

# TJX UK 2022 GENDER PAY GAP STATEMENT



**TJX**<sup>®</sup>  
EUROPE





# INTRODUCTION



“At TJX, we’re proud of our culture of valuing difference and consider inclusion and diversity to be an important part of who we are. We’re passionate about creating a supportive and inclusive workplace where our associates feel **welcome** in the Company, **valued** for their perspectives and contributions, and **engaged** with our business mission to deliver great value to our customers every day.

We are strongly committed to pay equity and to creating a great place to work that provides attractive and accessible opportunities for our associates to develop and thrive. Our compensation structures are designed to pay our associates competitively and equitably, based on their skills, qualifications, role, and abilities. At TJX in the UK and our global parent company, The TJX Companies, Inc., we are proud to be an organisation in which women fulfil key roles across all job levels, in our stores, processing centres and in our offices.

In 2022, as in previous years of reporting, we believe that differences in gender representation across different job functions continue to impact our gender pay calculations. The majority of our 25,000 UK associates\* work in our stores. Many of these roles are part-time and flexible, and they are generally our lower and middle paid roles. At TJX UK, as in many other retailers, women significantly outnumber men in these roles and this role distribution has an impact on the calculation of our gender pay gap.

We strive to support an environment where associates can be their best selves. In addition to career development opportunities, we offer associates a variety of initiatives, which include our new menopause and baby loss policies, wellbeing resources, flexible working practices and a company-wide focus on inclusion-based values and behaviours. We know that this work is a journey, and we continue to expand our programmes each year with the aim of fostering a fantastic workplace for our associates.”

**Sarah Lawrence**

Group Director of HR, TJX Europe

# WHAT IS THE GENDER PAY GAP?

In line with the UK Government's gender pay regulations, employers in the UK with more than 250 employees must report their gender pay gap. It is important at the outset to clarify the difference between equal pay and the gender pay gap.

The principle of equal pay has been part of UK law for many years and generally means that men and women in comparable positions receive the same pay for doing the same work. At TJX, we value and uphold this principle and are committed to the belief that individuals should be compensated competitively and equitably based on their role and skills.

**Equal pay** means that men and women in comparable positions receive the same pay for doing the same work.

**A gender pay gap** measures the difference in the average hourly pay of men and women across all roles regardless of the nature of their work.

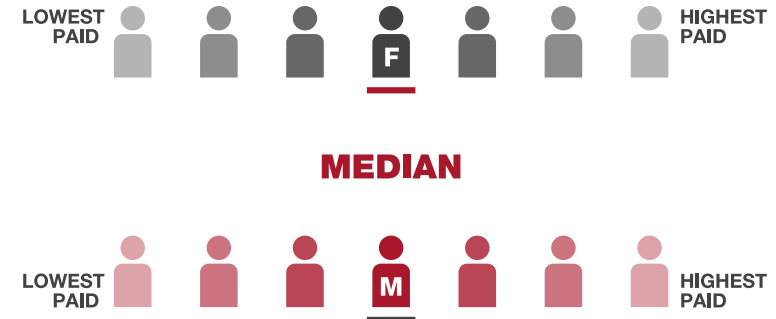
# HOW DO WE CALCULATE THE GENDER PAY GAP?

As required by the reporting regulations, we report on the mean and median gender pay gap.

**Mean:** This is the difference between the average male salary and the average female salary. This average is calculated by taking the total hourly pay for all our female associates and dividing it by the total number of female associates. We do the same for our male associates and calculate the difference.



**Median:** If you were to line up all our female associates in order of earnings, the salary of the female in the middle is the median female salary. Comparing this to the median male salary provides the median gender pay gap.



The same methodology is used to calculate the bonus gap between males and females.

This gender pay gap report is a snapshot of our associate population and their pay rates on **5 April 2022**.

# WHAT IS THE TJX UK GENDER PAY GAP?

On the snapshot date, our mean gender pay gap in the UK was **12.8%** while our median gap was **6.5%**. This is broadly in line with previous years, with a slight decrease in the mean figure year-on-year.

Like many other retailers, we believe our **mean gender pay gap** is largely due to the greater representation of female associates in our lower and middle paid roles. There are more women than men in our UK organisation across all four of our pay quartiles. In quartiles one to three, which represent the lower to middle paid roles in our business, the representation of women is much higher than men, while in quartile four, which comprises a broad range of roles including the higher paid managerial roles, there is a more even distribution.

The mean gender pay gap within quartiles one to three varies per quartile between 0% and a negative gap in favour of women, which continues to support the belief that our overall pay gap is significantly influenced by the greater number of women than men in our lower and middle paid roles.

## UK NATIONAL AVERAGE 2022<sup>1</sup>

**13.9%**



**14.9%**



## TJX UK 2022

**12.8%**

## TJX UK 2021

**13.5%**

## TJX UK 2020

**13.2%**

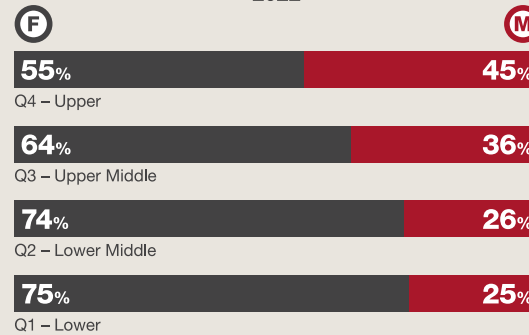
**6.5%**

**4.3%**

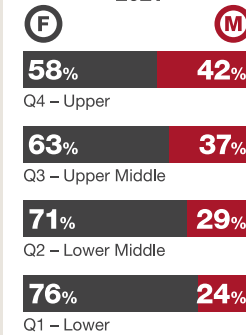
**8.9%**

## QUARTILE PAY BANDS BY GENDER

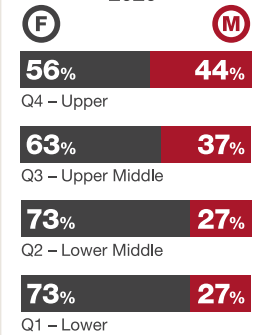
### TJX UK 2022



### TJX UK 2021



### TJX UK 2020



<sup>1</sup>Office for National Statistics 2022 –

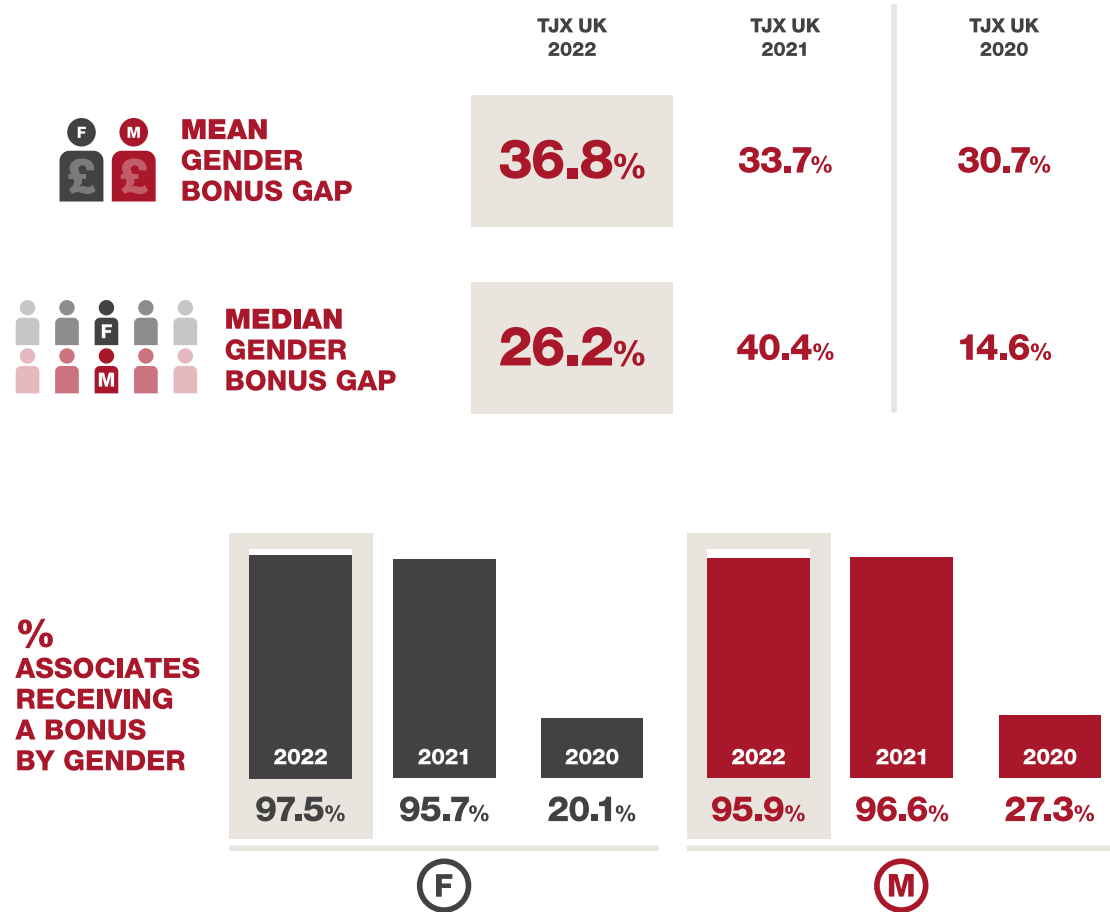
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# UK GENDER BONUS GAP

Our bonus and reward programmes are multi-faceted and founded on the principles of teamwork and achievement of our overall business goals rather than individual performance or manager discretion. This, in addition to other factors including bonus programme eligibility, stock option activity and discretionary bonuses, can make meaningful year-on-year comparisons challenging.

In the 12 months ending in April 2022, we were pleased to award bonuses to the vast majority of our organisation, representing more than 95% of our associates. This included appreciation bonuses for store and processing centre associates who did not have the opportunity to work from home during the COVID-19 pandemic and whose jobs required them to physically go into a work location.

During this 12-month period, the mean bonus gap was **36.8%** and the median gap was **26.2%**. We believe that this gap is influenced by the broad distribution of bonuses at every level of the organisation during the reporting period and the greater proportion of women in our lower and middle paid roles.





# INCLUSION AND DIVERSITY AT TJX

TJX in the UK is part of a global business that values inclusion and diversity. As a large, complex, and global business, The TJX Companies, Inc. believes it is important that our workforce reflects the diversity of our customers and the communities we serve. We know it is important to attract and retain talent within our organisation and believe that a diverse associate base can help make us a stronger company.

Women are an important part of our workplace diversity, and we are proud of the strong representation of women across our organisation, and throughout management and senior management levels.

Globally in The TJX Companies, Inc., women make up 78% of the total workforce and they hold 68% of our managerial positions, defined as Assistant Store Manager (or equivalent) and above. Further, women are strongly represented in our more senior positions across the company, with women comprising 49% of Vice President and above positions. Additionally, in Fiscal Year 2023, 80% of promotions globally were earned by women<sup>1</sup>.

<sup>1</sup>Statistics cited in this section are for TJX's Fiscal Year 2023, which ended 28 January 2023



**Staynton,**  
Vice President,  
Inclusion and Diversity

*“We strive to create a great place to work at TJX Europe, where associates feel welcome, valued, and engaged. Our work on inclusion and diversity aims to foster an environment where our associates can thrive and have an opportunity to reach their full potential.*”

*I’m really proud of the structures we have put in place across TJX Europe that are designed to enable us to listen to and learn from a diverse range of associates, and where senior leaders can play an active role in sponsoring initiatives that help drive our I&D agenda.*

*In 2023, we plan to build on the success of our Associate Resource Groups and I&D Council, to help ensure we focus on meaningful priorities and continue to work to foster a more equitable and inclusive environment for our associates.”*

# KEY ACTIONS

Inclusion and diversity have long been a priority at TJX, and we endeavour to listen to our associates and identify actions and initiatives that we believe may create positive change. This section provides a few recent examples of these ongoing actions.



## EMPOWERING OUR ASSOCIATES

- / Our dedicated inclusion and diversity (I&D) team continues to inform and provide input on the vision and direction for I&D within TJX Europe. An **I&D Council**, made up of associates from across the European business, has also been formed to facilitate associate feedback and provide insights which can be used to inform our people strategies.
- / In certain areas of our TJX Europe operations, we have launched seven **Associate Resource Groups (ARGs)** – voluntary, associate-driven groups that work closely with the I&D team to help foster a diverse and inclusive workplace. These include two women’s ARGs, as well as groups dedicated to wellbeing, disability and the experiences of the Black, Asian, and LGBTQ+ communities.
- / Our **Women’s ARGs** are structured to offer a safe space for women to share their experiences, normalise and promote discussions around women’s issues, raise awareness, and provide support and opportunities. The UK Women’s ARG, based in our Walsall processing centre, has launched a number of pilot programmes this year, including the introduction of a private wellbeing space for shift associates, as well as new lightweight uniforms and desk fans for women experiencing menopause symptoms. The successful pilot last year to provide free feminine hygiene products in our UK processing centres is still underway and has been extended across the entire UK organisation.



**Rachael**, HR Business Partner and Women’s ARG Lead, Walsall PC

*“My role as leader of the Women’s ARG in Walsall is to help the group share experiences, build connections, discuss issues, and identify opportunities to make a difference.*”

*I believe that the ARG has fostered a strong feeling of belonging. All members have a voice, which I believe has driven greater transparency of priorities and opportunities to enhance our associates’ experiences. Our ARG has also encouraged a stronger level of allyship from our male associates.*

*We are proud to have had the opportunity to help raise awareness within the business of topics such as period poverty and female health and wellbeing. I believe that the ARG has the potential to make a real impact on our associates’ experiences at work.”*



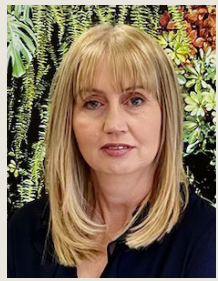


# RECRUITMENT AND TALENT DEVELOPMENT

Inclusion and diversity are areas of continued focus in both our recruitment and talent development processes at The TJX Companies, Inc. and within our TJX Europe operations.

## RECRUITMENT

- / Globally, we use a **text-analytics tool** to review the language used across our recruitment content and performance management systems from an inclusion perspective.
- / In the UK, we continue to partner with **Bright Network**, specialists in talent attraction and recruitment, with the aim of helping us actively attract more diverse talent for our roles. We are also trialling a partnership with Handshakes, an early talent recruitment platform which is designed to help us to proactively reach candidates from under-represented backgrounds.
- / We also aim to equip our associates with the tools and support, both formal and informal, to further enhance a culture of inclusion. We have expanded our global **'Leadership Competencies and Cultural Factors'**, which help express TJX's values and promote consistency in leadership development, to include a new leadership competency and cultural factor focused on inclusion-based values and behaviours. By adding this focus, we aim to formalise inclusion as a foundational value that represents who we are as a company and how we expect our leaders and associates to show up every day.
- / We run training programmes across the business in **inclusive leadership behaviours**, including understanding and overcoming unconscious bias and fostering inclusive and transparent talent feedback.
- / In our processing centres, we have continued our partnership with **Everywoman**, a network specialising in career development for women in business. They offer accessible learning resources and tools designed to help associates develop key skills or behaviours, such as leadership, resilience and allyship.
- / We continue to offer opportunities for our UK store associates (a high proportion of whom are female) to access **development opportunities** in our head office, including apprenticeships; the one-year 'Dream Big' placement scheme in Brand & Marketing; and 'Insight', a six-week placement in Merchandising and Buying which offers an opportunity to join our development programme at the end.



**Julie, Vice President of Distribution and Women's ARG Sponsor**

*"I think there's an assumption that distribution is a male-orientated environment, but I've always felt like I'm part of the team. I left school without any qualifications, but at TJX, I have had the chance to build a career. When I joined the business as a First Line Manager in 2002, I worked with leaders who really believed in me, and that gave me confidence. Now, as a leader myself, it's important to me to pay that forward, whether it's through mentorship or in my role as sponsor of the Women's ARG.*

*The focus on women's health and wellbeing has been so important to me. I believe the introduction of the menopause policy and conversations about its impact on women at work has helped to further create an environment where our associates feel welcome and valued in our business. I firmly believe that when you feel you belong, it makes you want to go the extra mile."*



# HEALTH AND WELLBEING

We have developed a dedicated **women's health strategy** at TJX Europe, focused on providing support for women's health issues, including menopause and baby loss. The programme is designed to increase awareness, provide supporting policies and resources, upskill our managers, and further promote gender equality within our business.

For example, as part of this strategy, we recently launched a new **menopause policy** in the UK, setting out the support available to associates experiencing menopause symptoms, as well as information and resources for managers and colleagues. We have also signed Wellbeing of Women's Menopause Workplace Pledge and make dedicated resources and expertise available to our associates through Henpicked and Menopause in the Workplace.

We have also rolled out a new **baby loss policy** in the UK, formalising the support available to associates who have experienced any type of baby loss. An internal awareness campaign around the launch was designed to normalise discussions around loss and create a

safe space where associates can, if they wish, be open about their intentions to start a family, feel able to disclose loss, and access the support they need, when they need it. We have also signed the Miscarriage Association's Pregnancy Loss Pledge which signals our commitment to raising awareness and providing support for associates.

In the UK, we have recently introduced a new resource for our associates with **Peppy**, a health app that provides free and confidential support to our associates, including personalised video and phone consultations with expert practitioners, as well as emotional wellbeing support and free and trusted information on men's and women's health topics.

We also make wellbeing support resources available through **Unmind** and the **Retail Trust** on a wide variety of topics, including relationships, stress management, and confidence. We offer regular webinars to promote health and wellbeing amongst our associates, featuring guest speakers and covering topics including gut health, sleep and more.

# FLEXIBLE WORKING

Throughout our offices in Europe, we promote a **flexible working model** to support the balance of work and personal needs. Our flexible working principles, including core hours and agile working, allow the majority of our office-based associates to flex their working hours and location in a way that balances their personal and work needs.

In select stores in the UK, we have rolled out new technology that enables **dynamic shift swapping**, designed to offer more transparency and flexibility in scheduling.

Our **stores and processing centres** operate a variety of flexible working and shift patterns, including contracts that allow for job share opportunities, part-time and weekend working.



**Redona, Assistant Manager, TK Maxx**

*"I have been part of the business since 2009 across various roles and TK Maxx stores. As a new mum, I really appreciate the opportunity to work flexibly. It helps support my work-life balance, allows me to have quality time with my child, and enables me to arrange appointments for him without affecting my work. This balance and flexibility from the business, combined with super-supportive colleagues, have given me the confidence to return to work and to feel more productive and satisfied while I'm here."*

## COMMUNITY

We support a number of organisations to help provide funding and opportunities, many of which have programmes aimed at supporting women and girls, including:

/ **Comic Relief:** Since 2005, together with our customers, we have raised over £30 million for Comic Relief, helping vulnerable children in the UK and the world's poorest communities. To date, our donations have supported thousands of girls and young women, including a project working with young people from communities affected by female genital mutilation, honour-based abuse and forced marriage in the UK. The project is focused on education, and the development of advocacy and campaigning skills.

/ **The Prince's Trust:** TK Maxx and Homesense have partnered with The Prince's Trust since 2004 on a number of programmes including Get into Retail, which provides training, development and employment opportunities to help disadvantaged young people build a better future, and Achieve, designed to help young people at risk of underachieving at school. Our programmes have provided support to over 2000 young women and girls.

/ Our **Sustainable Trade Programme**, which supports communities in Western Uganda.







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## OUR CONTINUED COMMITMENT

A passion for inclusion and diversity remains at the heart of our business. We are firmly committed to continuing to provide attractive and accessible opportunities throughout our organisation to help our associates in the UK to fulfil their potential and plan to continue to explore initiatives which further this aim.

This statement confirms that the published information is accurate at the time of publishing as of the date referenced where applicable, and is signed by Sarah Lawrence, Group Director of HR, TJX Europe and David L. Averill, Company Director of TJX UK.

**Sarah Lawrence**  
TJX Europe, Group Director of HR

**David L. Averill**  
Company Director of TJX UK