

Gender Pay Report 2020

Jarrold and  
Sons Ltd



# Our Jarrold Purpose



## Our Jarrold Purpose

Being a family business that  
keeps people at its heart

Colleagues. Customers. Communities.

We believe our people truly make a difference in our business. Our investment in our colleagues is key to our vision to inspire and delight our customers with outstanding experiences.

# Jarrold and Sons Ltd

Jarrold is a privately owned business based in Norwich. The company was founded in Woodbridge, Suffolk in 1770. The company comprises retail, property, training and business services activities (incorporating security and cleaning services).

Due to the Covid-19 pandemic, the business did not report 2019 Gender Pay figures. Therefore, this report compares figures from 2018 and is our third year of reporting.



# Reporting Context

On the snapshot date, the majority of our colleagues, particularly in the retail division of the business, were placed on furlough leave with only 69 colleagues working in the business which normally employs around 470 colleagues. Under Government guidance, colleagues who were furloughed (and not topped up to full pay) during the snapshot date are counted in terms of the number of relevant employees, however they are excluded from the following calculations:

- Mean pay gap
- Median pay gap
- Quartile pay distribution

All employees, including those who were on furlough leave during the snapshot date, are included in calculations relating to bonus payments.

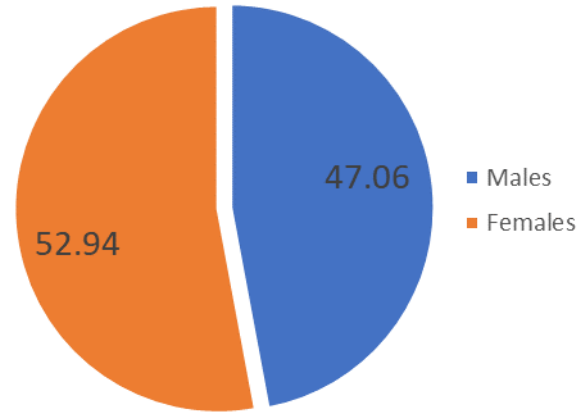
# Our Gender Pay Gap Figures

These figures represent the difference in pay between men and women in our business and shows our 2018 figures for comparison.

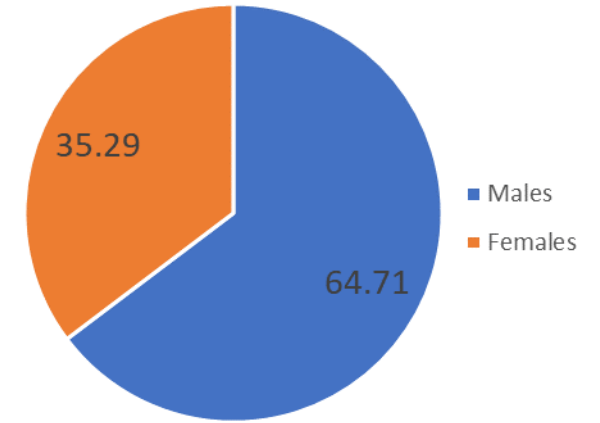
	2020	2018
<b>Mean difference (women's hourly rate is lower)</b>	<b>37.07%</b>	<b>14.96%</b>
<b>Median difference (women's hourly rate is lower)</b>	<b>2.17%</b>	<b>1.89%</b>
<b>Percentage of males who were paid a bonus</b>	<b>1.82%</b>	<b>16.22%</b>
<b>Percentage of females who were paid a bonus</b>	<b>0.93%</b>	<b>12.88%</b>
<b>Mean gender pay gap in bonus pay (women's bonus pay is higher)</b>	<b>35.71%</b>	<b>58.55%</b>
<b>Median gender pay gap in bonus pay</b>	<b>0.00%</b>	<b>20.9%</b>

# Quartile Distribution (% of male and females)

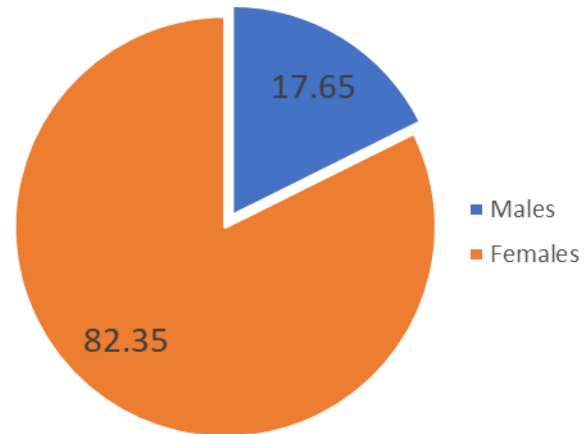
Upper quartile (%)



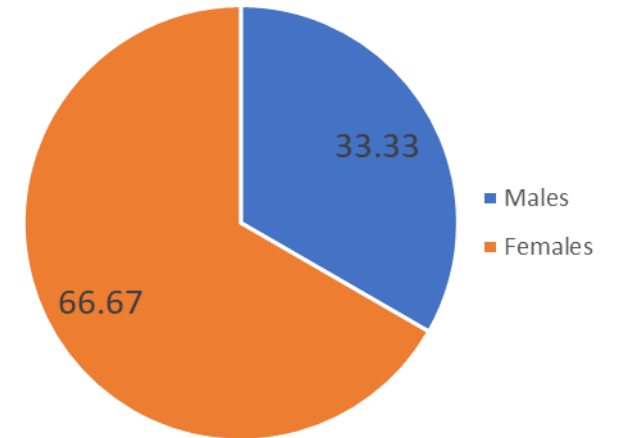
Upper middle quartile (%)



Lower middle quartile (%)



Lower quartile (%)



# The narrative behind the figures

The national average median gender pay gap is 15.5%.\*

The figures for our snapshot date in 2020 show a substantial increase in the mean gender pay gap between men and women with women being paid 37.07% less than men on an hourly basis compared to 14.96% in 2018. Whilst this figure is disappointing, we know this is due to the exclusion of colleagues who were furloughed on 80% pay under the Government Job Retention Scheme on our snapshot day. For comparison, the difference would have been 13.94% which would have been a smaller gap than that reported in 2018.

We also saw a larger pay gap in our median figures, of 2.17% in 2020 compared to 1.89% in 2018 for the same reason. Again, for comparison, if we had included all colleagues the gap would have been 0%.

\*ONS – Annual Survey of Hours and Earnings (ASHE)

## The narrative continued....

Calculations including bonus payments showed that the mean bonus payment was 35.71% higher for females and the median bonus payment showed no gap at all at 0%. This was pleasing to see as we work towards closing the gap in all reporting areas.

Our pay distribution per quartile was also affected by the number of colleagues on furlough leave, who were not included in these figures. 47.06% of colleagues in the Upper Quartile were male. Again, for comparison, this figure would have been 44.63% of males and 55.37% of females if all colleagues had been included in this calculation.

Females make up the majority of the lower quartile distribution and this is due to the business largely being a retail business and our entry level positions are predominantly occupied by women.



# Progression and Skill Development

The business continues to cultivate a culture where all colleagues have equal opportunities to progress and develop in the business. All vacant positions are advertised internally, and we proactively seek to promote colleagues internally as and when opportunities arise.

The introduction of a new colleague communication portal has given us the opportunity to share every new opportunity with all colleagues at the same time, with an easy application process through our central HR email hub.

We plan to implement a progression possibilities programme across the business over the next 12 months to widen skill sets, expand business knowledge and prepare colleagues for promotions. All genders will have equal access to these opportunities, which will be regularly discussed during performance reviews and regular one to ones.

Due to the pandemic and the closure of our business during multiple lockdowns, we have not engaged in new training initiatives, however since this snapshot date we have recruited or promoted females into 8 supervisory or management positions compared to 6 males. We are proud to have a strong female representation in these positions overall and will continue to monitor the make-up of the management team to ensure diversity.

# Reward and Work Arrangements

Our base pay for entry level positions is set using a structured hourly rate system that applies equally to all genders. We have recently been working on more scientific and transparent salary management in terms of Team Leader and Management positions in the retail division.

We actively encourage colleagues to talk about flexible working and are proud that we can positively action almost every request that is presented to us.

Over the pandemic, the business embraced homeworking as a necessity but this has led us to be more flexible with work patterns and working arrangements as and when colleagues need to balance home and work life.

## Summary and actions

The reporting for 2020 has been disrupted due to the pandemic which resulted in most of our colleagues being placed on furlough leave. Should this not have been the case, our figures would have been more favourable, and we would have seen both the mean and median gap closing compared to our report in 2018.

We will continue to work on succession and progression within the business and monitor the make-up of the management team going forward.

Through our progression possibilities programme we will widen skills sets and business knowledge in order to prepare colleagues for the next steps in their careers.

Reward and benefits will be reviewed regularly and the business will actively seek benefits that can offer flexible, creative solutions for work patterns and progress.

We will take a proactive view on diversity and inclusion in the business through D&I workshops and colleague feedback and ideas to include this topic into our values and purpose.

We also plan to introduce a new people management system over the next 3 months which will support the people function to be more data driven therefore giving us the tools to monitor and report on people analytics more closely.

# Executive Chairman Statement

This report covers all members of staff employed by Jarrold and Sons Ltd. The report covers all levels of employees including board members. As Executive Chairman for Jarrold and Sons Ltd, I, David Hill, confirm that the information contained within this report is accurate.

Signature

A handwritten signature in blue ink, appearing to read "David Hill", followed by a period.