



# 2021 GENDER PAY GAP REPORT

At JD Williams & Company Ltd (trading as N Brown), we ensure that every colleague is treated with fairness, dignity and respect. Championing inclusivity is our mission and we aim to explicitly encourage and enable an inclusive culture by recognising attitudes and behaviours that contribute to this.

Having a gender-balanced workforce is crucial to our long-term success and we remain committed to increasing gender diversity across our business.

As with everything, we're always learning and improving and we acknowledge that due to the variety of roles that our business attracts, our gender pay gap will fluctuate over time as we embed our Diversity, Equality and Inclusion strategy and increase the number of women working across all levels of the business.

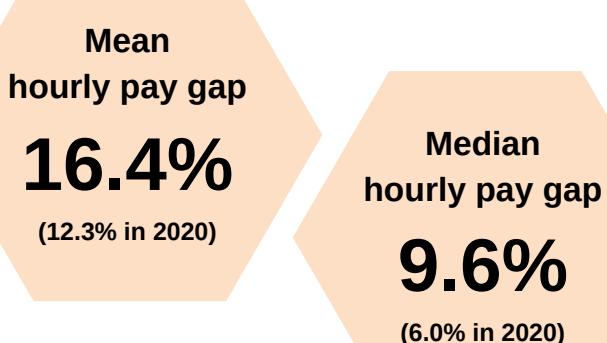
I confirm that the information contained in this report is accurate.

Steve Johnson  
Chief Executive Officer.



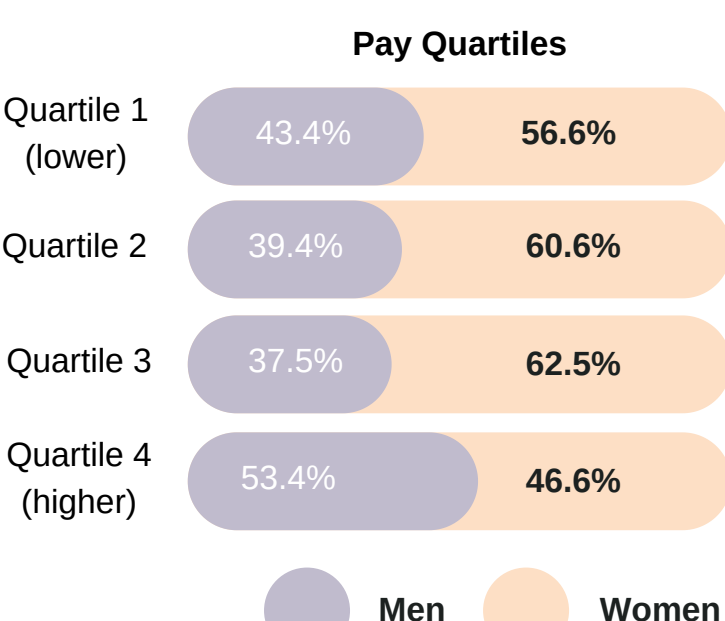
## Our gender pay gap: hourly pay

The following figures show the difference in hourly pay between men and women.



Both our mean and median pay gaps increased year on year. During the reporting period, the shape of our business changed considerably as we restructured in order to ensure the Group had an appropriate and sustainable cost base for a digital retailer. This restructure included a large reduction in our Logistics resource which, alongside other changes, had a more significant impact on the average rate of male pay across the business than female pay.

The gender split of each pay quartile is shown below.



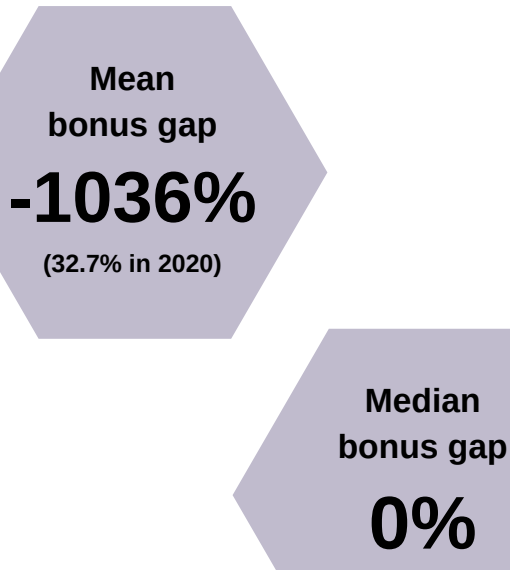
Our business attracts a variety of roles across three sectors: retail, financial services and warehouse distribution and our gender balance differs by area.

Overall, we're seeing a noticeable difference in the male/female split in the top quartile of pay. This year, 46.6% of the group were female, whilst this is only slightly down from 47.3% in 2020, it's down from 53.4 in 2019.

Our action planning is focusing on how we can attract more women into senior management roles (currently 37%) and into higher paying subject matter expert and managerial roles within Data, Digital Technology and Financial Services.

## Our gender pay gap: bonus pay

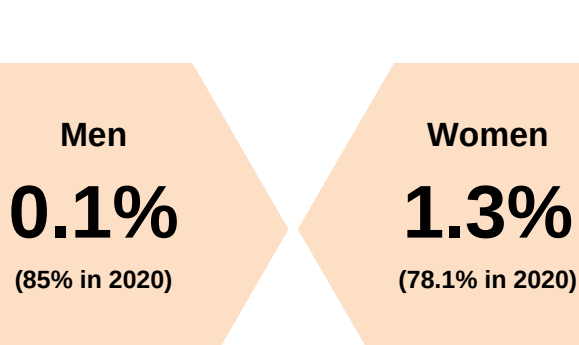
The following figures show the difference in bonus pay between men and women.



In our 2020 report, we shared details of our new bonus scheme that gives our more junior colleagues (of which 60% are women) the opportunity to earn a substantially improved bonus. The maximum bonus potential is determined by job band and is paid as a proportion of salary, and whilst we will continue to see a pay gap whilst our senior management are predominantly male (63%), the changes we have made benefit all our colleagues.

The first bonus paid under our new scheme took place in May 2021 and will be reflected in our 2022 report. As no Annual Bonus Scheme payment was made in 2020, only 13 colleagues received a bonus during the reporting period (under a share scheme granted in 2017), the majority of whom were female.

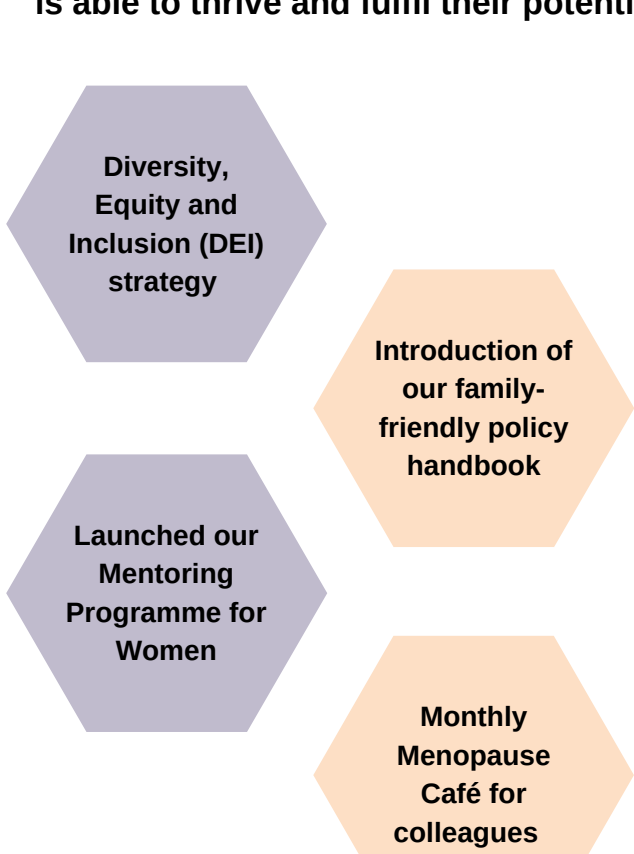
The following figures show the % of men and women who received bonus pay.



All of our colleagues are eligible for a bonus under the Annual Bonus Scheme. As mentioned above, only a small number of colleagues received a bonus during the reporting period.

## How we're closing the gap

We're proud to embrace Diversity, Equity and Inclusion as a strategic element of our business and we're committed to building a diverse workforce and creating an inclusive environment that values equality for all, where everyone is able to thrive and fulfil their potential at work.



Throughout the remainder of 2022 we'll be embedding our Diversity, Equity and Inclusion strategy across the business and exploring how we can empower all our colleagues to progress into leadership roles and foster more diversity at all levels.

We offer hybrid and flexible working opportunities to empower our colleagues to choose where they work and when. In 2021, we introduced our new family-friendly policies to help our colleagues better balance their family and work life, giving them greater flexibility and allowing them to fulfil their potential. The policies include enhanced maternity leave, shared parental leave and adoption leave to enable us to attract and retain the best talent at all levels across the business.

From 2022, all of our job adverts will use gender neutral language and we'll also ensure we have a gender diverse shortlist for all roles. We'll shape our recruitment campaigns to actively encourage diversity in job applications, both with our external applicants and when promoting from within the business.

Each year we celebrate International Women's Day and this year we hosted a live panel where colleagues discussed how we can all break the bias moving forward. We also launched our new mentoring programme specifically for women. The programme is delivered by our Senior Leadership Team who will mentor a number of female colleagues through any personal or professional barriers they want to overcome and support them to progress within the business.

Reporting Period  
Pay Gap: 1 April '21 - 30 April '21  
Bonus Gap: 1 May '20 - 30 April '21