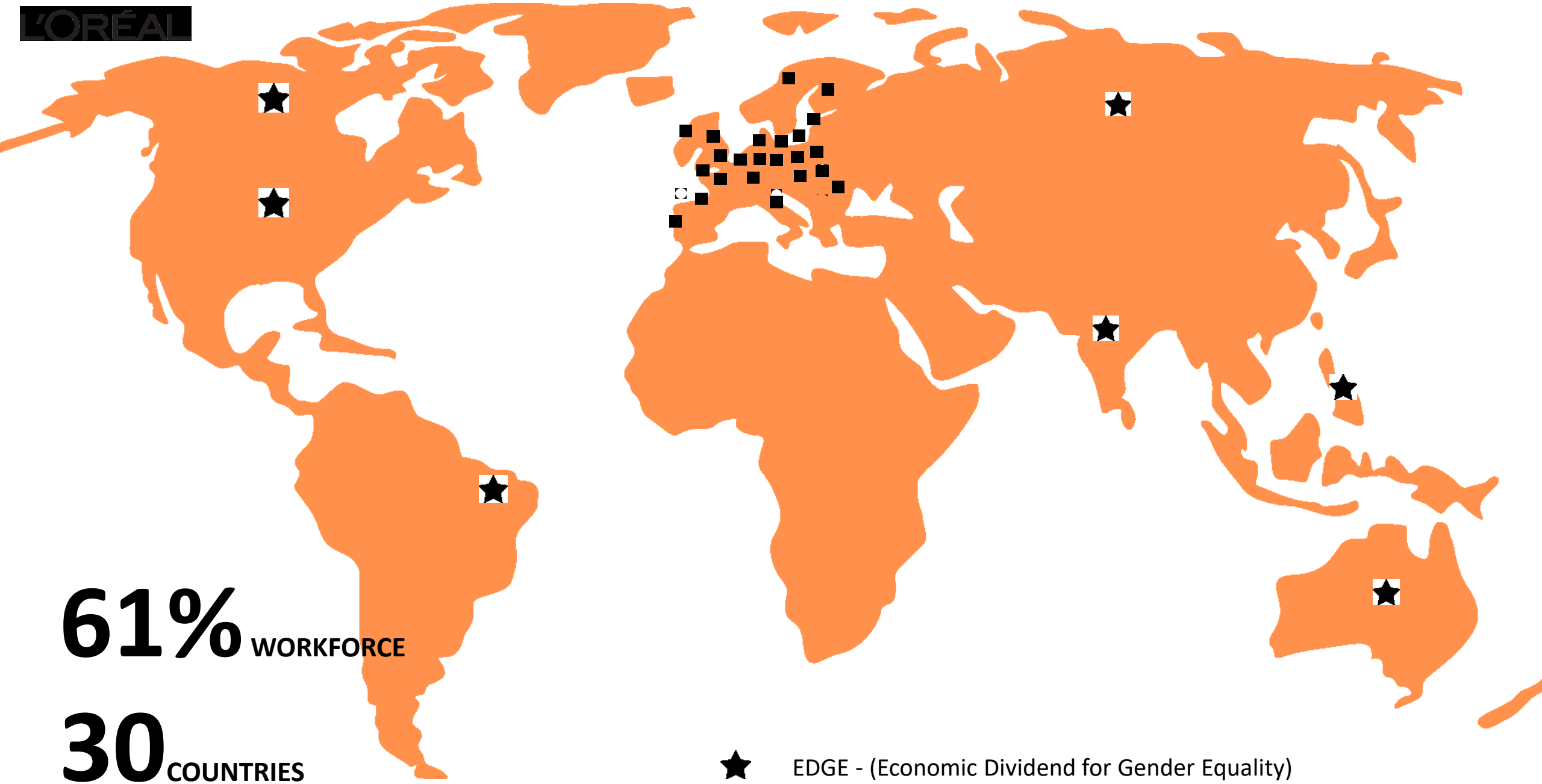
C1 - Internal use

Accreditation Organizations

The Economic Dividends for Gender Equality (EDGE) is the Leading Global Assessment Methodology and Business Certification for Workplace Gender Equality. The EDGE Strategy measures where organizations stand in terms of gender balance across their pipeline, pay equity, effectiveness of policies and practices to ensure equitable career flows and inclusive cultures.

The GEEIS Management Support Tool is designed to provide companies a full methodology to help them in the management and measurement of gender equality within their structure. GEEIS assists in the assessment of the implementation of actions and the advancement of gender equality within the company.

L'ORÉAL



61% WORKFORCE

30 COUNTRIES

★ EDGE - (Economic Dividend for Gender Equality)

● GEEIS - (Gender Equality European and International Standard)

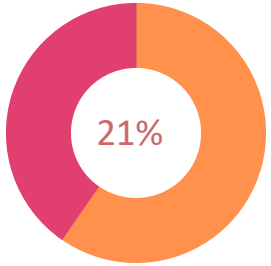
C1 - Internal use

L'Oréal Global

2010 2018

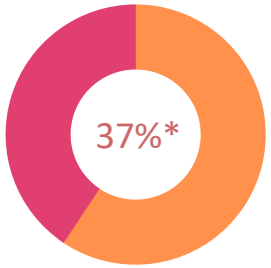
Women in Top Management

Executive Committee



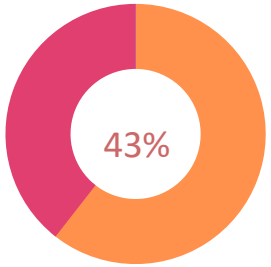
31%

Key Positions



54%**

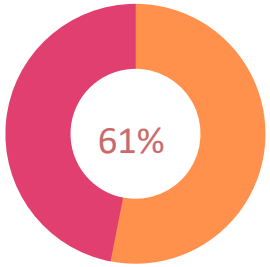
Global Brand General Managers



66%

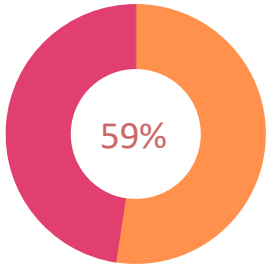
Women Career Development

Promotions



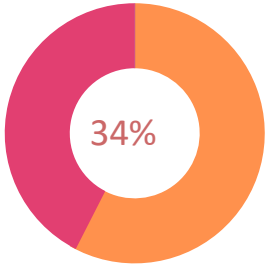
69%

Training



65%

Expatriates



46%

*2013 data

**Strategic, Group, and Local key positions

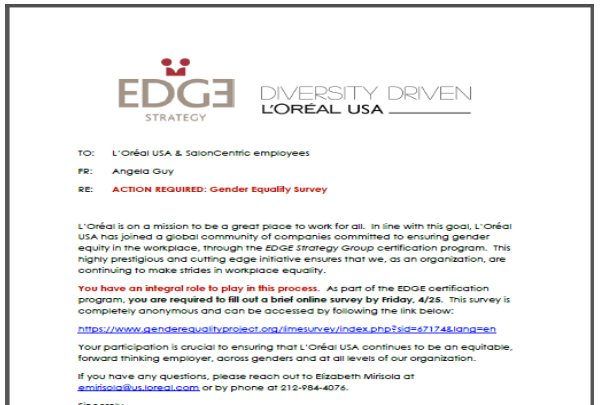
L'ORÉAL USA

EDGE STRATEGY

A three-pronged approach to measuring gender equity

Employee Survey

Completed by >30% L'Oréal USA employees



EDGE STRATEGY DIVERSITY DRIVEN L'ORÉAL USA

TO: L'Oréal USA & SalonCentric employees

FR: Angela Guy

RE: **ACTION REQUIRED: Gender Equality Survey**

L'Oréal is on a mission to be a great place to work for all. In line with this goal, L'Oréal USA has joined a global community of companies committed to ensuring gender equity in the workplace, through the *EDGE Strategy Group* certification program. This highly prestigious and cutting edge initiative ensures that we, as an organization, are continuing to make strides in workplace equality.

You have an integral role to play in this process. As part of the EDGE certification program, **you are required to fill out a brief online survey by Friday, 4/25.** This survey is completely anonymous and can be accessed by following the link below:

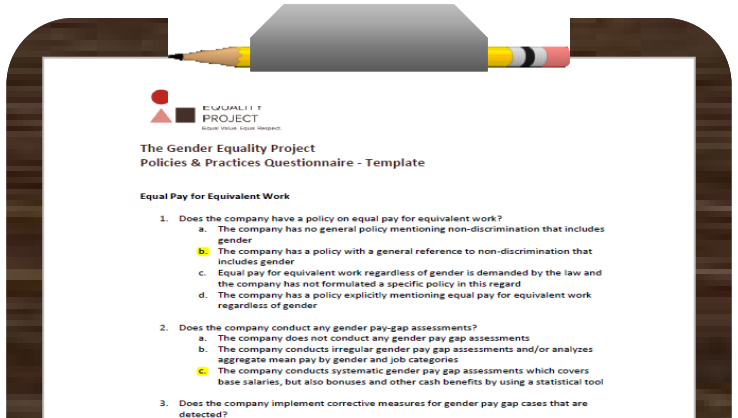
https://www.genderequalityproject.org/limesurvey/index.php?sid=67174&lang=en

Your participation is crucial to ensuring that L'Oréal USA continues to be an equitable, forward thinking employer, across genders and at all levels of our organization.

If you have any questions, please reach out to Elizabeth Mirisola at emirisola@us.loreal.com or by phone at 212-984-4076.

Policies & Practices

Comprehensive review of HR policies



EQUALITY PROJECT

The Gender Equality Project
Policies & Practices Questionnaire - Template

Equal Pay for Equivalent Work

1. Does the company have a policy on equal pay for equivalent work?
   a. The company has no general policy mentioning non-discrimination that includes gender
   b. The company has a policy with a general reference to non-discrimination that includes gender
   c. Equal pay for equivalent work regardless of gender is demanded by the law and the company has not formulated a specific policy in this regard
   d. The company has a policy explicitly mentioning equal pay for equivalent work regardless of gender
2. Does the company conduct any gender pay-gap assessments?
   a. The company does not conduct any gender pay gap assessments
   b. The company conducts irregular gender pay gap assessments and/or analyzes aggregate mean pay by gender and job categories
   c. The company conducts systematic gender pay gap assessments which covers base salaries, but also bonuses and other cash benefits by using a statistical tool
3. Does the company implement corrective measures for gender pay gap cases that are detected?

Data Tables

Representing 12,000 employees

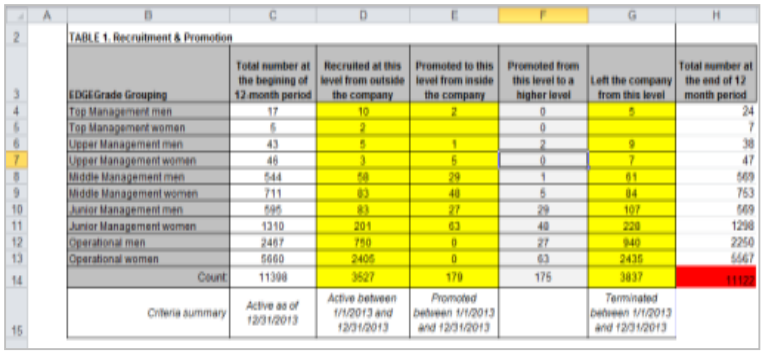


TABLE 1. Recruitment & Promotion

EDGE Grade Grouping	Total number at the begining of 12-month period	Recruited at this level from outside the company	Promoted to this level from inside the company	Promoted from this level to a higher level	Left the company from this level	Total number at the end of 12 month period
Top Management men	17	10	2	0	5	24
Top Management women	5	2		0		7
Upper Management men	43	5	1	2	9	38
Upper Management women	46	3	5	0	7	47
Middle Management men	544	58	29	1	61	569
Middle Management women	711	83	48	5	84	753
Junior Management men	595	83	27	29	107	569
Junior Management women	1310	201	63	48	228	1298
Operational men	2467	750	0	27	940	2250
Operational women	5660	2405	0	63	2435	5567
Count	11398	3627	179	175	3837	11122
Criteria summary	Active as of 12/31/2013	Active between 1/1/2013 and 12/31/2013	Promoted between 1/1/2013 and 12/31/2013		Terminated between 1/1/2013 and 12/31/2013	

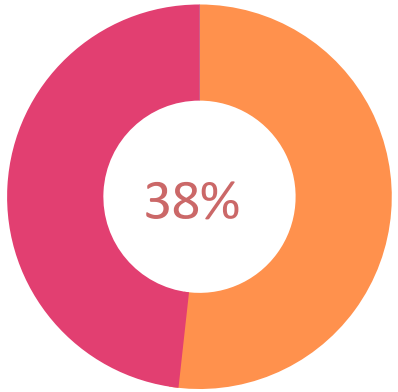
L'Oréal for Women Roadmap

L'Oréal USA

2014 2019

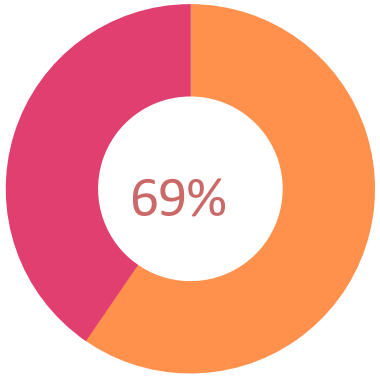
Women in Top Management

Executive Committee



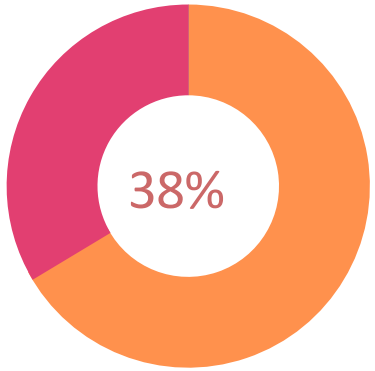
56%

Promotions



74%

Brand General Managers



75%

C1 - Internal use

L'ORÉAL USA

2020 Benchmarks

MAKING PROGRESS TOWARDS GENDER EQUALITY
EQUILEAP TOP 100 2019

2019 Bloomberg Gender-Equality Index

ASSESS THE GLOBAL BUSINESS CERTIFICATION FOR GENDER EQUALITY
EDGE CERTIFIED ™

NATIONAL ASSOCIATION FOR FEMALE EXECUTIVES nafe TOP COMPANIES FOR EXECUTIVE WOMEN

WORKING MOTHER BEST COMPANIES FOR MULTICULTURAL WOMEN 2019

WORKING MOTHER 100 BEST COMPANIES

BEST PLACES TO WORK FOR DADS 2020

HUMAN RIGHTS CAMPAIGN FOUNDATION 2020 BEST PLACES TO WORK for LGBTQ Equality 100% CORPORATE EQUALITY INDEX

Why Accreditation is important

- Transparency
- Responsibility
- Unbiased evidence
- Validation of commitment
- Accountability
- Action

Tak
Teşekkür ederim
Хвала
Hvala
شكرا
Köszönöm
Sağol
Merci
شكرا لك
Dziękuję
متشكرم
ありがとう
Thank you
Danke
Obrigado
Gracias
Grazie
Спасибо
Ευχαριστώ
धन्यवाद
Dankon
Terima kasih
謝謝
Благодаря
Спасибо
Kiitos