

Gender Pay Report 2022

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, 2021 and 2022.



Our Gender Pay Gap Figures

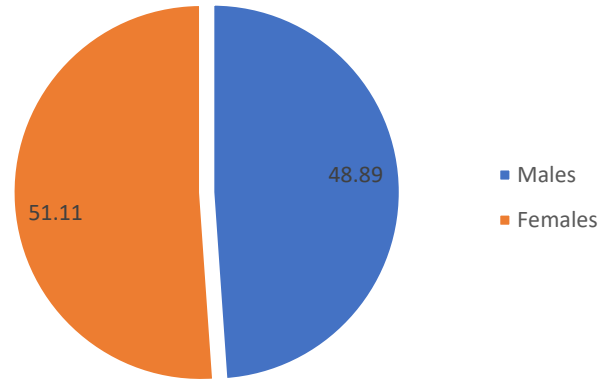
These figures represent the difference in pay between men and women in our business and shows our 2020/2021 figures for comparison.

	2022	2021*	2020*
Mean difference (women's hourly rate is lower)	28.28%	24.59%	37.07%
Median difference (women's hourly rate is lower)	4.74%	5.26%	2.17%
Percentage of males who were paid a bonus	79.66%	0.01%	1.82%
Percentage of females who were paid a bonus	71.14%	0.01%	0.93%
Mean gender pay gap in bonus pay (women's bonus pay is lower)	54.35%	87.29%	35.71%
Median gender pay gap in bonus pay (women's bonus pay is lower)	87.29%	87.29%	0.00%

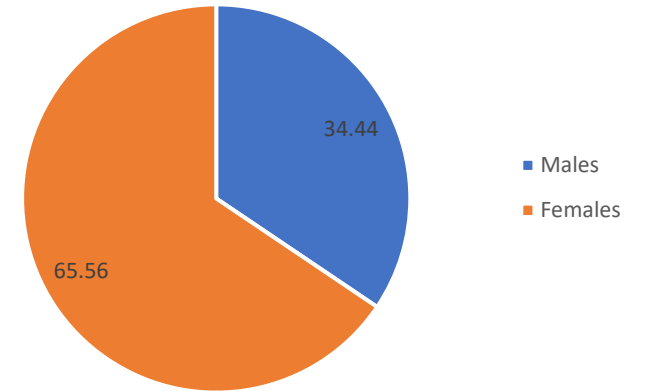
*Please note that these figures, with the exception of the bonus pay figures, only relate to colleagues who were not on furlough leave.

Quartile Distribution (% of male and females)

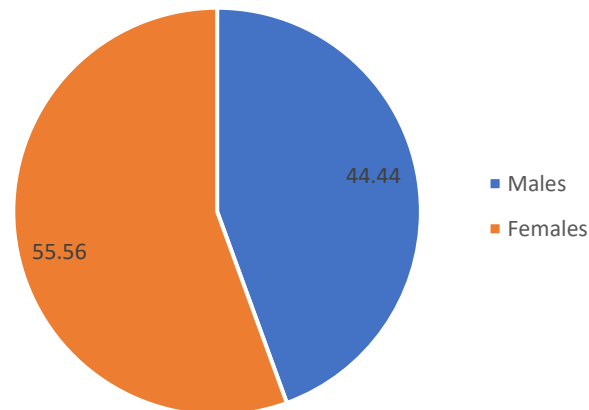
Upper quartile



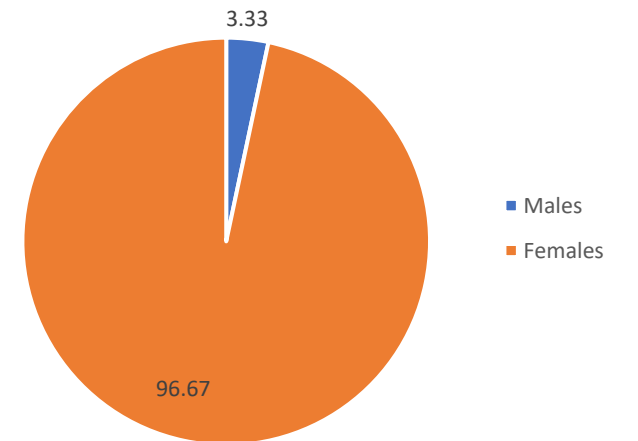
Upper middle quartile



Lower middle quartile



Lower quartile



Pay Gap overview

We are still seeing the affects of furlough leave as a result of the COVID-19 pandemic in terms of comparison year on year. In April 2021 we still had 224 colleagues on flexible furlough leave.

2022 sees the first year since the pandemic where our figures truly show where we are in terms of pay between males and females.

Our median pay gap has reduced by 0.52%. This is pleasing to see considering that this figure is less swayed by values that exist in a small number of colleagues with higher salaries. Our mean gap has increased by 3.69%.

96.67% of our lower quartile is made up of females. As we work up the quartiles, there is a levelling out of male verses female colleagues however this high percentage in the lower quartile will impact our pay gap.

We are pleased to see an uplift in the upper and upper middle quartile in terms of female representation.

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 the pandemic, we have maintained our strategy to develop flexible skill sets across our sales floor. This has led to variety in experience and skill development and enhances opportunities for all colleagues. We have recently launched a similar initiative for our non-sales departments.

With a clear focus on development, we have introduced a new digital learning platform that covers all compliance training as well as a diverse range of training modules which include leadership, self-development and self-awareness topics.

In 2023 we have launched a manager in training programme which sees four colleagues; two female and two male developing their leadership skills and capabilities for the future.

The menopause has been a focus in 2022. We have consciously spent time educating colleagues about the effects of the menopause. This has contributed to open communication from our female colleagues, and we will continue this work to support women to remain confident and successful in their career choices.

Reward and Work Arrangements

We continue to monitor salaries both through external benchmarking and internal comparisons. Our salary review in 2021 and 2022 both included a red-circling exercise where we had historical disparities in pay levels.

In 2022 we removed our age bandings, meaning that every colleague starts at the same base rate of pay. While this wasn't driven by gender, it was important to level the playing field for all colleagues on our standard rate of pay. We are also pleased to share that we will begin paying the Real Living age from April 2023, again levelling the field for all colleagues entering the business on our standard rate of pay.

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

Summary and Actions

The figures we have reported over the past two years have not given a true comparison of our journey in closing our pay gap due to the affect of furlough leave on our figures. We look forward to reporting our 2023 figures and comparing them with 2022 as a true reflection of where we are.

While we were pleased to see an uplift in female representation in our upper and upper middle quartiles, we plan to work with this data to understand the pay gap to enable us to seek further actions to close it.

The gender pay gap will have a defined focus within our developing reward strategy.

We continue to work on supporting our colleagues with menopause matters to reduce the affect of this on our female colleagues. We have plans to develop well-being champions in 2023 who will include menopause support within their remit.

A restructuring of our retail executive team meetings will introduced two new female members from April 2023.

During the design of our Colleague Survey this year, we will endeavour to seek information and opinion concerning the perception of succession and development of our female colleagues.

Director of People and Culture 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 Director of People and Culture for Jarrold and Sons Ltd, I, Laura London, confirm that the information contained within this report is accurate.

Signature

A handwritten signature in black ink, appearing to read "Laura London". The signature is written in a cursive, flowing style.