

GENDER PAY GAP REPORT 2024

CLAIRE'S EUROPEAN SERVICES LTD

Our Total Rewards Philosophy

We will attract and retain qualified and passionate employees by providing market-competitive and full-spectrum Total Rewards programs, focused on pay for performance, personal growth, and wellness.

A Team Built on Excellence:

At Claire's European Services Ltd (CESL), our dynamic team of over 250 employees hold various operational roles which support our Retail, Corporate and Consumer Products teams across 15 countries in Europe. We have a significant number of globally focussed roles across most departments.

At Claire's, we value fairness, transparency, and the diverse talent that propels our business forward. Our commitment to equitable pay and career development supports our mission to empower our employees and deliver exceptional customer service.

Gender Pay Gap Results – Ordinary Pay

As of the 5th April 2024 snapshot date, our Gender Pay Gap (GPG) analysis shows the Mean and Median variances in ordinary pay, expressed as percentage differences between male and female employees.

GPG Results - Ordinary Pay	
Mean GPG	34.5%
Median GPG	30.0%

Gender Pay Gap Results by Quartile

Our analysis highlights the proportion of male and female employees across four quartiles. The results show that our workforce is primarily female and this aligns closely with our predominantly female consumer base.

Although only a small portion of males are located within each quartile, the results indicate that most of our male roles sit in the upper quartiles which in turn creates a gap in favour of the male population.

Proportion of males/females in each quartile				
2024	Q1	Q2	Q3	Q4
Male	13.0%	33.0%	38.0%	50.0%
Female	87.0%	67.0%	62.0%	50.0%

Gender Pay Gap Results – Bonus Pay

Bonus eligibility is based on set criteria according to the grade of the role. Bonus awards are subject to the achievement of one global financial EBITDA target for most employees with certain roles within Buying & Merchandising and Field Management having more business unit-aligned targets.

Awards are calculated as a percentage of individual annual base salary per level with no personal performance element or management discretion. These practices ensure fairness and consistency in bonus distribution across all eligible roles.

GPG Results - Bonus Pay	
Average GPG	0.0%
Median GPG	0.0%

Gender Pay Gap Results – Percentage of males/females receiving a bonus

% of Females receiving a Bonus	0%
% of Males receiving a Bonus	0%

Claire's On-going Commitment to the reduction of its GPG

DE&I Employee Resource Groups (ERGs)

Our ERGs play an important role in supporting our DE&I initiatives. ERGs bring together employees who share common interests in building communities, creating allyship, enhancing professional development and networking. Each ERG is sponsored by executive leadership team (ELT) members and will offer tremendous value to Claire's employees through the connection and empowerment of shared interests.

One of the four ERG's '**Women & Girl Power**' will support opportunity and equality for women and girls at work and in our communities.

IDEA Council

Our inclusion, diversity, equity, and awareness (IDEA) council is a global employee leadership group that meets on a regular basis to discuss diversity and inclusion topics and make recommendations about how Claire's can continue to strengthen its practices as a more inclusive employer.

Flexible / Family Friendly Policies

Claire's supports flexible working schedules to support the needs of both the employee and the business. As part of the focus on gender pay, we promote and monitor our family friendly and flexible working policies to all employees. These policies are visible to all employees on a self-service portal along with policies including, supporting parental leave and flexible schedules and locations.

Paul Gilliam

Vice President HR - Europe