

GENDER PAY GAP REPORT 2024

CLAIRE'S ACCESSORIES UK LTD

Our Total Rewards Philosophy

We will attract and retain qualified and passionate employees by providing market-competitive and full-spectrum Total Rewards programs, focused on pay for performance, personal growth, and wellness.

A Team Built on Excellence:

At Claire's Accessories UK Ltd (CAUK), our dynamic team of over 1,700 employees drives our success across various field operations roles - from Sales Assistants to Regional Sales Managers. With 98% of our workforce identifying as female and 88% based in-stores, we are proud to foster an inclusive and supportive environment for women in retail.

- **Key Roles:** Sales Assistants, Supervisors, and Concession Merchandisers make up 77% of our field employees. These positions are compensated using objective criteria such as age group and store location, ensuring a fair and transparent pay structure.
- **Leadership Opportunities:** Store Managers and Assistant Store Managers represent 21% of our team, with women occupying nearly all these roles. Salaries in this group are determined by store revenue, location, and performance-based merit increases, providing opportunities for growth and reward based on achievements.
- **Field Management:** The remaining 1% of our workforce comprises of senior field management roles, where salaries are aligned with traditional compensation principles and tailored to recognize individual contributions.

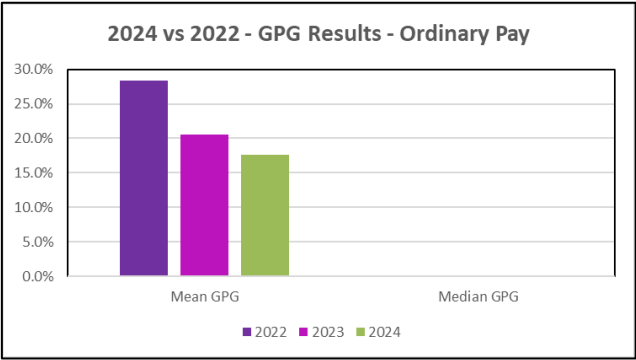
At Claire's, we value fairness, transparency, and the diverse talent that propels our business forward. Our commitment to equitable pay and career development supports our mission to empower our employees and deliver exceptional customer service.

Gender Pay Gap Results – Ordinary Pay

As of the 5th April 2024 snapshot date, our Gender Pay Gap (GPG) analysis shows the Mean and Median variances in ordinary pay, expressed as percentage differences between male and female employees.

Our results below, comparing data over the last three years, highlight a steady reduction in our Mean GPG, and 2024 is the third consecutive year where our Median GPG has remained at 0%.

| GPG Results - Ordinary Pay | |
|----------------------------|--------|
| Mean GPG | 17.60% |
| Median GPG | 0.00% |



Gender Pay Gap Results by Quartile

Our analysis highlights the proportion of male and female employees across four quartiles. The results show that our workforce is primarily female with an even spread across all four quartiles. This aligns closely with our predominantly female consumer base.

Although only a small portion of males are located within each quartile, the results indicate that most of our male roles sit in the upper quartiles.

| Proportion of males/females in each quartile | | | | |
|--|-------|-------|-------|-------|
| 2024 | Q1 | Q2 | Q3 | Q4 |
| Male | 0.9% | 2.3% | 2.5% | 2.7% |
| Female | 99.1% | 97.7% | 97.5% | 97.3% |

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.

Gender Pay Gap Results – Bonus Pay

Incentive schemes for our field population vary by role.

Incentive Schemes Breakdown:

- **Concessions Merchandisers, Supervisors (Q4 only), Assistant Store Managers, Store Managers, and District Sales Managers** are eligible for fixed lump-sum incentives based on store performance against specific sales targets. These awards are role-based with no individual performance criteria or managerial discretion.
- **Regional Sales Managers** participate in the broader Group Annual Incentive Plan. Bonus amounts depend on achieving global and individual financial targets, calculated as a percentage of their annual base salary, without managerial discretion.

These practices ensure fairness and consistency in bonus distribution across all eligible roles.

| GPG Results - Bonus Pay | |
|--------------------------------|-------|
| Average GPG | 37.9% |
| Median GPG | 0.0% |

Gender Pay Gap Results – Percentage of males/females receiving a bonus

| | |
|---------------------------------------|-----|
| % of Females receiving a Bonus | 21% |
| % of Males receiving a Bonus | 16% |

Claire's On-going Commitment to the reduction of its GPG

DE&I Employee Resource Groups (ERGs)

Our ERGs 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 ERG's '**Women & Girl Power**' will support opportunity and equality for women and girls at work and in our communities.

IDEA Council

Our inclusion, diversity, equity, and awareness (IDEA) council 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.

Phillip Clark

Vice President, Global Human Resources, Reward & Payroll