

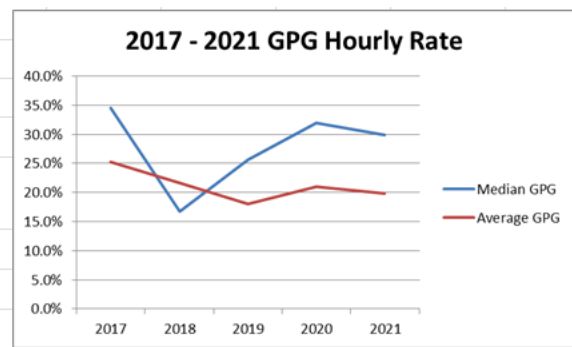


Gender Pay Gap Report 2020 & 2021
 Claire's European Service Ltd

Claire's European Services Ltd (CESL) employs circa 250 employees in its Birmingham European Head Office, of which 67% are female. The corporate UK office supports the Claire's business in 15 European countries and has a significant number of globally focussed roles in the majority of departments.

Gender Pay Gap on Hourly Pay

Gender Pay Gap - 2020 & 2021		
	2020	2021
Mean GPG	21.0%	19.9%
Median GPG	35.9%	29.9%



2020 & 2021 Salary Distribution by Quartile								
	Q1		Q2		Q3		Q4	
	2020	2021	2020	2021	2020	2021	2020	2021
Proportion of Males	18.00%	17.00%	34.00%	33.00%	35.00%	32.00%	51.00%	49.00%
Proportion of Females	82.00%	83.00%	66.00%	67.00%	65.00%	68.00%	49.00%	51.00%

The figures above show CESL's mean and median based on hourly rates of pay as of the April 5th 2020 and 2021 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. From a trend-line perspective, Claire's reduced its mean and median GPG when comparing 2017 to 2021.

A closer look into the GPG in 2020 and 2021 by male and female within quartiles shows actual differences by gender are much smaller than the overall GPG median figures above and well below the national median average of 15.5% (Office for National Statistics GPG report 2020).

2020 Gender Pay Gap By Quartile					2021 Gender Pay Gap By Quartile				
	Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4
Mean GPG	-1.00%	3.00%	12.00%	-15%	Mean GPG	1.00%	5.00%	9.00%	-14%
Median GPG	-1.00%	4.00%	19.00%	-6.00%	Median GPG	1.00%	5.00%	12.00%	3.00%

GPG on Bonus

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 ("AIP"). Bonus awards are subject to the achievement of one global financial EBITDA target for the majority of 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 2020 & 2021			Males & Females Receiving Bonus 2020 & 2021		
	2020	2021		2020	2021
Mean BGPG	No bonus	-43.90%	Males Receiving Bonus	No bonus	*36.0%
Median BGPG	No bonus	15.50%	Females Receiving Bonus	No bonus	*21.0%

* The first year that AIP has paid out for CESL since Gender Pay Gap reporting began in 2017

Global Senior Management

The CESL Senior Management Team includes 10 Director to Vice President roles of which five are female and five are male. 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.

Just as Claire's has in the UK, five of the 10 members of the global ELT are female with critical roles that have full accountability globally, including the Chief Human Resources Officer, Chief Merchandise Officer, SVP Global Stores Operations, SVP Global E-commerce & Digital Marketing and the Chief Marketing Officer.

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

Global Compensation & Benefits Framework

Claire's is currently in the final stages of proposing its first global Reward & Career path framework that will bring consistency to all Claire's compensation policies, processes and subsequent decisions. An accompanying Total Reward Philosophy will underpin the framework with diversity, equity and inclusion (DE&I) as a key factor. The framework will grade all roles based on the role's accountability, scope and impact, not individual performance. Roles will be paid according to consistent market benchmarking and salary ranges.

DE&I Employee Resource Groups (ERGs)

Claire's is soon to launch 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
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