TJX UK 2021 GENDER PAY GAP STATEMENT
“At TJX, we have considered inclusion and diversity to be a very important part of who we are for many years. We are strongly committed to an 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.

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 job levels in our stores, processing centres and offices. We are firmly committed to pay equity and passionate about continuing to provide an inclusive and diverse environment that provides attractive and accessible opportunities for all associates to fulfil their potential.

Our mean gender pay gap has remained largely consistent over several years. We believe that this continues to reflect the difference in gender representation in different job functions across our business. As of February 2021, we employ over 23,000 associates in the UK, the majority of whom have roles 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, in line with many other retailers, women outnumber men in these roles by a ratio of approximately two to one, and this role distribution has a major influence on the calculation of the mean gender pay gap.

While we believe that this remains the case, we are not complacent. We continue to pursue initiatives that we believe help enable our associates to access opportunity and be their best self, from promoting flexible working practices and a dedicated wellbeing and women's health strategy, to embedding inclusion and diversity in both recruitment and talent development. We are committed to continuing to build on these programmes with a goal of driving long-term, sustainable change within our organisation."

Sarah Lawrence
Group Director of HR, TJX Europe
As required by the reporting regulations, we report on the mean and median gender pay gap.

**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.

**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 and then doing the same for our male associates.

This gender pay gap report is a snapshot of our associate population and their pay rates on 5 April 2021. At this time in the UK, our retail stores were closed in line with UK Government COVID-19 regulations. During the periods where stores were closed, TJX UK was grateful for the Coronavirus Job Retention Scheme, which enabled us to keep our associates in employment whilst they were unable to carry out their day-to-day roles in our stores and processing centres. Where associates were furloughed, TJX UK was able to top up to 100% of contractual pay throughout the period of store closures.

As set out in the regulations, furloughed associates whose salaries were topped up in this way were included in the 2021 calculations.

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.
For TJX UK in 2021, the mean gender pay gap was 13.5% which is broadly in line with previous years. The median gender pay gap was 4.3% which represents a reduction year on year.

We have established over a number of years that 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. In quartile four, which includes a broad range of roles including the higher paid managerial roles, there is a more even distribution, although the proportion of women continues to steadily increase.

The mean gender pay gap within quartiles one to three is less than 1%, 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.

The reporting period reflects an unusual year in many different ways, and we are therefore cautious about drawing meaningful conclusions from the reduction in our median gap. Our focus continues to be on initiatives that encourage inclusion.
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, continues to make meaningful year-on-year comparisons challenging.

In 2021, we were pleased to award bonuses to the vast majority of our organisation, including quarterly appreciation bonuses for store and processing centre associates who did not have the opportunity to work from home and whose jobs required them to physically go into a work location. This represented a significant year-on-year increase in the number of associates receiving bonuses, and a greater spread of bonuses across all four pay quartiles.

Our mean and median bonus gaps have increased, which we believe is largely due to the payment of bonuses in 2021 for associates in our lower and middle paid roles, which have a greater proportion of female associates.

The gender bonus gap for 2021, 2020, and 2019 is calculated based on bonuses paid during the 12 month period ending 5 April 2021, 5 April 2020, and 5 April 2019, respectively.
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, and we know it is important to attract and retain talent within our organisation.

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

Globally in TJX Companies, Inc., women make up 77% 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 47% of Vice President and above positions. Additionally, in 2021, 80% of promotions globally were earned by women.

At TJX we are proud of our culture and believe that our associates bring our business to life. We aim to support them by making TJX a great place to work, where all associates feel welcome, valued for their diversity of thought, background, experience and ability, and engaged with our mission of providing great value to our customers. Developing our talent and championing our culture continue to be part of our global business priorities.

Our focus on collaboration, inclusion, training and development and associate wellbeing, including providing access to services such as the Retail Trust, Salary Finance and the Unmind mental health app in the UK, all form part of our culture. We know our associates are the foundation of our success, so we are passionate about contributing to theirs.

We aim to equip our associates with the tools and support, both formal and informal, needed to further enhance a culture of inclusion.

1 Statistics cited in this section are for TJX’s Fiscal Year 2022, which ended 29 January 2022
Inclusion and diversity have long been a priority at TJX. This includes identifying actions and initiatives that could create positive change amongst our associates, including but not limited to women. This section provides a few key examples within our UK business.

**EMPOWERING OUR ASSOCIATES**

- We have created a dedicated inclusion and diversity (I&D) team within our business, as well as an internal advisory board to oversee 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 ensure that associates are heard and given an opportunity to input into the strategy.

- In 2021, we launched a trial of seven Associate Resource Groups (ARGs): voluntary, associate-driven groups who work closely with the inclusion and diversity 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 Black, Asian, and LGBTQ+ experiences.
Inclusion and diversity are areas of continuous focus in both our recruitment and talent development processes.

- We have partnered with Bright Network, specialists in talent attraction and recruitment, with the aim of helping us actively attract more diverse talent for our roles.

- Globally, we use a text-analytics tool to review the language used across our recruitment content and performance management systems to help support our inclusive agenda.

- We continue to roll-out training in inclusive leadership behaviours, including understanding and overcoming unconscious bias and ensuring inclusive and transparent talent feedback.

- In our processing centres, we’ve continued our partnership with Everywoman, a network specialising in the advancement of women in business. They offer learning resources and tools designed to help associates develop key skills or behaviours, such as resilience and allyship. By taking a continuous learning approach we are equipping our leaders with new approaches and ways of thinking.

- We have taken steps to make the progression to Team Leader a more accessible and attractive opportunity for store associates, including those working part-time, with greater flexibility and attractive compensation packages. We saw a greater number of women taking on this role in 2021.

- We have introduced a new Insight programme, designed to give UK store associates (a high proportion of whom are female) an opportunity to experience a temporary head office role in Merchandising and Buying, with the possibility of joining our development programme at the end of the programme.
Throughout Europe, we promote a flexible working model to support the balance of work and personal needs and to provide attractive opportunities.

- 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 and promotes associate wellbeing.

- Our processing centres operate flexible working and shift patterns, as well as contracts that allow for job share opportunities and weekend working.

- In select stores, we are trialling technology that enables dynamic shift swapping which is designed to allow for greater flexibility.

- This year, we have developed a dedicated women’s health strategy at TJX Europe, focused on key pillars including menopause and baby loss. The programme is designed to increase awareness, provide supporting policies and resources, upskill our managers and review practical accommodations.

- We are committed to supporting our female associates through menopause and have partnered with Henpicked and Menopause in the Workplace to offer dedicated resources and expertise to our associates, raise awareness of the menopause experience, and shape our women’s health strategy.

- We partner with Unmind and the Retail Trust to offer wellbeing support to all our UK associates around a number of topics, including managing stress, building confidence and positive parenting.

- We are currently trialling a coaching programme for some parents returning from extended leave to help support the transition back to work.

- Our two women’s associate resource groups (ARGs) offer a safe space for women to share their experiences, normalise and promote discussions around women’s issues, raise awareness, and provide support. Local ARG initiatives this year have included the provision of free sanitary products in our UK processing centres and community partnerships to raise awareness and funds, including The Prince’s Trust’s Brilliant Breakfast to support young women in the UK.

We support a number of organisations to help provide funding and opportunities for women and girls, including:

- The Watford Women’s Centre in our head office location in Watford, UK (via the TK Maxx and Homesense Foundation)

- The Prince’s Trust’s Women Supporting Women campaign (via our Women’s ARG and associates)

- Comic Relief: Our donations have funded a project to empower survivors of early child marriage to improve access to rights and opportunities in 15 districts of Karnataka, India.

- Our Sustainable Trade Programme, supporting communities in Western Uganda
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 for all associates 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 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