

# TJX UK 2020 GENDER PAY GAP STATEMENT



## /INTRODUCTION

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 in our stores, processing centres and offices. In the UK, we have a strong representation of female leaders throughout management and senior management levels, including our President.

**“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 our associates to fulfil their potential.**

**For 2020, we are reporting a gender pay gap which has remained largely unchanged and which we believe is primarily driven by the difference in gender representation in different job functions.**

**As of February 2021, we employ over 21,000 associates in the UK, a significant number of whom have roles in our stores. Many of these store-based 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 continues to significantly influence our gender pay gap.**

**Our commitment as an employer is for all our associates to feel welcome, valued and engaged with our business. We’re proud of our open and inclusive culture and continue to pursue initiatives which enable our associates to have access to opportunity and to be their best self.”**



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

## /WHAT IS GENDER PAY?

In line with the UK regulations governing gender pay reporting, TJX in the UK is reporting our UK gender pay gap. It is important at the outset to clarify the difference between equal pay and the UK 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.

# /TJX UK GENDER PAY

Using the calculations set out in the gender pay gap reporting regulations, the **median TJX UK gender pay gap is 8.9%** and the mean **TJX UK gender pay gap is 13.2%**. These numbers have remained broadly similar over several years of reporting.

In keeping with previous years of reporting, 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 higher paid managerial roles, there is a more even distribution, though there has been a gradual increase in the proportion of women in this quartile over time.

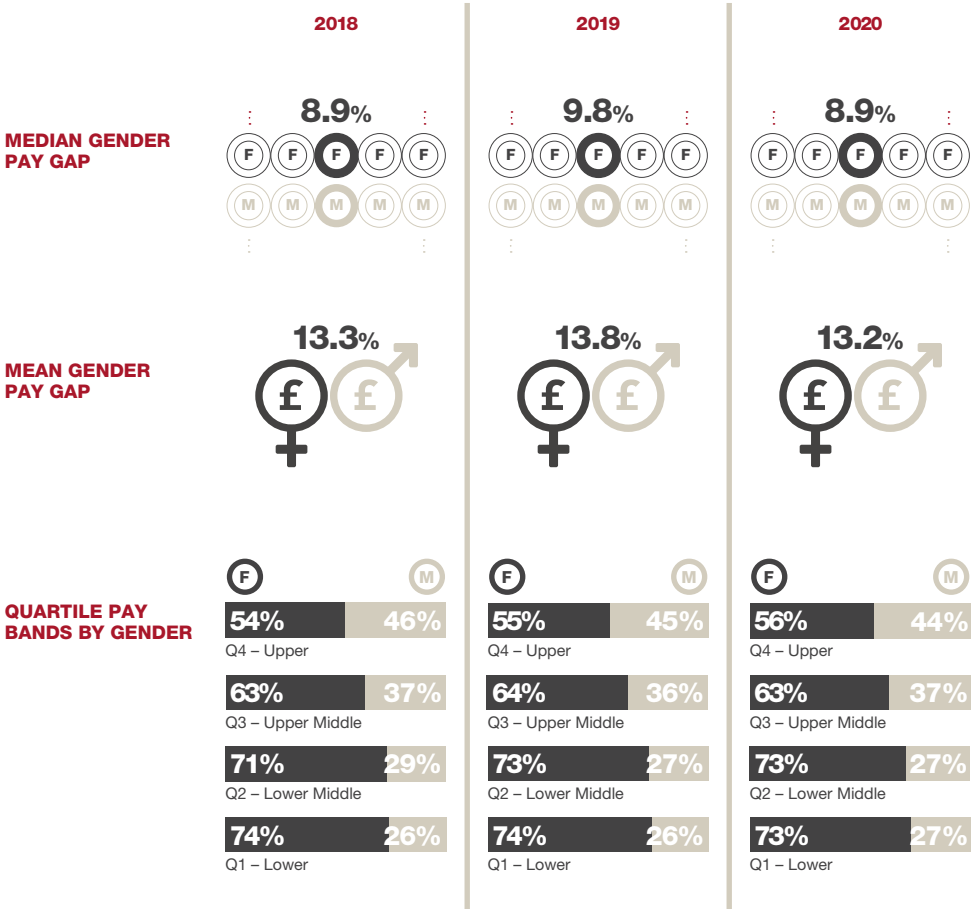
The gender pay gap in each quartile is lower than the gap at TJX in the UK as a whole, which supports the belief that our overall pay gap is significantly influenced by the greater number of women than men in our lower and middle paid roles.

# /2020 CALCULATION

The gender pay gap calculation for 2020 takes into consideration the unprecedented circumstances of the global pandemic and related retail store closures.

During the periods where stores were closed in the UK, 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 pleased to top-up to 100% of contractual pay.

As set out in the regulations, furloughed associates whose salaries were topped up in this way were included in the 2020 calculations.

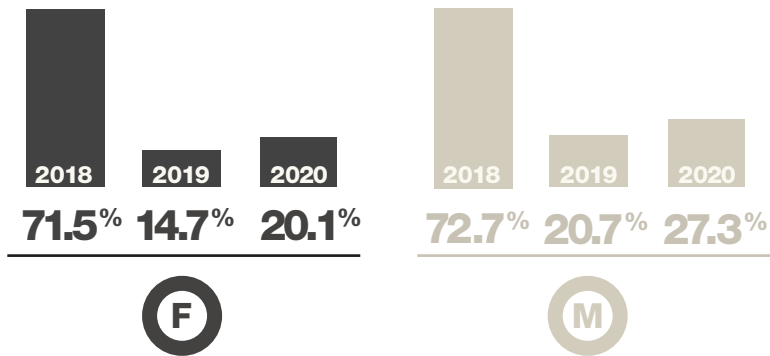


Each year shown reflects the 12-month period ending on or about April 5 of the specified year

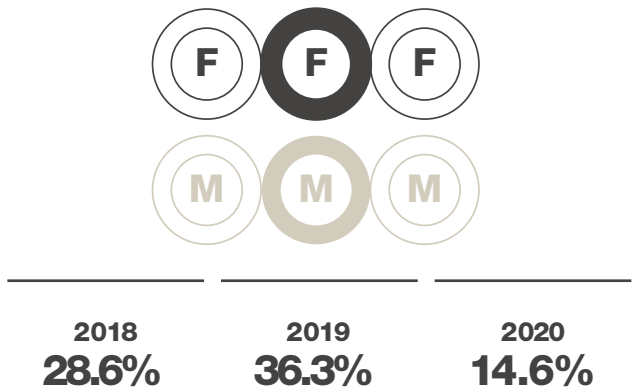


# /UK GENDER BONUS GAP

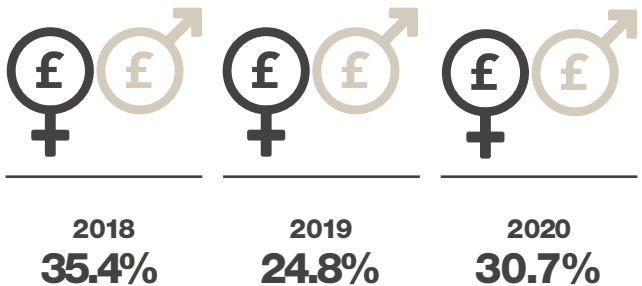
Our bonus and reward programmes are multi-faceted and founded on the principles of teamwork and achievement of our overall business goals rather than individual performance or manager discretion. We have seen variation in both our median and mean bonus gap. Factors including, but not limited to, bonus programme eligibility, stock option activity and discretionary bonuses, make meaningful bonus year on year comparisons challenging.



% ASSOCIATES RECEIVING A BONUS BY GENDER



MEDIAN GENDER BONUS GAP



MEAN GENDER BONUS GAP

## /GENDER INCLUSION AND DIVERSITY

TJX in the UK is part of a global business that values inclusion and diversity. As a large, complex, and global business, we believe it is important that our workforce reflects the diversity of our customers and the communities we serve, and we know how important it is to attract and retain the best talent at all levels and in all functions.

Women are an important part of our workplace diversity, and we are proud of the strong representation of women across our workplace, including an increasing percentage of our leadership team.

Globally, women make up 78% of our total workforce and they hold 67% 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 54% of Assistant Vice President and above positions, 47% of Vice President and above positions, and 43% of Senior Vice President and above positions. Additionally, on average over the last three years 79% of promotions globally were earned by women<sup>1</sup>.

<sup>1</sup>Statistics cited in this section are for TJX's Fiscal Year 2021, which ended 30 January 2021





## /OUR CULTURE

At TJX we are proud of our culture and appreciate 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 providing great value to our customers. Developing our talent and championing our culture continue to be part of our global business priorities.

We believe our ability to attract and retain talent is due to our success as a retailer, in combination with our culture. Our focus on inclusion, training and development and associate wellbeing, including providing access to services such as the Retail Trust and the Unmind mental health app, all form part of our culture. We know our associates contribute to 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.

### **WELCOME:**

**WE ENCOURAGE  
OUR ASSOCIATES  
TO BRING THEIR  
WHOLE SELF TO  
WORK AND PROVIDE  
THEIR UNIQUE  
PERSPECTIVE TO  
THE BUSINESS**

### **VALUED:**

**WE WANT TO HEAR  
AND LISTEN TO WHAT  
OUR ASSOCIATES  
HAVE TO SAY AND  
WE APPRECIATE  
THEIR PERSPECTIVE  
AND EXPERIENCE**

### **ENGAGED:**

**WE WANT  
ASSOCIATES TO SEE  
THE SIGNIFICANCE  
OF THEIR  
CONTRIBUTIONS AND  
HAVE AN EMOTIONAL  
CONNECTION TO  
THEIR JOB**

## /TAKING POSITIVE STEPS

Inclusion and diversity have long been a priority at TJX and we continue to prioritise this important area to ensure we can support our associates. This includes identifying actions and initiatives that could create positive change amongst our associates, including but not limited to, women.

## /RECRUITMENT AND TALENT DEVELOPMENT

Inclusion and diversity are areas of continuous focus in both our recruitment and talent development processes.

- Globally, we have introduced a text-analytics tool to review the language used across our recruitment processes and performance management systems to ensure they support our inclusive agenda
- We continue to roll-out training in inclusive leadership behaviours, including understanding and overcoming unconscious bias. The objective of this training is to ensure fair treatment of all associates
- We've continued our partnership with the Everywoman network in our processing centres which looks to develop individual skills or behaviours, such as resilience. By taking a continuous learning approach we are equipping our leaders with new approaches and ways of thinking
- We are currently trialling a coaching programme for some associates who are returning from maternity leave to help support the transition back to work

## /FLEXIBLE WORKING

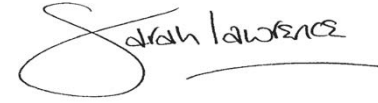
Throughout Europe, we have adopted a flexible working philosophy to support work/life balance and provide attractive opportunities for all.

- We have implemented a “Core Hours” policy for office-based associates which allows them to flex their working hours in a way that improves work/life balance and promotes associate well-being
- Our processing centres operate flexible working and shift patterns. We have also introduced contracts that allow for job share opportunities
- In our stores, we are exploring opportunities to use technology that enables dynamic shift swapping which would allow for greater flexibility

## /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 for all associates to fulfil their potential and will 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

A handwritten signature in black ink, reading "Sarah Lawrence". The signature is fluid and cursive, with a long horizontal line extending from the end.

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

A handwritten signature in blue ink, reading "David L. Averill". The signature is cursive and somewhat stylized, with a long horizontal line extending from the end.

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