



**Gender Pay Gap Report 2023**  
**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. 97% of our current population are female and 98% are based in our stores.

76% of the field employees hold Sales Assistant, Supervisor and Concession Merchandiser 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.

Store Managers and Assistant Store Managers are another 23% of the field population, of which less than 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 2% of the population is formed by our field management roles. 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**

<b>Gender Pay Gap Hourly Rate</b>	
<b>Mean GPG</b>	<b>20.60%</b>
<b>Median GPG</b>	<b>0.00%</b>



The figures above show CAUK's mean and median gender pay gap based on hourly rates of pay as of the 5 April 2023 snapshot date, including a graph that compares our 2023 GPG results vs 2022 results. 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				
2023	Q1	Q2	Q3	Q4
Male	2.6%	3.0%	0.3%	3.5%
Female	97.4%	97.0%	99.7%	96.5%

Claire’s employee demographic just like our consumer demographic predominately attracts females to our instore roles and this is clearly evidenced across all four quartiles. Although only a small portion of males are located within each quartile, Q4 continues to lean towards in favour of males due to a small number of senior field management roles being held by males.

**GPG on Bonus**

Bonus Gender Pay Gap	
Average GPG	87.40%
Median GPG	72.30%

% of Females receiving a Bonus	59%
% of Males receiving a Bonus	59%

Incentive schemes for our field population vary by role. Supervisors (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 role<sup>i</sup> 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.

**Claire’s On-going Commitment to the reduction of its 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.

**Paul Gilliam**

**Vice President HR - Europe**

---

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