



# Gender Pay Gap Report 2024

Gender pay gap measures the difference in the average hourly pay of men and women irrespective of the job they do, expressed as a percentage. This differs from an equal pay comparison which directly compares men and women who undertake work of a similar nature and is equal in value.

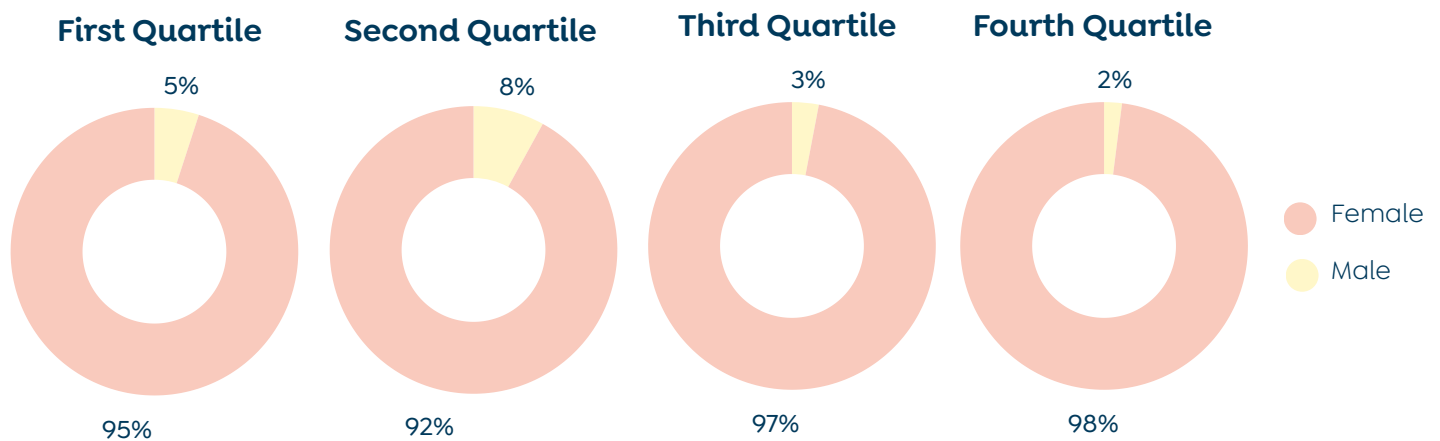
This report is for consideration in conjunction with our submitted figures available on the Gender Pay Gap Service on the GOV.UK [website](#) and is based on a snapshot of employee and earnings data as at 5th April 2024.

## Employee Demographics

Based on the data collected in April 2024, the headcount of JoJo employees is presented below:

JoJo Employees - April 2024		
	Relevant Employees	Full Pay Relevant Employees
Female	581	457
Male	22	21
Total	603	478

- **Relevant Employees**  
all employees employed on the 5th of April (snapshot date)
- **Full Pay Relevant Employees**  
paid their usual full basic pay on the 5th of April (snapshot date)



Women continue to represent over 90% of our workforce. The representation of men and women in each quarter of the pay bands highlights the key points below:

● **Top pay quartile**

The proportion of women in our top pay quartile has continued to increase year on year. We are proud to buck the general trend for male dominated leadership teams.

● **Retail representation**

The proportion of women in retail roles has also grown, likely due to the attractiveness of flexible and local working arrangements.

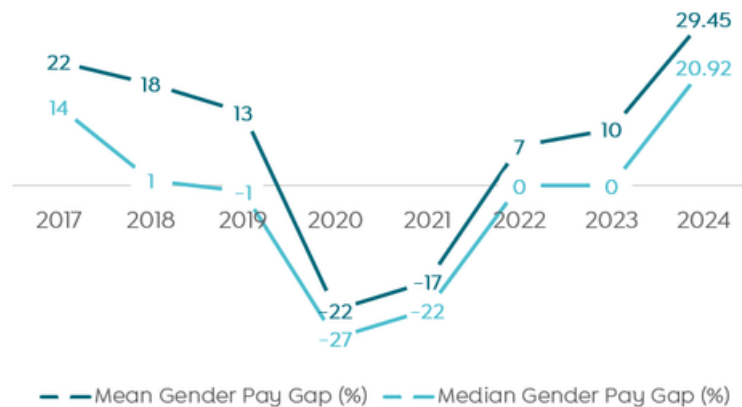
● **Male representation**

Male employees remain more represented in roles within our London and Newport offices, rather than in retail. We have seen a small increase in the number of male representation in the second quartile.

## Context: April 2024

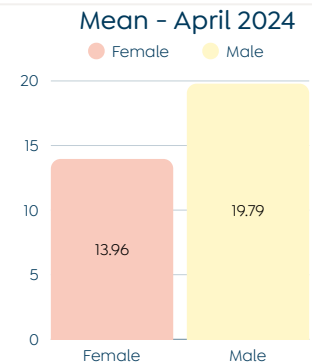
Between 2023 and 2024, the company undertook a period of restructuring in response to the ongoing challenges within the retail industry. This resulted in a reduction in store numbers and an associated redundancy programme, decreasing the overall size of our workforce and slightly reducing recruitment activity. We also introduced a salary sacrifice pension scheme, which has led to a slight decrease in taxable gross pay figures.

### Pay Gap Figures: 2023 vs. 2024



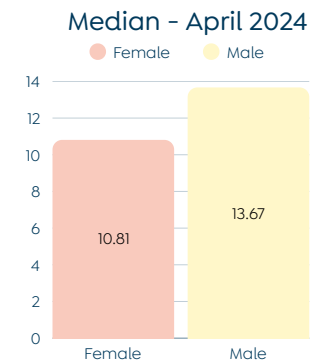
#### ● Mean Pay Gap

The mean is the average of the average hourly rate of the entire sample. The mean figure has increased from 10% in 2023 to 29.45% in 2024. It can be affected by extreme values at either end of the wage distribution.



#### ● Median Pay Gap

The median figure compares the pay of women and men to the midpoint of each row. The median figure has increased from 0% in 2023 to 20.92% in 2024. The median is considered the "typical" pay gap, as it is not affected by extreme values at the top or bottom of the pay distribution.



The increase in both figures is primarily due to:

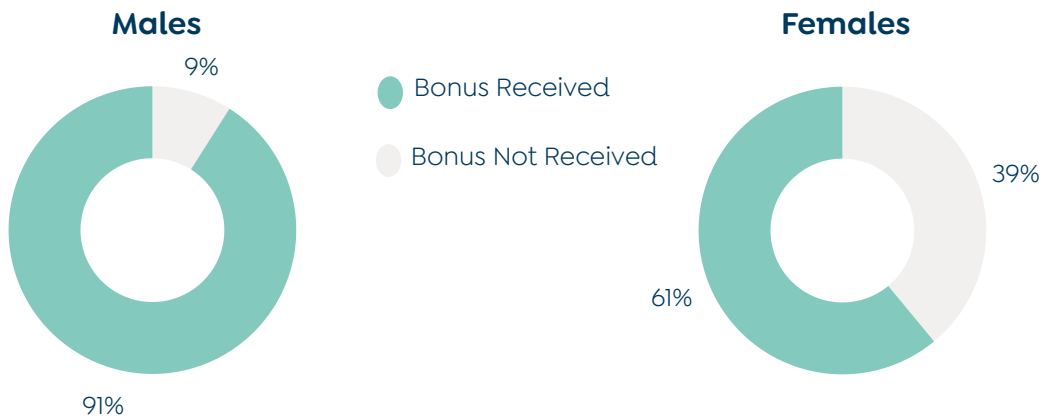
- A rise in the number of men in medium to higher paying roles, and
- A reduction in the number of women in those roles, and
- A reduction in the number of men in the lower paying roles, partly due to the redundancy programme.

# Bonus Pay Gap

Compared to 2023, both the mean and median bonus gaps have increased, following the trend explained above.

**The bonus schemes currently in place are:**

- Retail Incentive – Level 1 Monthly Reward
- Retail Incentive – Level 2 Seasonal Reward (biannual)
- Maternity Return Bonus
- Office Bonus scheme (this bonus was not achieved in year ending 2024.)



<b>Males receiving a bonus</b>	<b>2</b>	<b>Females receiving a bonus</b>	<b>355</b>
<b>Total relevant males</b>	<b>22</b>	<b>Total relevant females</b>	<b>581</b>
<b>Proportion of males</b>	<b>9%</b>	<b>Proportion of females</b>	<b>61%</b>

We are delighted to see that we were able to make incentive payments to 357 employees across the year and the number of female employees receiving incentive payments is still higher than male employees. However, our Mean Bonus Pay Gap has increased due to the reduction of men in the retail area.

Our Median Bonus Pay Gap increased as well and this is predominantly a result of pro rata bonuses for part time employees and the percentage of part time female employees versus the percentage of part time male employees.

**It's important to note that:**

- The retail incentive schemes only apply to store employees, who are predominantly women.
- The office bonus scheme, open to all office employees, was not paid out in 2024 as targets were not met.

We continue to review our compensation and bonus practices and will consider ways to improve the scope and accessibility of bonus payments across the company.

## Next Steps

We remain committed to being an equal opportunities employer encouraging equality, diversity and inclusion across all parts of our organisation.

We are focused on creating equal opportunities, increasing transparency in pay and progression and ensure that all employees can thrive, regardless of gender.

We recognise that the composition of our workforce remains predominantly female due to the nature of the products we sell and our brand history. Nevertheless, we continue to take steps to build a more inclusive and balanced organisation.

### Our ongoing actions include:

#### **Inclusive Recruitment**

We are continually improving our recruitment policies to ensure diverse shortlists and unbiased selection practices.

#### **Mentoring and Development**

We will expand access to mentoring, both formal and informal, to support professional growth, confidence and visibility.

#### **Embedding Inclusive Behaviours**

Inclusive leadership will be a focus of our performance review process.

#### **Learning and Education**

We will offer development opportunities around inclusive leadership, gender bias, inclusive language and allyship.

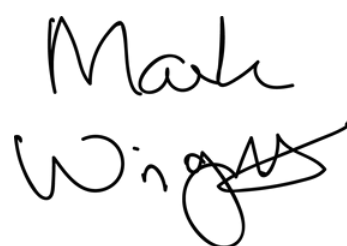
#### **Support for Parents**

We recognise the impact of parental leave on career progression and are committed to supporting returning parents with tools, flexibility and development support.

#### **Career Development**

We are developing new levels of accountability in our retail and office teams and investing in apprenticeships to create clearer pathways for progression.

As a fair and inclusive employer, the company aims to oversee practices that protect against the unfair influence of gender bias and all other forms of discrimination.



Mark Wright, CEO