

Clintons was founded in 1968 as Clinton Cards. We are a leading retailer of greeting cards, gifts and wrap. At present, we have 162 Clintons stores throughout the UK.

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.

Gender Pay Gap

We are confident that our 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.

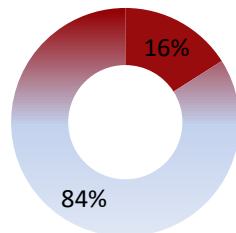
Difference between men & women	Mean (Average)	Median (Middle)
Gender Pay Gap	15.05%	4%

- The mean gender pay gap is the difference in average hourly pay as at April 2023 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 2023.

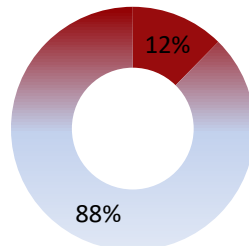
Pay Quartiles

The images below represent the proportion of males and females in each pay quartile. It's worth noting that 86% of our employees are women. Two of the Seven key senior management positions were held by women and 86% of our Store Managers are also women.

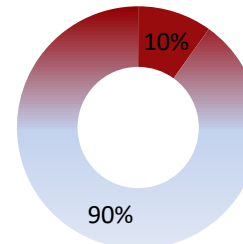
Upper Quartile



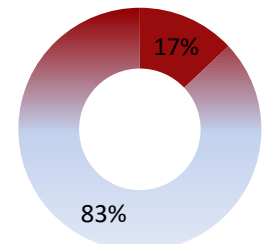
Upper Middle Quartile



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 imbalance across the key senior management roles still drives a slight 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. Clintons remains a diverse and inclusive place to work and we continue to provide flexible working, wherever practicable to support our Team Members. 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.

Paul Linley Taylor
CEO