



**Gender Pay Gap Report 2018**  
**Claire's European Services Ltd ('CESL' – Head Office / Corporate)**

Claire's European Services Ltd employs circa 250 employees in its Birmingham European Head Office, of which 60% are women.

**Gender Pay Gap on Hourly Pay**

	<b>Mean</b>	21.7%		<b>Median</b>	16.7%
	<b>Salary distribution</b>				
		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Proportion of men</b>		24%	42%	49%	54%
<b>Proportion of women</b>		76%	58%	51%	46%

The figures above show CESL's mean and median gender pay gap based on hourly rates of pay as of the April 5th 2018 snapshot date. The results are shown as percentage differences between men and women. The gender pay gap mean and median overall figures are explained by the fact 96% of CESL part time employees are women, and around 70% of these incumbents are in quartiles 1 and 2, driving the higher female percentages in these quartiles. There is almost an equal split of males and females in quartiles 3 and 4.

A closer look to salary levels by men and women within those quartiles show actual differences by gender are relatively small.

	<b>Gender pay gap by quartile</b>				
		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Mean</b>		1.6%	-1.5%	3.7%	8.6%
<b>Median</b>		2.7%	3.0%	9.0%	1.6%

We are confident that females and males are paid equally for carrying out the same roles throughout the business. Initiatives are in place to address our existing gender pay gap and progress has already been made since April 2017 in respect to the advancement of females into more senior roles, and ensuring they receive equality in respect of remuneration. We are pleased to see a reduction in our gap from a mean of 25.2% and a median of 34.5% to our April 2018 figures.

**Gender Pay Gap on Bonus Payments**

	<b>Mean</b>	n/a		<b>Median</b>	n/a
<b>Proportion of men receiving bonus payment</b>		0%			
<b>Proportion of women receiving bonus payment</b>		5.3%			

At CESL all employees at or above Manager, Associate Buyer or Associate Merchandiser levels are eligible for an annual incentive under the wider group Annual Incentive Plan. Bonus awards are subject to the achievement of global financial targets. Only Buying and Merchandising roles have additional individual financial and revenue ones. Awards are calculated as a percentage of individual annual base salary per level and there is no room for manager's discretion. No annual incentive awards were granted in the period in scope of this exercise. Only a very small number of employees received a bonus payment. These employees hold positions in the Buying, Merchandising and E-commerce departments. All of them are women.

At Claire's we continue to strive for the reduction of the gender pay gap within the CESL entity, especially in quartiles 3 and 4, maintaining and increasing female representation in senior roles within our structures.

The CESL Senior Management Team is made up of seven Director or Vice President roles of which four are female and three are male. Additionally, it is worth noting the CESL figures do not entirely reflect the true culture of the advancement of women in the global Claire's organisation, as the Global Senior Management Team is based in our Corporate Office in Hoffman Estates, U.S.A. and hence not included in this analysis. Three of the five members of the Executive board - the Chief Merchandise Officer, the SVP Global Stores Operations and the VP Global E-commerce and Digital Marketing, critical roles with full accountability for the global business - are women.

Claire's ensures that key decisions on compensation and benefits are consistently moderated and transparent.

We support flexible working wherever possible and look to encourage and accommodate flexible working schedules to support the needs of both the employee and the business. As part of our initiatives to close our gender pay gap, we promote and monitor our family friendly and flexible working policies to all employees, with a renewed focus on ensuring that males are encouraged to take shared parental leave and make the most of flexible working policies and practices.

We routinely measure our progress and ensure this is a standing agenda item within our regular management meetings. We will continue being completely transparent and held to account by our workforce on this important journey.



**Lisa Fisher**  
**Director of HR Operations - Europe**