



DE&I Heart Journey Report



SEPHORA

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This report primarily focuses on US programs, activities, and data between June 1, 2024–May 31, 2025, unless otherwise noted. Further details and information can be found at: inside-sephora.com/en/usa/diversity-equity-inclusion.

A Note from Us to You



George-Axelle Broussillon Matschinga

Vice President
Diversity, Equity & Inclusion
Sephora USA

At Sephora, we champion all beauty fearlessly and are committed to building inclusive environments for our employees, clients, and the communities we serve. Our DE&I Heart Journey embodies our long-standing commitment to create a world of inspiration and inclusion where everyone can celebrate their unique beauty. Being transparent and sharing our progress in this effort is a reflection of our foundational beliefs and will hopefully

impact the beauty community at large. Over the years, we've embedded inclusion across our business to foster inclusive experiences and environments. To sustain and accelerate this progress, we've streamlined our DE&I strategy. This report reflects that journey—highlighting major milestones such as tripling the number of Black-owned brands on our shelves, increasing our spend with under-

represented suppliers by more than 8%, and bringing together 86 major retailers through the Mitigate Racial Bias in Retail Charter, co-created with the non-profit Open to All. Our evolved DE&I framework, built around six key initiatives, was created to work towards inclusive growth across our business, as well as the broader industry. Our work to create the world's most welcoming and inclusive

beauty community is an on-going effort—and I'm excited about what we've accomplished together so far. As we look ahead, we remain energized by our ambition to improve our standing as an employer, retailer, and partner of choice even further.



Corey Yribarren

Chief People Officer
Sephora North America

Sephora's commitment to inclusivity is foundational to who we are as a brand, an employer, and a team. Over the years, we've thoughtfully charted our DE&I Heart Journey initiatives across all facets of our business, including our corporate offices, our retail network, and our distribution centers.

Being recognized as a Great Place to Work for the past two years and receiving the EDGE certification—the global standard for workplace inclusion—in 2024, are both meaningful milestones

and a reflection of our ongoing commitment to creating workplaces where everyone can thrive. Looking back on the progress we've made together so far, it's been amazing to witness the brand's growth and I'm energized by what's ahead.

As we continue on our journey, we remain anchored in our purpose—which has always guided our actions—to lead with passion and heart so that we can authentically support our teams, partners, and clients and form deeper connections with our community.



Artemis Patrick

President and CEO
Sephora North America

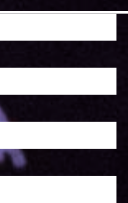
As a leading employer and retail destination that serves a far-reaching beauty community, including brand founders, beauty experts, and passionate consumers, inclusion has always been a core component of the Sephora experience. Sephora's DE&I Heart Journey has played a critical role in furthering our commitment to celebrate and inspire our diverse beauty lovers.

Our story has always centered around making beauty accessible to all. From breaking down beauty counter culture since our inception

to showing beauty enthusiasts as multifaceted by shining a light on and stepping outside of "traditional" partnerships, we continue to build upon our mission to create a welcoming place for all where self-expression is honored.



Our DE&I Heart Journey



We champion a world of inspiration and inclusion where everyone can celebrate their beauty

Sephora believes in championing all beauty, living with courage, and standing fearlessly together to celebrate our differences. Diversity, equity, and inclusion are the core values that fuel all areas of our business.

We will never stop building a community where diversity is expected, self-expression is honored, all are welcomed, and you are included. This mission informs our brand platform, “We Belong to Something Beautiful,” which is our guiding principle and motivates all we do. Because when more people feel like they belong, the whole world is more likely to reap the benefits of their unique greatness.

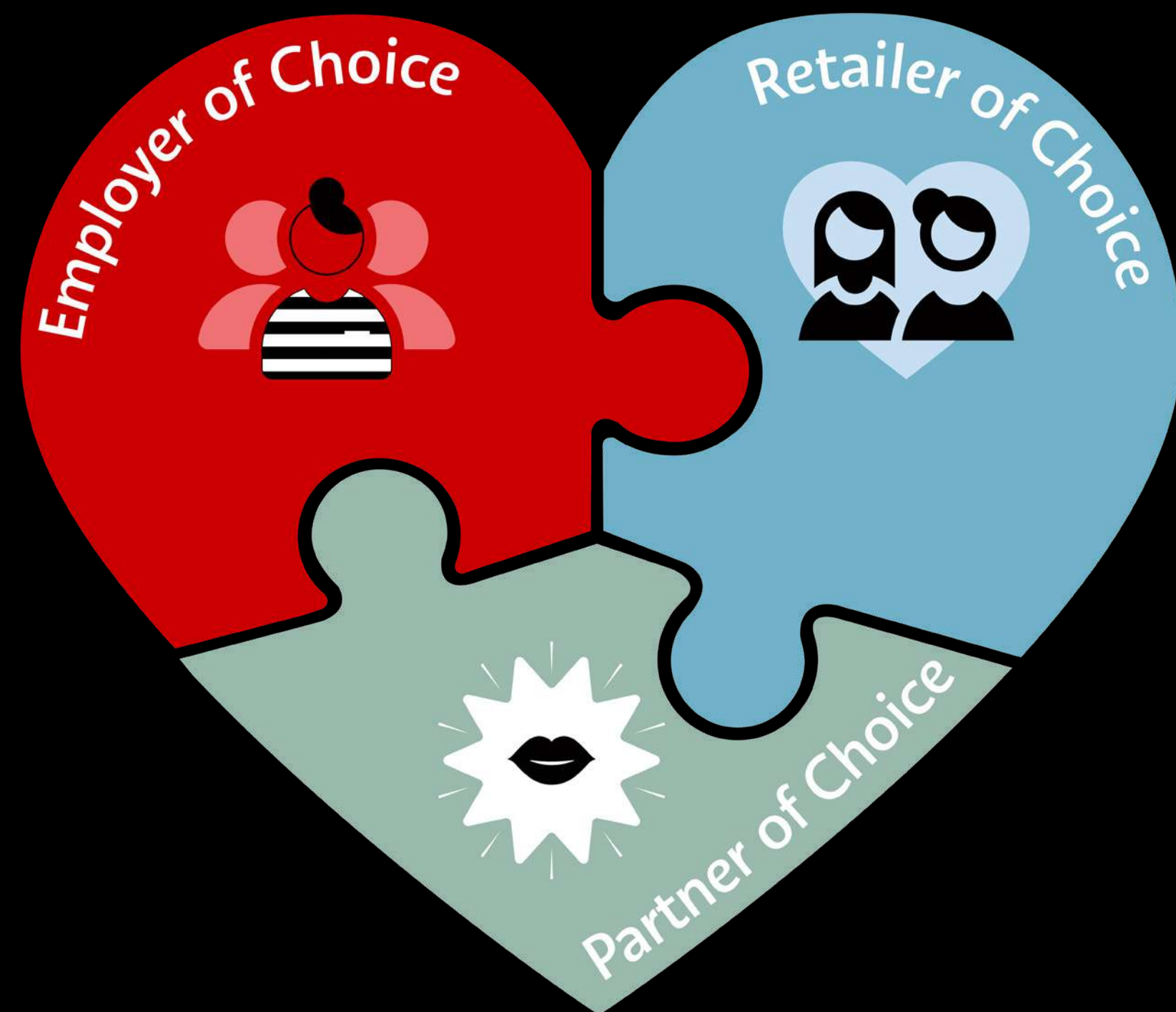
In 2020, we launched our holistic DE&I Heart Journey strategy with the vision to become the DE&I champion in the retail industry.

Our mission remains clear and strong: Championing all beauty fearlessly and building inclusive environments for our employees, clients, and communities.

Previously, we had 11 DE&I initiatives supported by 11 Task Forces. Given the collective progress made over the years, we have refined our focus around six DE&I initiatives supported by six Committees providing strategic guidance and ensuring accountability.

Through our DE&I Heart Journey strategy, purpose, and values, we are committed to fostering an inclusive working and shopping environment at Sephora and beyond.





VISION

Become the diversity, equity, and inclusion champion of the beauty retail industry.

MISSION

Champion all beauty fearlessly and build inclusive environments for employees, consumers, and communities.



We focus on three key pillars

EMPLOYEES

Our employees are an inspiring group of people with widely varied backgrounds and experiences. They are key to who we are as a brand and to our ambition to cultivate inclusion.




CONSUMERS

To provide the level of service you deserve, we create welcoming, inclusive, and accessible experiences. That way, you can proudly champion your beauty fearlessly.

COMMUNITIES

Our communities are made up of suppliers and nonprofits that reflect our diverse populations and include those who empower and support others.

To help implement and prioritize our six DE&I initiatives, we launched an executive DE&I Steering Committee, which aims to hold us accountable internally.

	OUR DE&I INITIATIVES	OUR DE&I GOALS
 <p>Employer of Choice</p>	<p>Representation/ Leadership Mix</p> <p>Inclusive Culture</p>	<p>Continue increasing the share of under-represented talent through inclusive hiring, advancement, and retention.</p> <p>Cultivate anti-racist, inclusive, and accessible workplaces through DE&I trainings, employee resource groups, and DE&I stories.</p>
 <p>Retailer of Choice</p>	<p>Inclusive Marketing and Brand & Product Diversity</p> <p>In-Store Experience</p>	<p>Drive inclusion and diverse representation on our platforms to lift up all forms of beauty. Support the Fifteen Percent Pledge and increase the share of Black-owned brands.</p> <p>Continue addressing and mitigating unconscious bias in our stores with a focus on BIPOC clients and clients with disabilities.</p>
 <p>Partner of Choice</p>	<p>Supplier Diversity</p> <p>Community and Industry Impact</p>	<p>Increase our spend with underrepresented suppliers.</p> <p>Champion change at industry level and create a collective impact through thought leadership, strategic partnerships, and charitable engagements.</p>



An Inclusive Workplace for Our Employees

Our commitment to making our workplace an inclusive space

Without our employees, none of this would be possible. Sephora is committed to implementing a series of initiatives designed to attract, develop, and support a diverse workforce.

We want our employees to feel safe and supported every day, and to feel that working here is more than just a job.

Through inclusive hiring, training, and advancement, we will create an inclusive, unbiased, and accessible environment and a sense of belonging for all of our employees. This will help retain our workforce, from entry-level to leadership, and ensure our employees feel safe and Sephora's values are upheld at all levels within the organization.



Representation/ Leadership Mix

When it comes to hiring, we always make sure our candidate pool has a wide range of backgrounds and experiences. With an inclusive mindset at the forefront, we can build a more representative workforce and can more accurately reflect our consumers.

We welcome every candidate and believe diverse backgrounds are not only imperative to bringing the values of our brand to life, but also to making the world a place where varied voices can influence ever-evolving ways to change and grow.

+5%

Since 2020, there has been a five percent increase of Black and African American leaders hired throughout the organization.

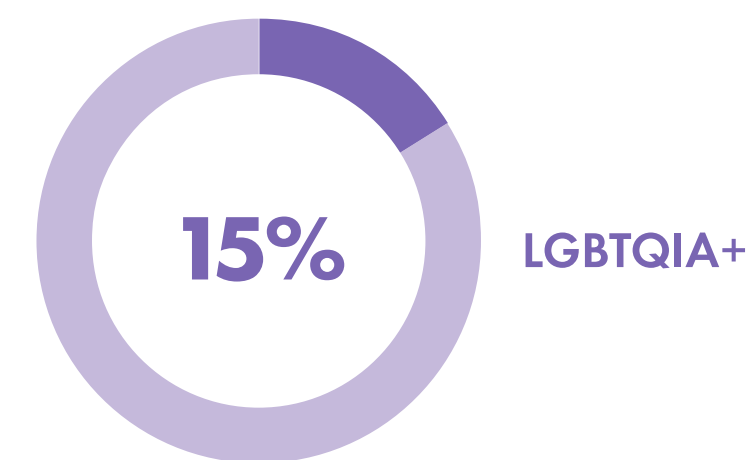
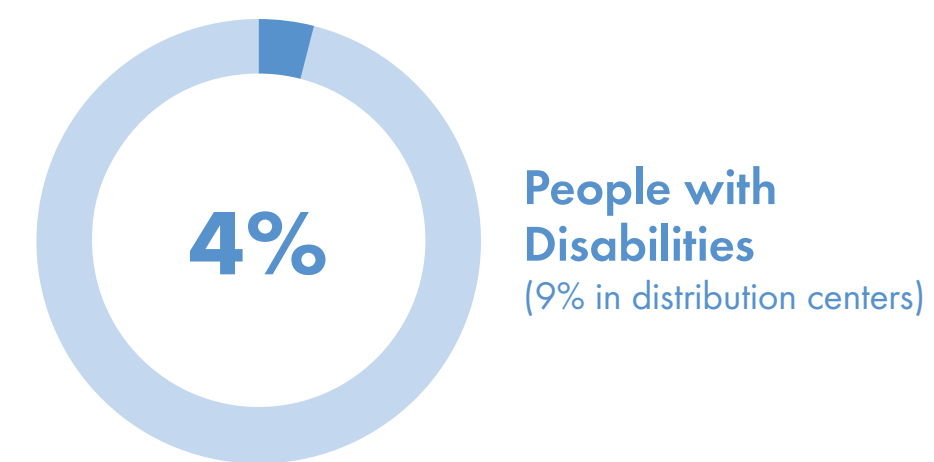
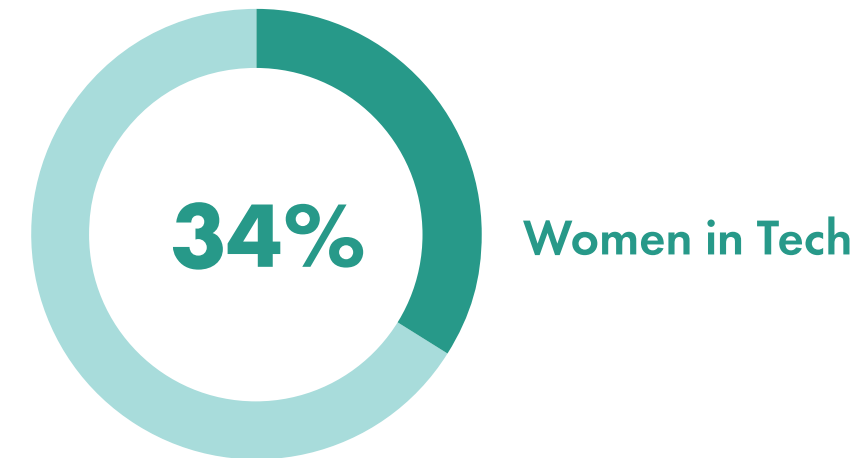
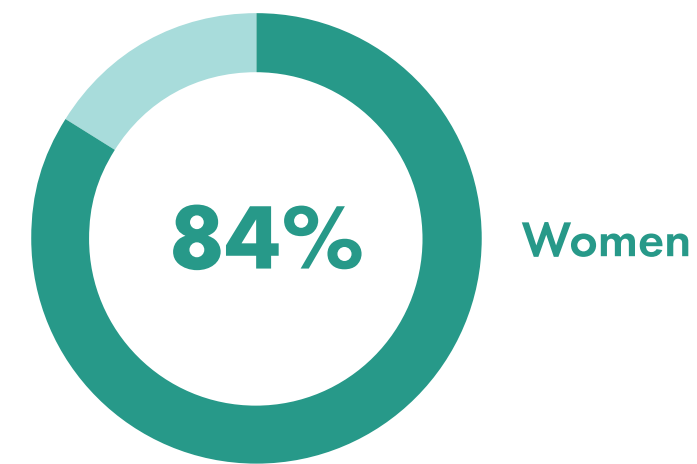
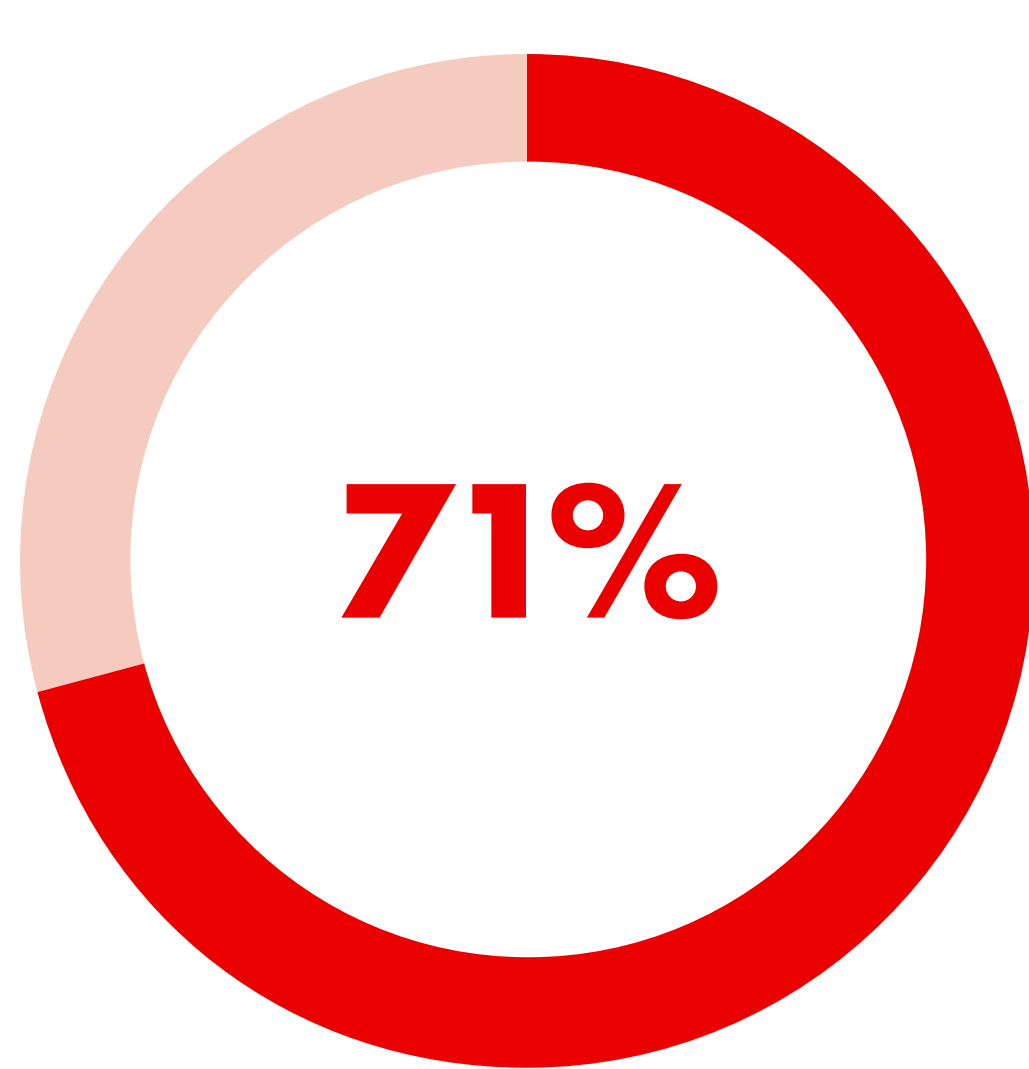
+4%

Since 2020, there has been a four percent increase of Hispanic/Latino leaders hired throughout the organization.

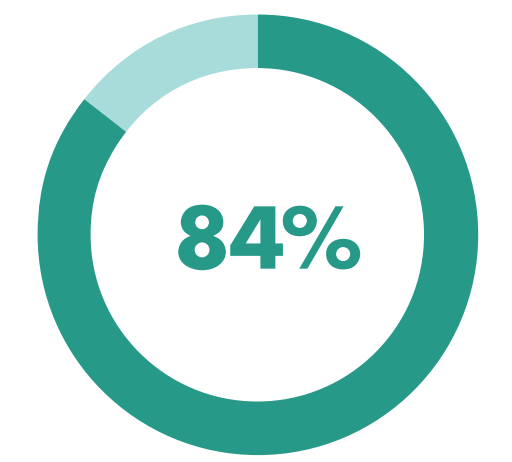
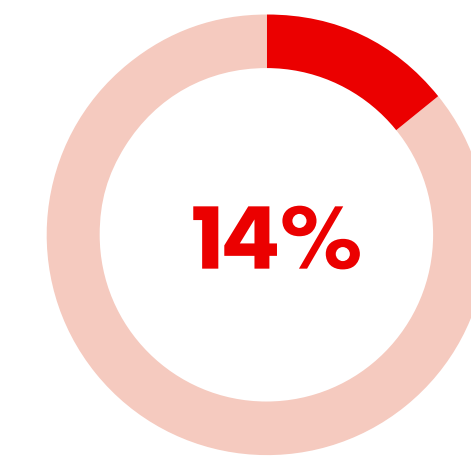
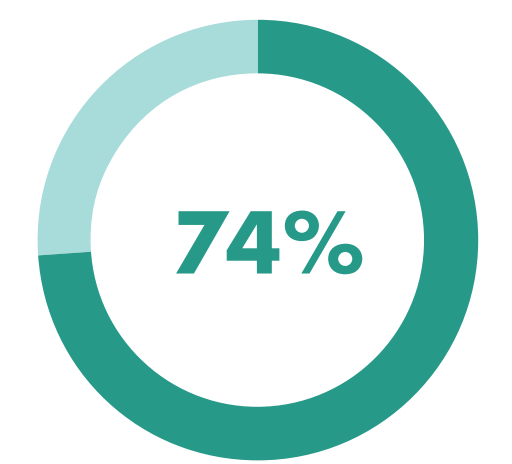
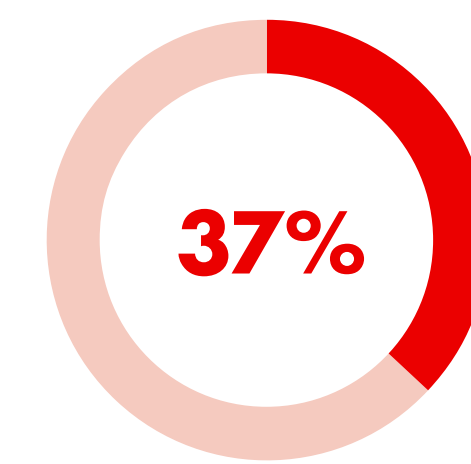
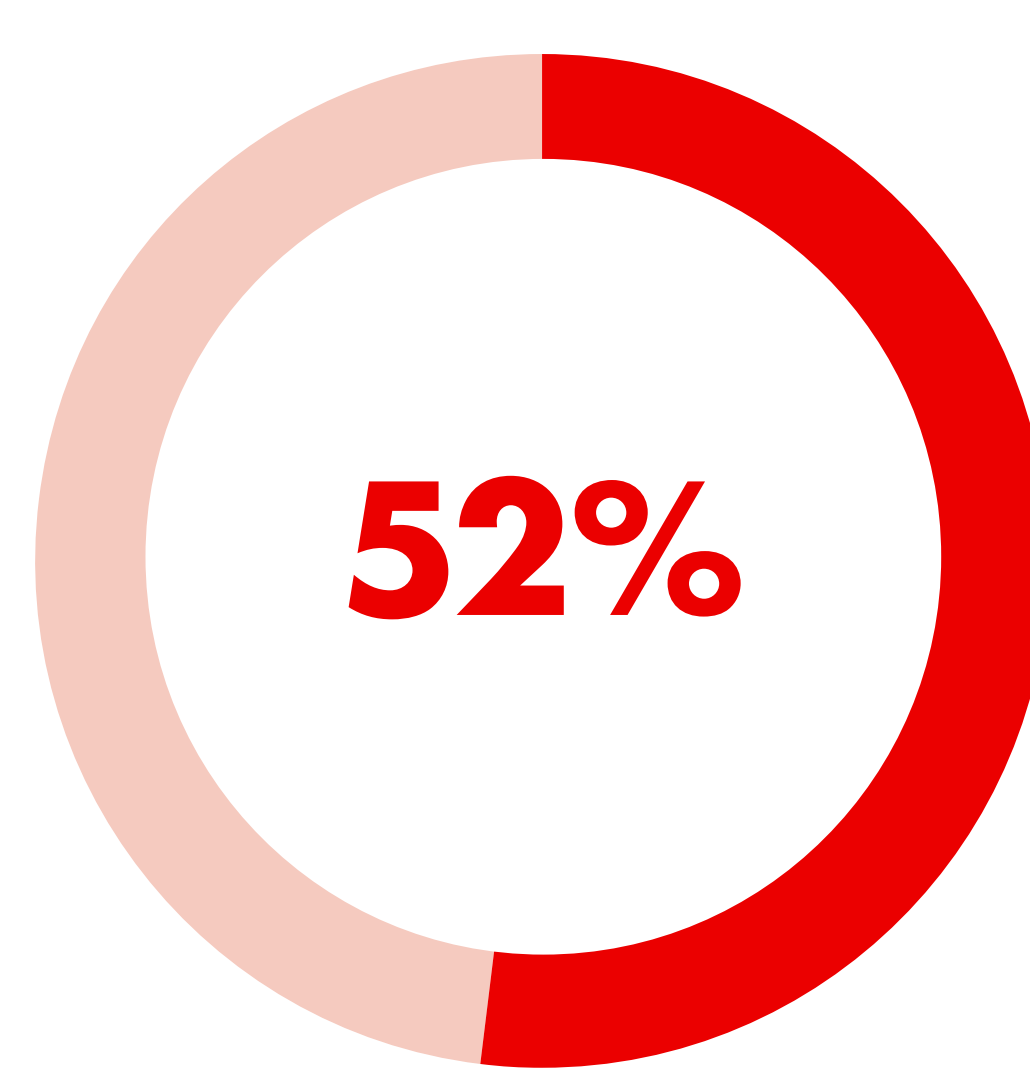
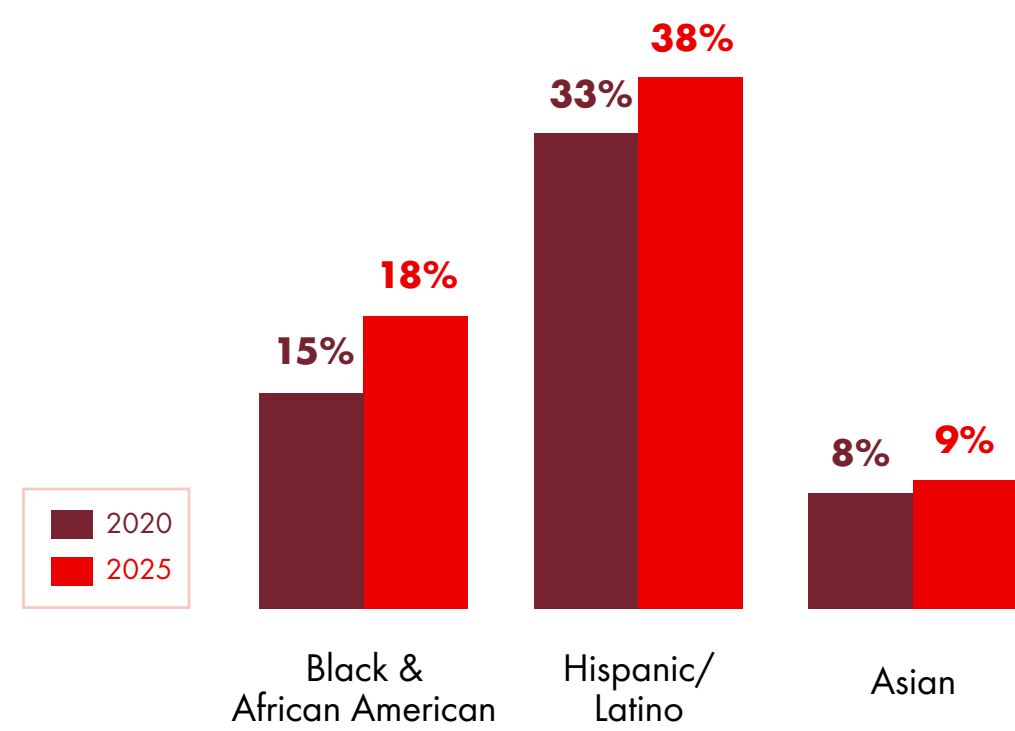


Our Employee Demographics

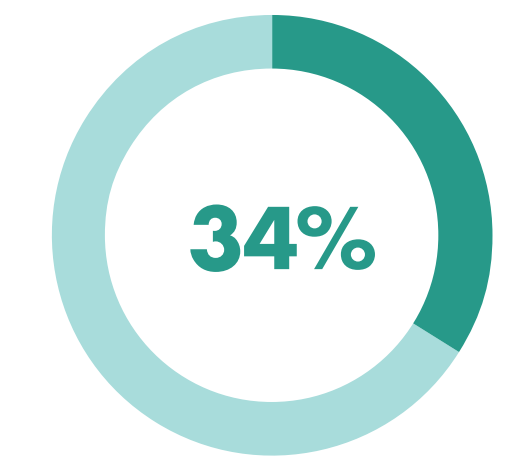
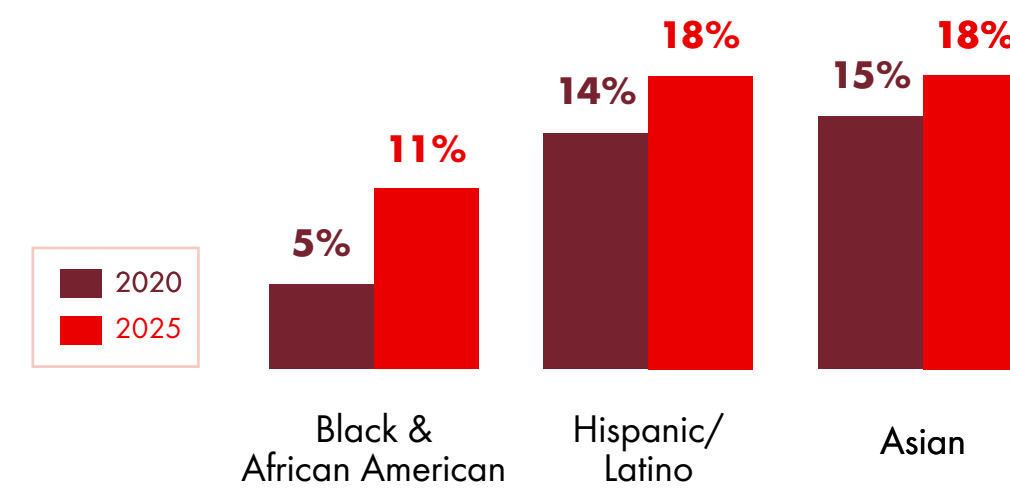
Our Leadership Demographics



People of Color



People of Color Managers & Above



All data represent employees who self-identified to the respective categories

Next-Gen Initiatives



SEPHORA INTERNSHIP
Creating the foundation for successful careers

INTERNSHIP PROGRAM

Sephora’s Summer Internship program equips the next generation of talent with the tools needed to turn their passions into meaningful careers. Our 10-week program is designed to provide a dynamic and immersive experience that blends hands-on learning, curated training, mentorship from industry leaders, and exposure to Sephora’s vibrant and inclusive culture. Interns gain real-world experience by contributing to projects that drive our business forward.

In Summer 2025, we welcomed **37 interns**, including four store employees and participants from the Drexel University Co-op Program. Interns were placed across 10 departments spanning our corporate offices and distribution centers, gaining diverse insights into the beauty industry and Sephora’s operations.



SEPHORA LEAP
Learn. Engage. Aspire. Path.
A diverse rotational development program

LEAP ROTATIONAL MANAGEMENT PROGRAM

LEAP is a 10-month cross-functional program that sets early career professionals up for success in launching their careers at Sephora. Trainees rotate through three core business areas, delving into strategic operations and interdepartmental workflows to build a comprehensive understanding of our corporate ecosystem. The program includes weekly career training, professional coaching, business unit case studies, individualized mentorship, and store immersion to ready our talent for placement at the conclusion of the program.

In the Cross-Business Rotational Program, trainees rotate through **Marketing, Merchandising, and Supply Chain**. This year, the program expanded to include a **Finance Rotational Program**, with rotations through **Business Planning & Analysis, Treasury, and Accounting**.

In May 2025, **six trainees completed the Cross-Business Rotational Program**, two of which were former store employees, and one trainee completed the Finance Rotational Program.





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TALENT INCUBATOR PROGRAM

Sephora Talent Incubator Program (STIP)

At Sephora, we strive to provide everyone with advancement opportunities. We're working to ensure everyone has the same chances for internal jobs, the same access to experiences and opportunities supporting leadership development, and that open positions are visible and offered to all equitably without bias.

The Sephora Talent Incubator Program is our first-ever structured mentoring and coaching program designed to build our next generation of inclusive leaders. After its initial launch in Sephora US, the program's scope increased to North America in 2023 to include mentees and mentors from Sephora Canada.

This six-month program is designed for managers and supervisors across our offices, stores, and distribution centers who aspire to advance to the next level. The program has three components: a competency-based mentoring track, a group coaching track, and a culturally oriented individual coaching track. Through this program, our goal is to enhance participants' readiness for next-level leadership roles.

Since launching in 2021, **300 mentees** have completed the program across our offices, stores, and distribution centers. **In 2024, STIP was recognized with the LVMH Inclusion Index Award.**





Inclusive Culture

As the world continues to evolve, so will we. This means our training will adapt continually to give our employees the resources they need to engage in thoughtful conversations.

In 2023, Sephora launched a new Inclusive Leadership training. This course creates a learning journey for people leaders and builds on Sephora’s Unconscious Bias training. Inclusive Leadership empowers leaders to model inclusive behaviors among teams and across the organization, in order to strengthen Sephora’s inclusive culture.

In 2022, we launched My Sephora Inclusion, a new platform that gives all employees access to all nine Sephora INCommunities (business employee resource groups) and related 18 chapters. **In 2024, My Sephora Inclusion expanded to include a new INCommunity-based mentoring feature.**

Additionally, **our heritage month celebrations expanded to include all stores and distribution centers** in the past year. All stores received posters highlighting our key cultural moments.



Competitive Rewards

Being an inclusive workplace for our employees is more than just hiring, training, and advancement—it is about offering inclusive and competitive rewards packages with a range of options reflecting the unique needs of our employees, no matter what stage they are in their lives.

Benefits for all full-time and part-time employees*:

Medical and vision including HIV prevention treatment, free life insurance coverage, designated paid sick time, and free mental health counseling, coaching, and resources through our partnership with Modern Health.

Family Planning and Women's Health Support: Includes IVF, adoption assistance, unrestricted access to egg freezing (no infertility diagnosis required) and access to Maven support services; gender affirming benefits to support employees going through transition including transition support, hormone therapy, and gender confirmation surgery; expanded healthcare travel benefits—if you live in a state that restricts legal access to reproductive or gender affirming healthcare, Sephora will support transportation costs to a state where you can safely receive treatment.

401k and Student Loan Repayment Match: After one year of service, Sephora matches up to 4% annually of an employee's salary and/or student debt payments with a retirement plan contribution.

Compensation Philosophy: At Sephora, our compensation philosophy plays an important role in our DE&I Heart Journey and our values as a company. As Sephora has grown into a more mature organization, we have evolved to a compensation philosophy that emphasizes being an employer of choice with a balanced and competitive pay structure. We strive to ensure that our employees are paid equitably, and conduct regular audits to ensure equitable treatment and pay practices for all.

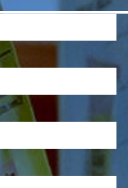
Donation and Volunteer Match: Sephora supports employees in giving back to the causes they care about most through our matching program. We match eligible employee donations and volunteer hours to a wide range of verified nonprofit organizations—reinforcing our commitment to community engagement and amplifying the collective impact of our employees.

*Part-time is any employee regularly working over 15 hours a week in our stores or distribution centers.





A Welcoming Space for Our Clients

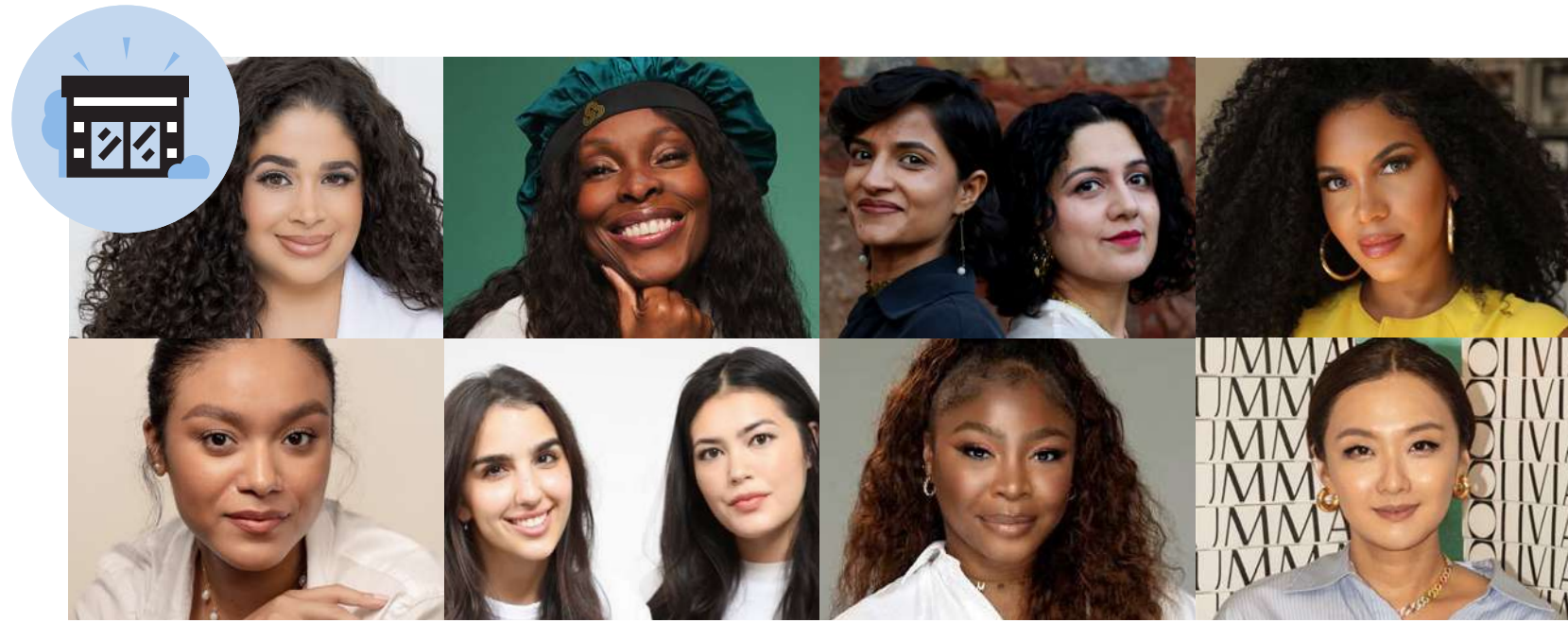


Our commitment to creating a welcoming and inclusive in-store experience

Sephora is committed to making sure everyone feels welcomed, is treated with respect, and is provided exceptional service in every Sephora experience. We have implemented a series of initiatives to mitigate unconscious bias in our stores. We also strive to drive inclusive marketing and diverse brand and product assortment to lift up all forms of beauty.

We're proud of every step we take forward, but we know that this is an ongoing journey.





Championing Inclusive Beauty

We've adapted our Sephora Accelerate brand incubator program—focusing on developing and launching BIPOC-owned brands to build a community of innovative, inspirational brand founders in the beauty space.

Since 2021, we have graduated **41 brands** spanning makeup, skincare, hair care, and fragrance.

+50% More than half of our Accelerate brands from the 2021–2024 cohorts have launched at Sephora.



Fifteen Percent Pledge

In June 2020, **we were the first major retailer to take the Fifteen Percent Pledge** to dedicate at least 15% of our assortment to Black-owned brands. We are proud to carry **30 Black-owned brands**, up from eight when we initially signed the pledge.

In 2023, we launched the first-ever Sephora Beauty Grant in partnership with the Fifteen Percent Pledge. The grant awards one Black-owned brand **\$100,000 to unlock the next level of growth and potential** for their brand.

Sienna Naturals, a Black-owned, cruelty-free hair-care brand and 2024 Sephora Accelerate graduate, was announced as the 2025 winner.



Additional Important Progress

In fall 2021, **we ran our first-ever Black-owned-brands campaign** to further recognize and celebrate the contributions that Black culture and Black innovators have made to the beauty industry, including the excellent selection of products available for all beauty consumers. We continue to amplify these brands through dedicated monthly campaigns.

Sephora's Disabilities Purchase Study, conducted in 2023, showed that nine in ten clients with disabilities say they shop in store. Leveraging this study, we developed a series of sensitivity trainings for store employees to better serve clients with disabilities. Our three-part **Conscious Client Service training** series focused on ableism, invisible and dynamic disabilities, and allyship.

In addition, **we have increased our use of mobile point of sale in store.** By offering to check the client out from anywhere in the store, we can create a more accessible checkout experience.



Making Marketing a Better Reflection of the World

At Sephora, we recognize the lack of representation in the beauty industry and the effects it has on both individuals as well as society at large. To better understand our role, we've listened to the community and are taking intentional steps to close the gaps and include everyone of all identities, shapes, and backgrounds.

Putting our values into action is how we truly dedicate ourselves to amplifying our DE&I commitments. We use our platforms to lift up all people, with their infinite forms of beauty, so we can help support the growth of BIPOC brands and tell stories that celebrate everyone. When more people feel they are seen and that they belong, our differences become something to be proud of.

We use our platforms to lift up all people, with their infinite forms of beauty.



Building Connections

In 2025, Sephora hosted its second **Sephora Impact Summit**. This event was created to provide a dedicated space for BIPOC founders to learn, connect, and access valuable resources to fuel their entrepreneurial journeys. Attendees included industry and brand partners, such as Issa Rae, Mona Kattan, and Jackie Aina, as well as inaugural Impact Award winners Priyanka Ganjoo and Patrick Ta, program advisors, Sephora Squad members, and Sephora executives.



Amplifying Voices

We continue to cultivate one of the industry’s most diverse influencer groups through **Sephora Squad**. Of the 2024 cohort, over half of the members self-identify as people of color.



Making Safe Spaces

Since launching our **Hearts Not Hate** guidelines in 2021, designed to create safe, inclusive online spaces where all feel respected, we have continued to evolve the program in 2025. Guided by Sephora’s Yes, And tone, this next phase focuses on supporting creators and community, uplifting underrepresented voices, addressing digital hate with compassion, and championing authentic self-expression for all.



Celebrating Artistic Expression

Sephora US, in collaboration with Digitas Pictures and Imagine Documentaries, premiered **Faces of Music**, a docuseries directed by filmmaker Ting Poo (*Val*, Amazon) that explores the strong intersection of beauty and music. The three-part series, now available to stream on Hulu, offers a behind-the-scenes look at the inspiration and creation behind iconic beauty looks from Chappell Roan, Victoria Monét, and Becky G.

From bold stage makeup to everyday skincare and nostalgic fragrances, the series reveals how these artists authentically express themselves, while showcasing how music and beauty intertwine to shape their identities and inspire artistic visions.



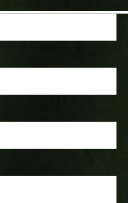
Elevating Female Athletes

In the first half of 2025, Sephora US announced two new sports partnerships. First as the official and exclusive beauty partner for **Unrivaled**, a groundbreaking 3v3 women’s basketball league founded by two current US Olympians and built in collaboration with some of the biggest stars in women’s basketball. Second as a founding and official beauty partner of the WNBA’s newest team, the **Golden State Valkyries**.

The goal of these partnerships is to not only amplify the voices of female athletes—who have historically been overlooked—but also authentically empower and support them while celebrating their individuality.



A Partner for Our Communities



Our commitment to addressing barriers in our communities

We're grateful for all of the beauty communities that have welcomed us in. Our communities have helped us break through our own barriers, and we strive to do the same for them. We can address barriers for all communities by creating space, expanding access, and becoming the supportive partner they deserve. Through charitable-giving initiatives and strategic partnerships, we strive to make those in our communities feel seen and heard.

We regularly engage with our strategic nonprofit partners to co-create initiatives that align with our business goals and support the evolving needs of their communities. We also bring partners together across different focus areas, recognizing the power of intersectionality and shared learning to drive more inclusive, community-informed solutions.

We're proud to have partners that actively help shape our work on inclusion and the way we show up as a retailer in the beauty industry and beyond.

Change happens when we work together.





Community

Sephora is on a mission to make an impact through our strategic non-profit partnerships, grants, and thoughtful programs to help champion a more inclusive, accepting world. We have deep relationships with our communities, from partnering with strategic nonprofits to introducing more ways for our consumers and employees to get involved through charitable donations.

\$2.9M donated by Sephora and employees to our strategic nonprofit partners

11,500 hours volunteered by 1,046 employees

\$8.6M of product donated to underserved communities & diverted from landfill

Industry Impact

In January 2021, **we released our first-ever large-scale bias study**, The Racial Bias in Retail Study, which measured the problem of racially biased and unfair treatment in retail settings and highlighted tactics and actions that can mitigate biases in the shopping experience.

With Open to All, a nonprofit nondiscrimination program, we co-created the Mitigate Racial Bias in Retail Charter and brought together **86 retailers**—including LVMH and some of its Maisons—like Rimowa, Moët Hennessy, fresh, Benefit Cosmetics, and Kendo—to sign and pledge to ensure a more welcoming retail environment for all by establishing processes and practices that can help mitigate racial biases in the shopping experience. Since launch, the charter collaboration has brought signatories together on a monthly basis to share best practices, foster partnerships, and create a meaningful impact in retail at large.





Supplier Diversity

We're staying focused on growing our strong base of suppliers from underrepresented communities and encouraging the growth of diverse businesses as well as innovative products, services, and solutions.

Sephora Supplier Diversity Champions are a group of designated individuals in each area of our business who drive results and impact by serving as advocates for supplier diversity.

8.03% of 2025 spend was with suppliers from underrepresented communities.





Moving Forward

Leading with inclusion to welcome all to the world of beauty

We continue moving toward our goals in terms of leadership representation, inclusive culture, in-store experience, supplier diversity, and industry impact. Our ongoing commitment is to ensure our employees, consumers, and communities continue to feel welcome, represented, and included in all of our stores and in all of our environments. From diversifying our team to cultivating inclusive workplaces, we will continue to build on our achievements to progress, inspire other companies, and have a positive impact on beauty and culture at large.

We aim to drive change by leading with inclusion.



We are humbled to be recognized with the following awards in the past year and are grateful for the support of our partners

Awards

BUILT IN BEST PLACES TO WORK

Best Large Places to Work in San Francisco

CATALYST AWARD

Sephora DE&I Heart Journey—2024 Winner

THE CULTURAL INCLUSION ACCELERATOR & ANA AIMM

Most Culturally Effective Brands, LGBTQ+ Category—
Bronze Winner

FORBES

Best Employers for Women—#39 out of 600
Best Brands for Social Impact—#27 out of 300

HISPANIC MARKETING COUNCIL STRATEGIC EXCELLENCE AWARDS

Foundation of Belleza—
Best Hispanic Cultural Insight, Bronze

MUSE AWARDS

Foundation of Belleza—
Best Episodic Influencer Collaboration

PEOPLE MAGAZINE

Companies That Care List

SERAMOUNT

Best Companies for Multi-Cultural Women

GREAT PLACE TO WORK® CERTIFIED

79% of employees surveyed say Sephora is Great Place to Work (July 2024–July 2025)

EDGE CERTIFICATION

Global standard for workplace inclusion

HUMAN RIGHTS CAMPAIGN EQUALITY 100

Partners

CATALYST

A 60-year-old global nonprofit working to build workplaces that work for women.

DISABILITY:IN

The leading nonprofit resource for business disability inclusion worldwide.

OPEN TO ALL

A nonprofit nondiscrimination program and co-partner with Sephora in the creation of the Mitigate Racial Bias in Retail Charter and Collaboration.

SERAMOUNT

A strategic professional-services and research firm dedicated to advancing diversity, equity, and inclusion in the workplace.

VALUABLE 500

A global business collective made up of 500 CEOs and their companies, innovating together for disability inclusion.





Appendix

DEFINITIONS

Sephora leadership is defined as:

Corporate office/Field Support Center (FSC) leadership:
Managers/Sr. Managers, Directors/Sr. Directors, VP+

Retail leadership:
Store Managers/General Managers, District Managers
and Regional Directors

DC (Distribution Center) leadership:
Supervisors/Sr. Supervisors, Managers/Sr. Managers,
Directors/Sr. Directors, VP+

DATA DISCLAIMER

The data in this report does not include the population of employees that did not self-report their ethno-racial group, gender, disability, or LGBTQIA+ statuses.

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We Belong to Something Beautiful