

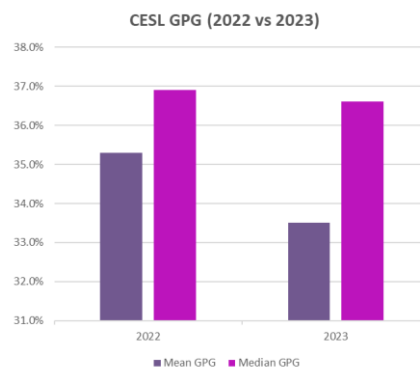


**Gender Pay Gap Report 2023**  
**Claire's European Service Ltd**

Claire's European Services Ltd (CESL) employs circa 300 employees in its Birmingham European Head Office, of which 66% are female. The corporate UK office supports 15 countries in Europe and has a significant number of globally focussed roles in the majority of departments.

**Gender Pay Gap on Hourly Pay**

<b>Gender Pay Gap Hourly Rate</b>	
<b>Mean GPG</b>	33.50%
<b>Median GPG</b>	36.60%



The figures above show CESL's mean, and median based on hourly rates of pay as of the snapshot date 5 April 2023, including a graph that shows GPG results, comparing to 2022. The results are shown as percentage differences between male and female.

**Gender Pay Gap by Quartile**

<b>CESL - Proportion of males/females</b>				
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Male</b>	17%	30%	37%	54%
<b>Female</b>	83%	70%	63%	46%

CESL gender pay gap by quartile shows most of the roles in Q1 are held by females. In Q4, CESLs most senior roles are held by males, which in turn creates a gap in favour of the male population.

**GPG on Bonus**

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.

Bonus Gender Pay Gap	
Average GPG	1.10%
Median GPG	32.31%

% of Females receiving a Bonus	22%
% of Males receiving a Bonus	39%

### Global Senior Management

The CESL Senior Management Team includes Director to Vice President roles of which 50% are female. Additionally, it is worth noting that the CESL figures do not entirely reflect the true culture of the advancement of females in the global Claire's organisation, as the Global Executive Leadership Team (ELT) is based in Claire's Corporate Office in Hoffman Estates, Ill. and hence not included in this mandated UK analysis.

### Claire's On-going Commitment to The Reduction of GPG

#### **DE&I Employee Resource Groups (ERGs)**

Claire's launched its global ERGs that will 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 employee ERG's '**Women & Girl Power**' will support opportunity and equality for women and girls at work and in our communities.

Claire's also introduced the inclusion, diversity, equity, awareness (IDEA) council, which 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.

**Phillip Clark**

**Executive Director, Human Resources - Corporate Functions & Talent Development**