

Clintons UK Gender Pay Gap Report 2020/2021

Clintons

Clintons was founded in 1968 as Clinton Cards. We are a leading retailer of greeting cards, gifts and wrap. At present, we have 240 Clintons stores nationwide across England, Scotland, Wales and Northern Ireland as well as a transactional website.

As a multi-branded retailer we want to ensure everyone is rewarded fairly for their work and can confidently expect to enjoy the same access to opportunities regardless of age, sex or ethnic origin.

Clintons employs more than 250 people, which means we are required by law to publish an annual gender pay gap report showing the difference, if any, in average female and male earnings. Following government guidance we have not included employee data for those who were furloughed on our snapshot date of 5 April 2020.

Gender Pay Gap

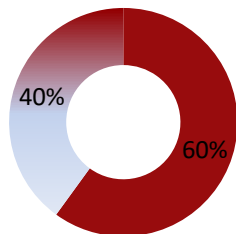
Difference between men & women	Mean (Average)	Median (Middle)
Gender Pay Gap (exc Furloughed Employees)	30.9%	19.8%
<i>Expected Gender Pay Gap (all relevant employees)</i>	<i>13.5%</i>	<i>2%</i>

Our gender pay gap reporting has been significantly impacted by the Covid-19 pandemic. At the time of the snapshot date our retail estate was closed and 98% of our 2466 strong work force were furloughed. In view of this, and to get a more accurate reflection of our business, we have provided what our Gender Pay Gap would have been if trading as normal. We are confident that our existing gender pay gap, is not caused by men and women being paid differently to do the same job. Instead it is driven by workforce structure.

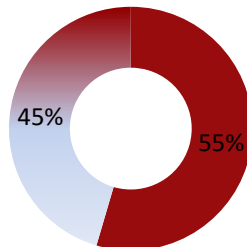
Pay Quartiles

The images below represent the proportion of males and females in each pay quartile. Its worth noting that in 'normal times' 86% of our employees are women. 3 of the 8 key senior management positions are currently held by women and 81% of our Store Managers are also women.

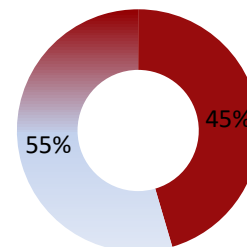
Upper Quartile



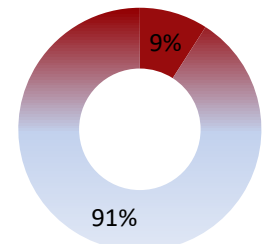
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



■ Male
■ Female

Gender Pay Gap – What Next?

Whilst we continue to employ more women than men throughout the business, the balance across the job levels still drives the pay gap. Since we last reported, we have reviewed salaries and completed an alignment piece with the Senior team and Mid management. Following a number of leavers, effective succession planning through the business has encouraged women to step into those more senior roles and women in management roles are now well represented in the Head Office function.

For our store teams, we complete an annual review of salary bandings to ensure that our teams are in the correct pay band and are paid fairly in relation to other stores of an equal/similar level. Having said that there is more work to be done. Clintons is a diverse and inclusive place to work and we continue to provide flexible working, wherever practicable to support our Team Members. We plan to train all of our line managers on inclusion and diversity and review our policies to ensure they are relevant to our employees and fully support our people.

I can confirm that the data reported is accurate.

Amanda Tucker
Head of Human Resources

