

Gender Pay Report 2021

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 brilliant curation and 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).

This report compares figures from 2020 and is our fourth year of reporting.



Reporting Context

On the snapshot date, many of our colleagues, particularly in the retail division of the business, were placed on furlough leave with only 183 colleagues working in the business which normally employs around 400 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.

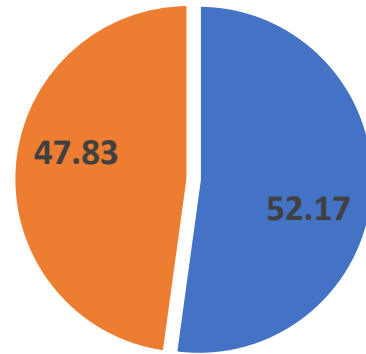
Our Gender Pay Gap Figures

These figures represent the difference in pay between men and women in our business and shows our 2020 figures for comparison. Please note that these figures, with the exception of the bonus pay figures, only relate to colleagues who were not on furlough leave.

	2021	2020
Mean difference (women's hourly rate is lower)	24.59%	37.07%
Median difference (women's hourly rate is lower)	5.26%	2.17%
Percentage of males who were paid a bonus	0.01%	1.82%
Percentage of females who were paid a bonus	0.01%	0.93%
Mean gender pay gap in bonus pay (women's bonus pay is lower)	87.29%	35.71%
Median gender pay gap in bonus pay (women's bonus pay is lower)	87.29%	0.00%

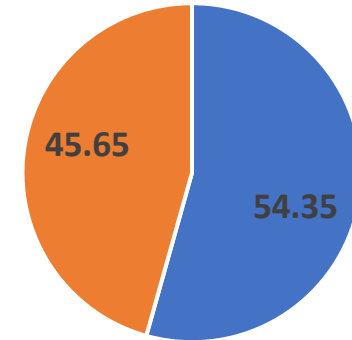
Quartile Distribution (% of male and females)

Upper quartile



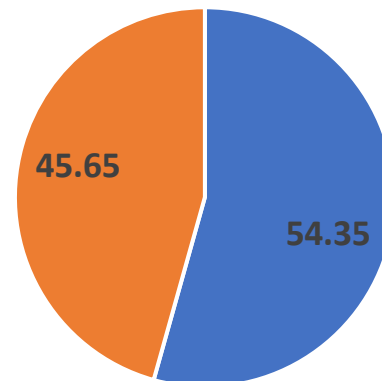
■ Males
■ Females

Upper middle quartile



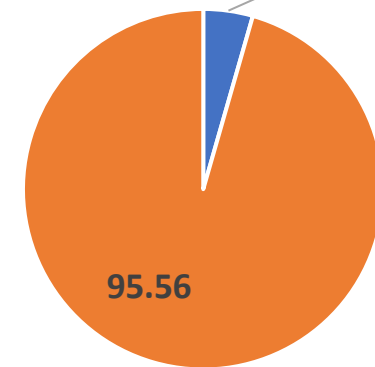
■ Males
■ Females

Lower middle quartile



■ Males
■ Females

Lower quartile 4.44



■ Males
■ Females

The narrative behind the figures

The figures for our snapshot date in 2021 show a decrease in the mean gender pay gap between men and women from 37.07% in 2020 to 24.59% in 2021. Whilst we know this data has been impacted due to the number of colleagues omitted due to being on furlough leave, it is pleasing to see a decrease in the gap here. It is also pleasing to note that if all colleagues were included in this figure, the gap would have been further reduced to 20.79%.

We saw a larger pay gap in our median figures, of 5.25% compared to 2.17% last year. Again, the data will have been impacted by the colleagues who were on furlough. Should all colleagues have been included the difference would have remained at 2.17%

The narrative continued....

Our pay distribution per quartiles were also impacted by the number of colleagues on furlough leave who were not included in these figures. 52.17% of colleagues in the Upper Quartile were male. Again, for comparison, this figure would have been 44.05% males and 55.95% females, if all colleagues had been included in this calculation. We are proud that the management team in the business is almost a 50:50 split between males and females.

Females make up the majority of the lower quartile distribution. This is something we would like to investigate this year in terms of the demographic of applicants into our entry level roles.

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.

Since our last report, we have actively taken steps to widen skill sets, expand business knowledge and prepare colleagues for new challenges in the business. All genders have had equal access to these opportunities, which are being discussed during performance reviews and regular one to ones. This widening of skills leads to larger talent pools when we consider promotions and succession planning. We have also engaged a Learning and Development Manager who will support the progression and growth of colleagues in the business as we move into 2022.

We are also pleased to report that we have promoted 5 females into supervisory or management positions and 1 male. 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 also embedded a system to determine manager and buyer pay depending on certain specifics of the role. We bench mark all positions regularly to ensure we are competitive with market rates.

We actively encourage colleagues to talk about flexible working and we 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.

Data and Analytics

Towards the end of 2021, we implemented a new HR system that feeds directly into our current payroll system. This has already offered benefits whereby we can easily look at the demographics of our workforce and make decisions accordingly.

We have slowed recruitment as we recover from the pandemic, however this will be a focus for us this year in terms of data around the demographics of candidates who apply for positions at Jarrolds and if we are attracting a diverse range of candidates.

Summary and Actions

The reporting for 2021 has again been disrupted due to the pandemic which has resulted in most of our colleagues being placed on furlough leave. We look forward to our 2022 report, which will give a truer picture of the gender pay gap.

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 approach to flexibility and productivity we will widen skills sets and business knowledge in order to prepare all 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 have also introduced a new people management system which 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.