

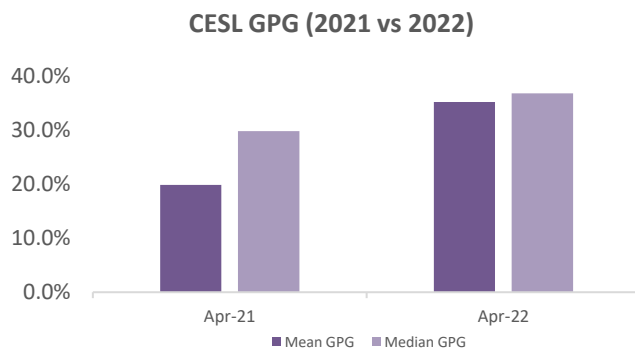


Gender Pay Gap Report 2022
Claire's European Service Ltd

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

CESL GPG 2021 VS 2022		
	2021	2022
Mean GPG	19.90%	35.30%
Median GPG	29.90%	36.90%



The figures above show CESL's mean, and median based on hourly rates of pay as of the snapshot date 5 April 2022, including a graph that shows GPG results. The results are shown as percentage differences between male and female.

Gender Pay Gap by Quartile

2021 Gender Pay Gap by Quartile				
CESL	Q1	Q2	Q3	Q4
Mean GPG	1%	5%	9%	-14%
Median GPG	1%	5%	12%	3%

2022 Gender Pay Gap by Quartile				
CESL	Q1	Q2	Q3	Q4
Mean GPG	-1%	1%	6%	12%
Median GPG	-3%	3%	8%	-1%

CESL gender pay gap by quartile reflects a swing in Q4 from in favour of females in 2021 to males in 2022. Q4 has a fairly even distribution of male and females however, CESLs most senior roles are held by males, which in turn creates a gap in favour of the male population.

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 most 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		
CESL	2021	2022
Mean BGPG	-43.9%	10.8%
Median BGPG	15.5%	22.4%

Male & Females Receiving a Bonus		
CESL	2021	2022
Males Receiving a Bonus	*36.0%	39.3%
Feales Receiving a Bonus	*21.0%	19.7%

* 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

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
Vice President HR - Europe