



Gender Pay Gap Report 2022 Claire's Accessories UK Ltd

Claire's Accessories UK Ltd (CAUK) employs over 1,500 employees in various field operations roles, ranging from Sales Assistants to Territory Vice President. 99% of our current population are female and 98% are based in our stores.

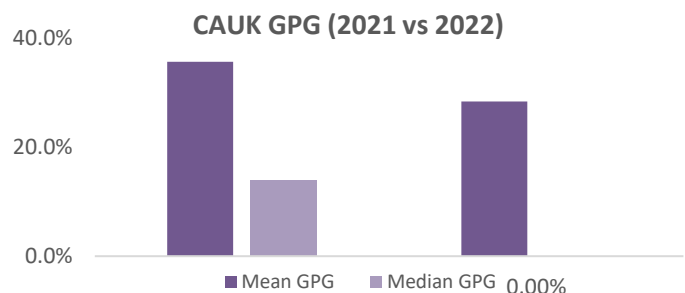
68% of the field employees hold Sales Assistant and Key Holder positions. Salary levels for these roles are determined by common objective criteria - age group and store location - so any pay gap among this population should be taken as incidental. First quartile consists of nearly all the Sales Assistant population at 99.7%, 92% of employees in the second quartile are Supervisors and Sales Assistants, 79% of Supervisors in the third and 0% in the fourth quartiles.

Store Managers and Assistant Store Managers are another 27% of the field population, of which only 1% are men. Salary levels for this group are based on objective common criteria – store revenue and location – however, Store Managers are subject to the group annual performance appraisal process and therefore eligible to receive individual annual merit increases (set percentage per performance rating). There is also a level of management discretion around salary levels for attraction and retention purposes in occasional circumstances.

The remaining 5% of the population is formed by our field management, and supportive roles all in the fourth quartile. Salary levels for these roles are guided by broader, more traditional compensation principles and are also subject to increases according to individual performance.

Gender Pay Gap on Hourly Pay

Gender Pay Gap Hourly Rate		
	2021	2022
Mean GPG	35.7%	28.4%
Median GPG	14.0%	0.0%



The figures above show CAUK's mean and median gender pay gap based on hourly rates of pay as of the 5 April 2022 snapshot dates including a graph that shows GPG results since reporting began in 2017. The results are shown as percentage differences between male and female. Due to the significantly low proportion of males in CAUK, the GPG can dramatically fluctuate year on year.

Gender Pay Gap by Quartile

CAUK - Proportion of males/females in each Quartile				
2021	Q1	Q2	Q3	Q4
Male	0.4%	1.2%	0.0%	2.9%
Female	99.6%	98.8%	100.0%	97.1%

CAUK - Proportion of males/females in each Quartile				
2022	Q1	Q2	Q3	Q4
Male	0.6%	2.3%	1.1%	2.3%
Female	99.4%	97.7%	98.9%	97.7%

2021 Gender Pay Gap by Quartile				
CAUK	Q1	Q2	Q3	Q4
Mean GPG	2%	0%	-1%	38%
Median GPG	0%	0%	0%	12%

2022 Gender Pay Gap by Quartile				
CAUK	Q1	Q2	Q3	Q4
Mean GPG	17%	-1%	0%	40%
Median GPG	20%	0%	0%	37%

Claire's employee demographic just like our consumer demographic predominately attracts females to our instore roles. This is clearly evidenced in quartile one; populated by female employees spread across the age related minimum wage. Although only a small portion of males are located within Q1, the pay gap leans in favour of males as they sit at the top end of the age related pay range.

Q4 continues to lean towards in favour of males. CAUK consists of a small number of management roles within CAUK. Senior field roles operate within Claire's corporate banding

GPG on Bonus

Incentive schemes for our field population vary by role. Key Holders (Quarter four only), Assistant Store Managers, Store Managers and District Sales Managers are eligible for an incentive award should their stores (or the stores under their remit) meet specific sale targets. Awards are expressed as fixed, lump sum figures per roleⁱ with no individual performance targets or room for manager's discretion.

Regional Sales Managers and Territory Vice Presidents are eligible for an annual incentive under the wider group Annual Incentive Plan. Bonus awards are subject to the achievement of global financial targets as well as individual financial and revenue ones. Awards are calculated as a percentage of their annual base salary with no room for manager's discretion.

CAUK Bonus GPG		
	2021	2022
Average GPG	97.30%	89.40%
Median GPG	42.20%	79.40%

Males & Females Receiving Bonus 2021 & 2022		
	2021	2022
% of Females receiving a Bonus	86.0%	51.3%
% of Males receiving a Bonus	70.0%	45.5%

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

DE&I Employee Resource Groups (ERGs)

Claire's is soon to launch global ERGs that will play an important role in supporting our DE&I initiatives. ERGs will bring together employees who share common interests in building communities, creating allyship, enhancing professional development and networking. Each ERG will be 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.

In 2020, 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.

Paul Gilliam

Vice President HR - Europe

ⁱ Sales Assistants are not eligible for bonus payments except in the event they as 'buddies' in the context of our concessions programme.