

Clintons was founded in 1968 as Clinton Cards. We are a leading retailer of greeting cards, gifts and wrap. At present, we have 235 Clintons stores throughout the UK 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 reporting guidance we have not included employee data for those who were furloughed on our snapshot date of 5 April 2021.

## Gender Pay Gap

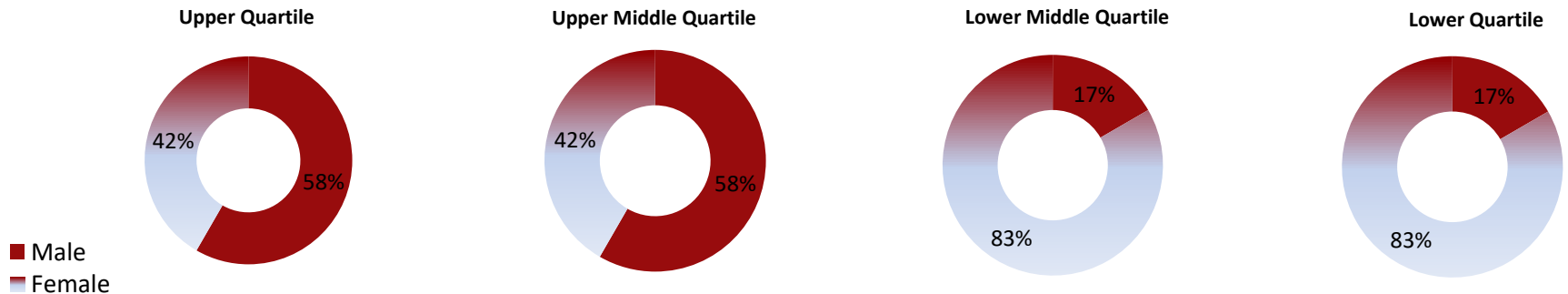
For the second consecutive year our gender pay gap reporting has been significantly impacted by the Covid-19 pandemic. At the time of the snapshot date the majority of our retail estate was temporally closed. A large proportion of our employees (97%) were furloughed and therefore, in line with government guidance, excluded from the Mean and Median calculations. In view of this, we are unable to make any meaningful analysis based on comparable data. That said, 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.

Difference between men & women	Mean (Average)	Median (Middle)
Gender Pay Gap (exc Furloughed Employees)	30.9%	19.8%

- The mean gender pay gap is the difference in average hourly pay as at April 2021 between men and women.
- The median gender pay gap is the mid-point if our female employees stood next to each other in one line in order of lowest hourly pay to highest and our male employees did the same. The median pay gap is the difference in pay between the female team members in the middle of their line and the male team members in the middle of their line as at April 2021

## Pay Quartiles

The images below represent the proportion of males and females in each pay quartile on the snapshot date. Employees who were not furloughed were, in the main, head office staff in key roles retained in order to maintain the business during the lockdown of Spring 2021.



## 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. It is difficult to draw any meaningful conclusions based on this set of data however, we continue to review salaries and through effective succession planning, encourage women to step into more senior roles. Women in management roles are well represented in the Head Office function and throughout the retail estate.

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 and sadly our plans have been put on hold due to the pandemic. Clintons remains a diverse and inclusive place to work and we continue to provide flexible working, wherever practicable to support our Team Members. It is our intention to provide equality, diversity and inclusion training for all of our colleagues. We continually 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

