



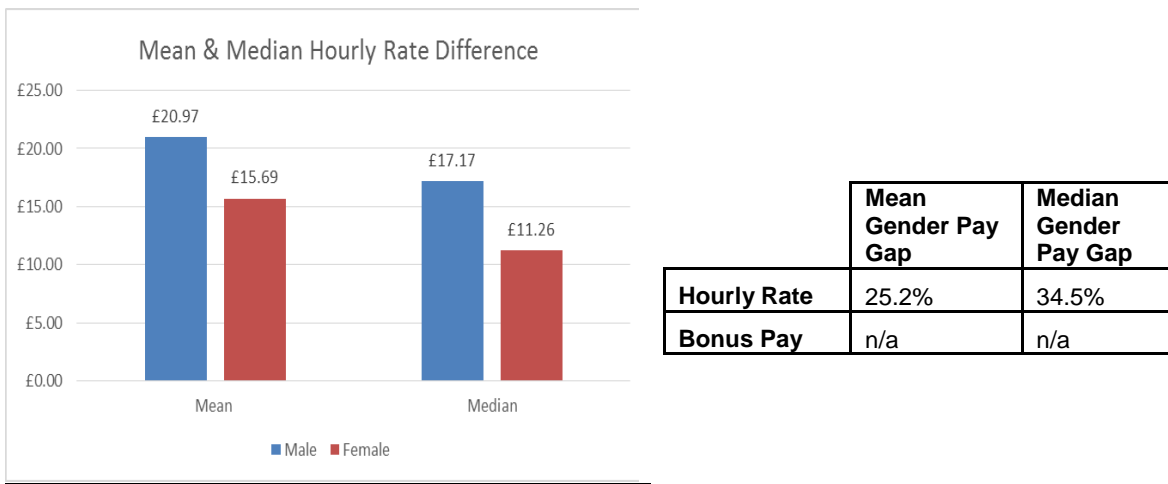
**Claire's European Services Limited (CESL - Head Office / Corporate)**  
**Gender Pay Gap Report 2017**

Claire's European Head Office employs circa 250 employees in its Birmingham U.K. office, of which 65% are female.

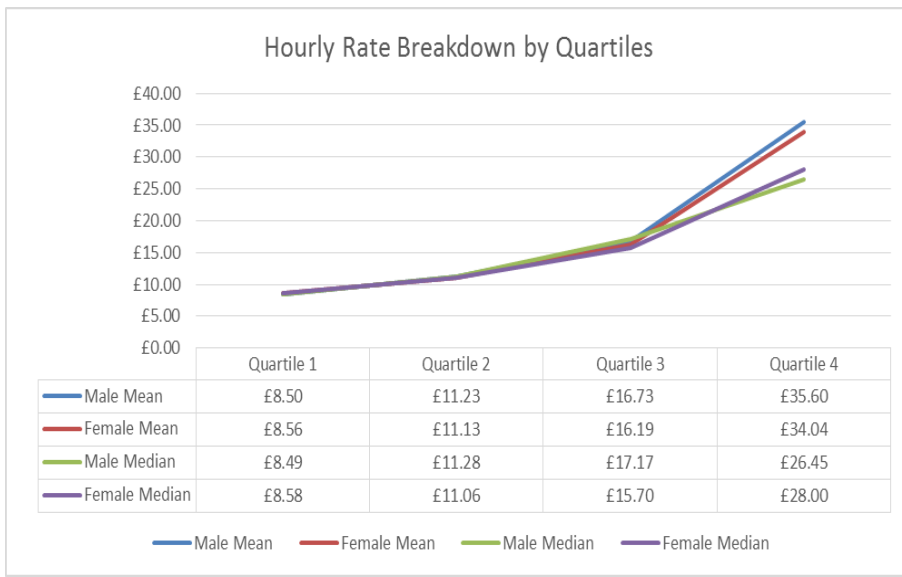
**Hourly Rate & \*Bonus Pay Gap**

The below shows CESL's mean and median gender pay gap based on hourly rates of pay as of the April 5<sup>th</sup> 2017 snapshot date. The results are shown as percentage differences between men and women.

*\*No bonus payments were paid to any CESL employee in the 12 month period prior to April 5<sup>th</sup> 2017.*



A further breakdown of the hourly rate differentials in each quartile is outlined below.

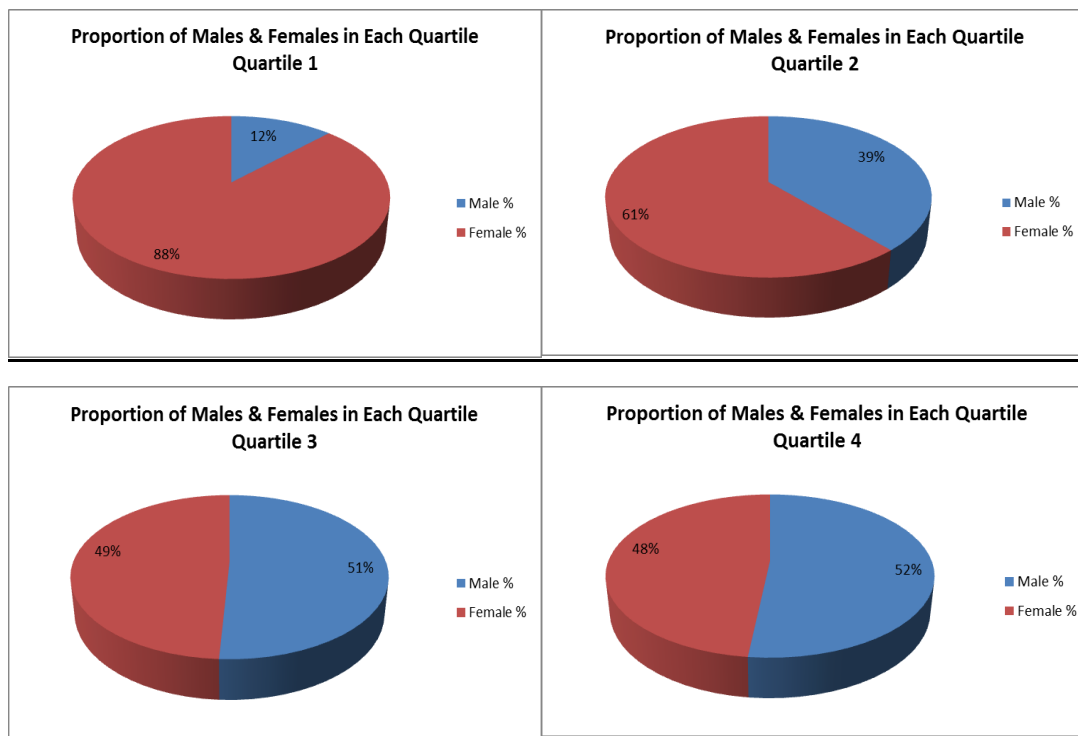


Each quartile shows a difference in hourly pay of less than 5%, but the overall variances are weighted by a higher percentage of females in quartile 1 and 2 roles. Quartiles 3 and 4 have a larger variance, driven from the operating levels and hierarchy of roles within the organisational structure. We are confident that females and males are paid equally for

carrying out the same roles throughout the business, and have made progress since April 2017 to re-address the balance of women in more senior quartile 4 roles.

All key decisions on compensation and benefits are consistently moderated & transparent and are based on the level of a role and business requirements.

**Proportion of Males & Females in Each Pay Quartile (Hourly Rate)**



95% of CESL part time employees are women, and many of these roles are in quartiles 1 and 2, driving the higher female percentages in these quartiles. Claire’s supports flexible working wherever possible and looks 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 will regularly 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.

There is almost an equal split of males and females in quartiles 3 and 4. The CESL Senior Management Team is made up of 7 Director or Vice President roles of which 4 are female and 3 are male. Since the snapshot date of April 2017 we have already made progress in increasing female representation in our most senior roles.

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 these figures. The Global Executive Vice President of Stores, the Global Executive Vice President Chief Merchandising Officer, and the Global Senior Vice President of Marketing are roles currently held by women, and these roles have full accountability for the global business.

We recognise that the gender pay gap needs to reduce within the CESL business and are focussed on improving this. Initiatives are already in place and progress has already been made since the snapshot date in respect to the advancement of females into more senior roles, and ensuring they receive equality in respect of remuneration. We will routinely measure our progress and ensure this is a standing agenda item within our regular management meetings. We will be completely transparent and held to account by our workforce along this important journey.

*Simon Watkin*  
**Simon Watkin**  
**Senior Vice President - Europe**