



Gender Pay Gap Report 2017

Under the Equality Act 2010, Gender Pay Gap legislation, employers with 250 or more employees are required to publish their gender pay gap for their employees. “Open doors” and “Flip the world on its head” are two of our values that signify inclusion and the importance of individuality. At Flying Tiger Copenhagen, everyone is welcome and free to be themselves.

In the UK, Flying Tiger Copenhagen operates as 6 different partnerships, each set up as a private limited company. This report relates to the Gender Pay Gap data for Tiger Retail Ltd (GB01) and Tiger Midlands (UK) Ltd (GB03)

Table of Contents

Tiger Retail Ltd (GB01)	2
Overview	2
Summary of our results	3
What do we plan to do next?	4
Tiger Midlands (UK) Ltd (GB03)	5
Overview	5
Summary of our results	5

Tiger Retail Ltd (GB01)

Gender Pay Gap Report 2017

Overview

Under the Equality Act 2010, Gender Pay Gap legislation, employers with 250 or more employees are required to publish their gender pay gap for their employees. “Open doors” and “Flip the world on its head” are two of our values that signify inclusion and the importance of individuality. At Flying Tiger Copenhagen, everyone is welcome and free to be themselves.

In the UK, Flying Tiger Copenhagen operates as 6 different partnerships, each set up as a private limited company. This report relates to the Gender Pay Gap data for Tiger Retail Ltd (GB01) covering the London and South East regions of the UK. This is our report for the snapshot date of the 5th April 2017.

What is the Gender Pay Gap?

The Gender Pay Gap is **not to be confused with unequal pay**. Equal Pay is about men and women receiving equal pay for the same or similar job or work of equal value. The Gender Pay Gap is the difference between women’s and men’s average pay. The following calculations are used for the purpose of this report to show the difference between the average earnings of men and women

- The average Gender Pay Gap as a mean and median average;
- The average bonus Gender Pay Gap as a mean and median average;
- The proportion of males receiving a bonus payment and proportion of females receiving a bonus payment and;
- The proportion of males and females when divided into four groups (*quartiles*), ordered from lowest to highest pay.

By law, we are required to publish our Gender Pay Gap report on both our corporate website and a government website. It does not involve publishing individual employee’s data.

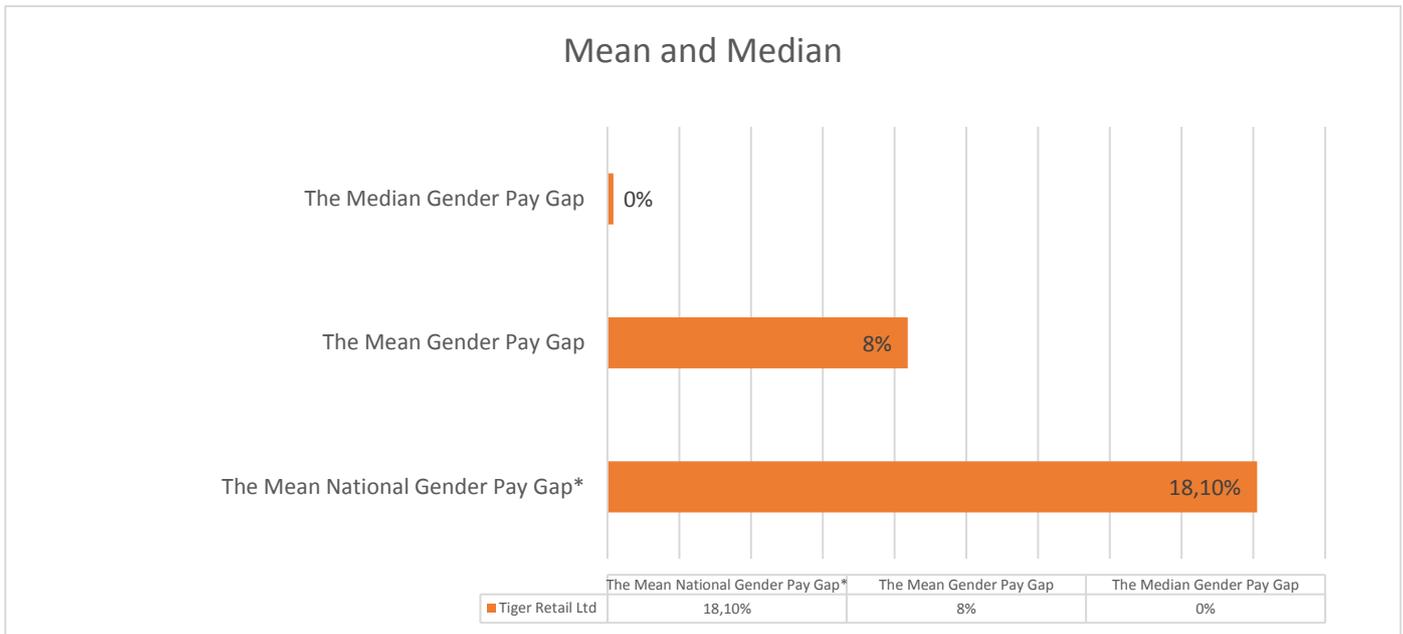
At Tiger Retail Ltd, we are committed to the principle of equal opportunities and equal treatment for all employees, regardless of their gender or any other protected characteristic. We have clear processes in place to ensure we pay employees equally for the same of equivalent work, for example:

- For our Operations teams, we have set salary bandings based on the turnover of the store and where it is located and;
- Our Head Office salaries are governed by market rate of pay based on the job role and responsibilities.

At all levels of the organisation, there are more females employed than males, with 70% of our total employees being female and 30% male.

Summary of our results

Tiger Retail Ltd mean and median gender pay gaps

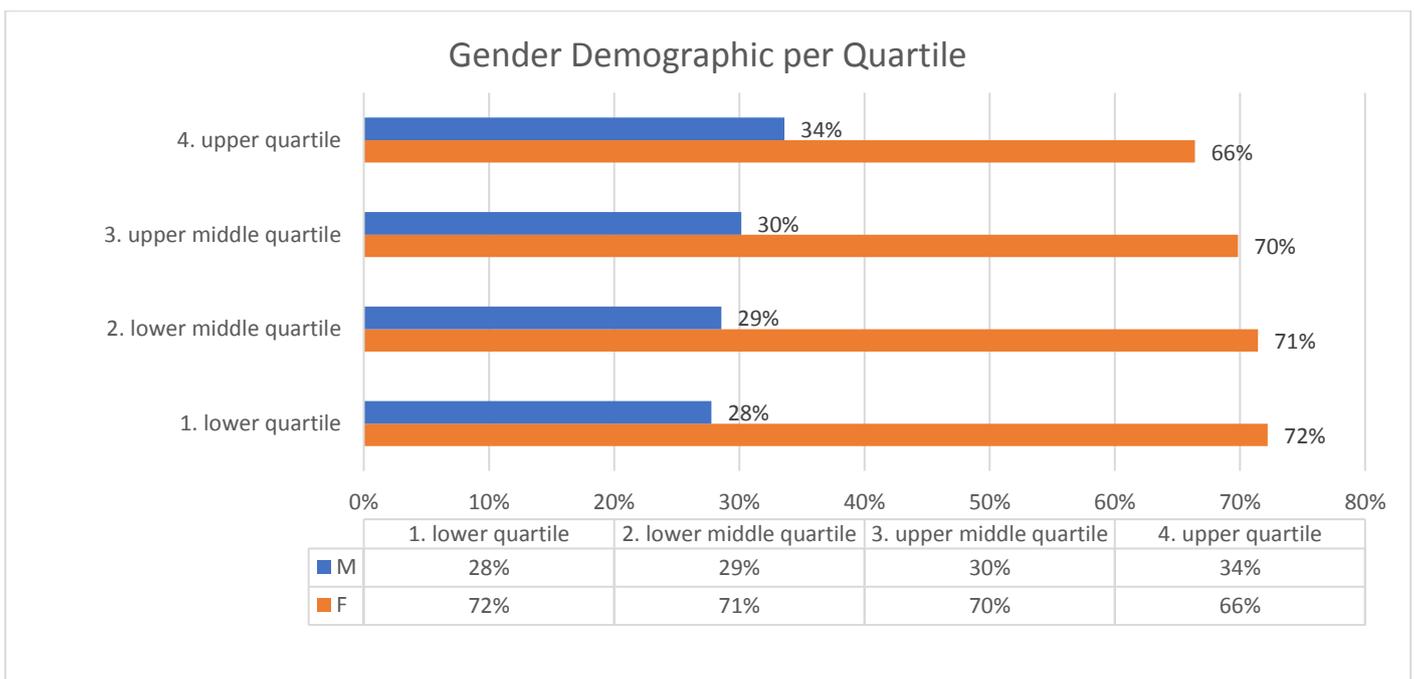


*2016 Office for National Statistics

The median pay gap is zero while the mean pay gap is 8%. Discounting head office staff, the mean gender pay gap at operations level is only 1%. Compared to the mean National Gender Pay Gap, Tiger Retail Ltd has a considerably lower mean gender pay gap.

Tiger Retail Ltd Pay quartiles by gender

These figures show where men and women are most concentrated in our pay scale. The lower quartile shows the 25% lowest-paid and the upper quartile shows the 25% highest-paid.

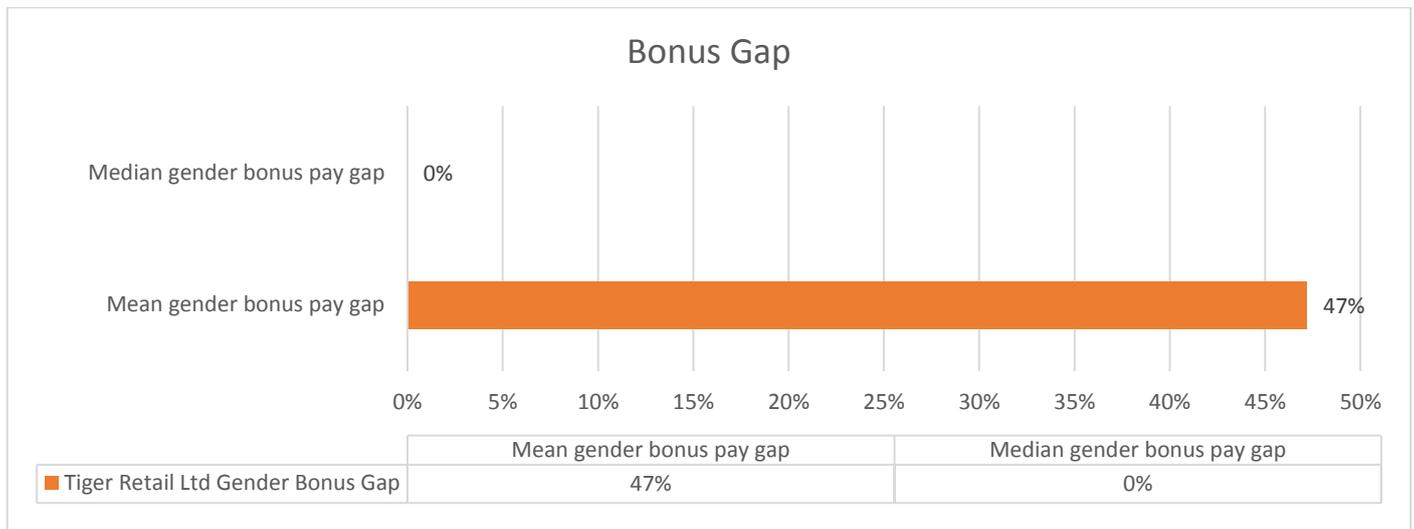


Our gender demographic is evenly split across all quartiles and the percentages reflect the gender make-up of Tiger Retail Ltd.

Tiger Retail Ltd Bonus median and mean gender pay gaps

Bonus at Tiger Retail Ltd is mainly based on achievement of key performance indicators (KPIs) and was paid to operational management employees (HQ and in stores) if the store they were based at or overseeing meets the set KPIs.

10% of all employed females and 16% of all employed males received a bonus between 6th April 2016 and 5th April 2017.



The median gender bonus pay gap is 0% while the mean gender bonus pay gap is 47%, reflecting a higher number of men in bonus-eligible positions during this time.

What do we plan to do next?

In 2017, we accomplished the following in terms of our reward and development strategies to improve retention and progression within the company:

- Operations pay scales were re-evaluated and updated to ensure employees are paid a competitive wage for their location and store sales turnover;
- Management pay ranges were introduced to increase flexibility and at the same time minimise any potential discrimination as a result of discretionary pay offer to new recruits or internally promoted employees;
- Operations bonus policy was re-evaluated and updated with revised KPIs to increase the potential of earning a bonus;
- Occupational maternity pay was opened to either parents under Shared Parental Leave;
- Operations employment contracts were updated with improved terms for part-time staff in relation to holiday pay for voluntary overtime worked hours and;
- An internal leadership development programme was introduced to increase internal progression.

To continue addressing our gender pay gap, we plan to do the following in 2018:

- Relaunch of Employee Handbook with updated policies including Flexible Working; and
- Launching a company-wide Equal Opportunities training programme to promote our inclusive, 'open door' working environment.

We are realistic and recognise that it may be several years before these initiatives have any impact on our gender pay gap. In the meantime, Tiger Retail Ltd is committed to reporting annually what we are doing to reduce our gender pay gap and the progress that we are making.

Adelaide Hartley

Finance Director

Tiger Retail Ltd (GB01)

March 2018

Tiger Midlands (UK) Ltd (GB03)

Gender Pay Gap Report 2017

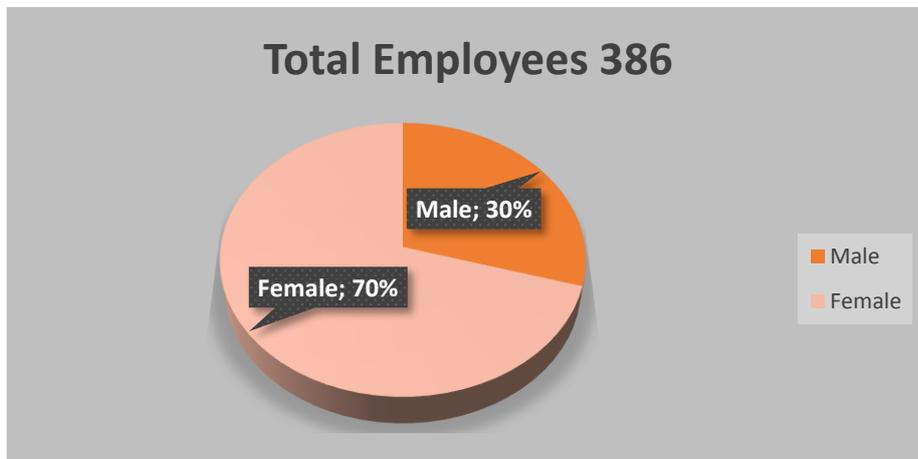
Overview

Gender Pay gap legislation, under the equality act 2010, requires an employer with 250 employees or more to publish their gender pay gap for their employees. At Tiger Midlands (UK) Ltd we pride ourselves in being an inclusive employer and we actively encourage flexibility and part time working. We endeavour to ensure equality and fairness for each and every member of our Tiger family.

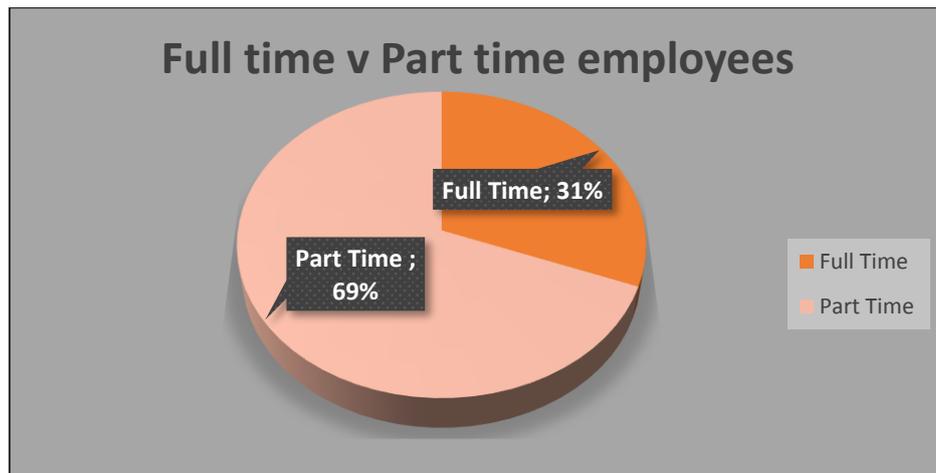
The calculation for the data in this report has used the approach required by the regulations, which compares the pay of female and male employees. These statistics have provided a valuable opportunity to review the business, so we have been able to identify any relevant improvements. We have also carried out a confidential questionnaire which has been valuable in identifying any barriers that prevent anyone from fulfilling their potential as well as understanding the improvements we can make to continue with our vision to become an employer of choice. We recognised that employee development was key to ensuring that career development opportunities are available to all of our team members. We have recently launched a training academy/ apprenticeship scheme across all roles which will enable our employees to prepare for the next stage of their career. We are totally committed to developing our employees to be future leaders within our business

Summary of our results

The total number of employees at April 2017 was 386, made up with 272 female and 114 male employees.



The number of employees working part time, 30 hours and above was 267 with 119 being full time



Tiger Midlands (UK) Ltd Gender Pay Gap

Understanding the Gender Pay Gap

A gender pay gap is a measure of the difference in the average pay of men and women - regardless of the nature of their work - across an entire organisation, business sector, industry or the economy. It can be driven by the different number of men and women across all roles. It is different from an equal pay comparison, which would involve direct comparison of two people or groups of people carrying out the same, similar or equivalent work.

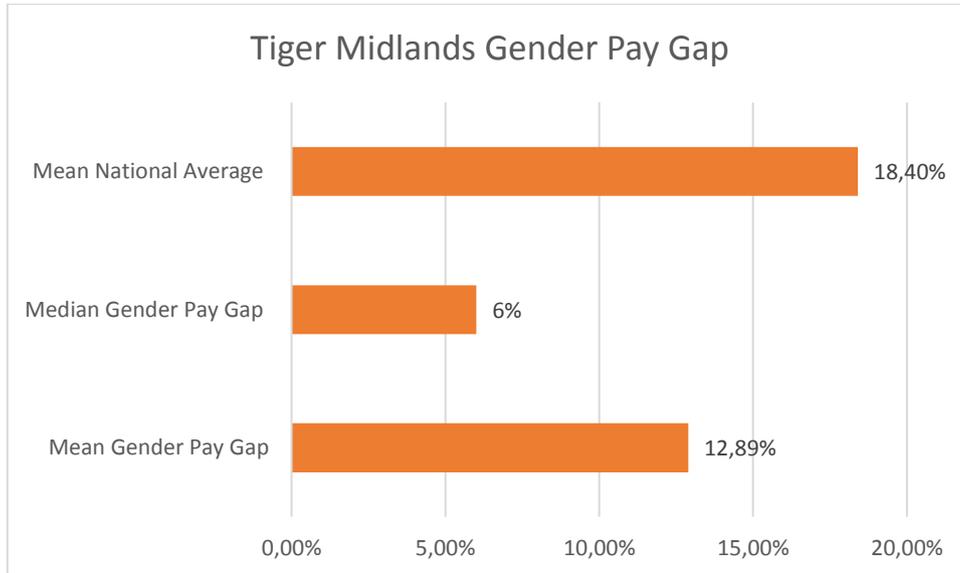
Tiger Midlands (UK) Ltd Median and Means Gaps

We used the calculations set out in the gender pay gap reporting regulations, taking pay data from our entire business. This data includes all of the different roles across the business.

The median pay is calculated by listing the hourly rate of pay for all the female employees and all the male employees (as per the reporting regulations) separately and then taking the hourly rate in the middle of both the female and male employees.

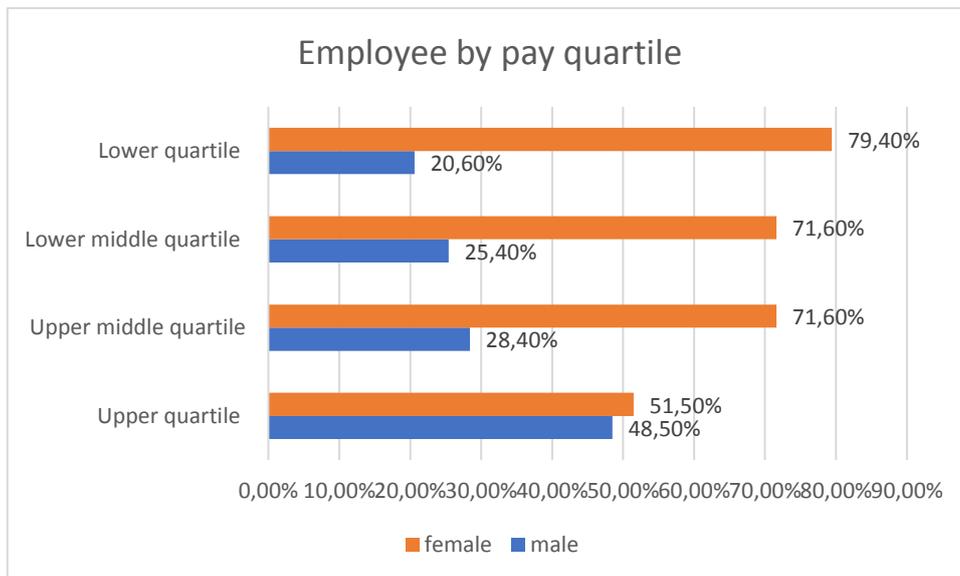
The median gender pay gap is the difference between our female employee's median pay and the male employee median pay.

The mean pay is the average hourly rate for both female and male employees and the mean pay gap is the difference in average hourly rate of pay between female and male employees.



The Office for National Statistics stated that there was a marginal increase in the pay gap for all employees in the period March to May 2016 and March to May 2017 from 18.2% to 18.4%.

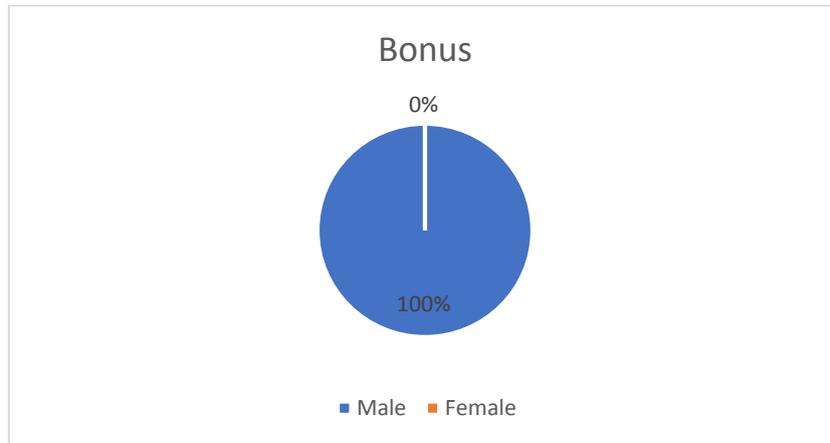
Source* <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/dataset/summaryoflabourmarketstatistics>



Our findings of the gender pay gap analysis is driven by the higher percentage of female employees throughout the business and across all the quartiles including the upper quartile. The analysis highlights that the percentage of female employees is larger across lower, lower middle and upper middle quartile compared to the upper quartile resulting in a mean gender pay gap of 12.89% and median gender pay gap of 6%. If each gender was represented equally by job level our pay gap would be minimal. Male and Female employees receive the equivalent rate of pay for the role. As a young company that has seen exponential growth over the past 3 years we currently have male employees in the more senior leadership roles. However, we are optimistic that our 'Training Academy' will identify those future female leaders who will progress into a more senior role over the next few years

Tiger Midlands (UK) Ltd Gender Bonus Gap

This bonus was a one of payment for this period of reporting. It relates to a specific project that was carried out and completed during a period of growth. A bonus scheme has since been introduced to reward senior and middle management on their performance against company objectives



These results reflect the make-up of our team demographic and the working arrangements, we are confident that our male and female population across our business are paid equally for the equivalent roles. Whilst this analysis has identified that Tiger (UK) Midlands Ltd.'s pay gap is favourable against the National Average, 12.89% v 18.4% we are committed to reducing this gap by ensuring all female employees are given the opportunity to progress to senior roles as they become available.

We believe that the 'Tiger Training Academy and apprenticeship scheme will generate opportunities for all employees. We will be providing them with the opportunity to progress their career with us across all levels and we are confident that the number of female senior leaders will increase over the next few years as our company continues our journey of growth.

We confirm that our data has been calculated according to the requirements of the Equality Act 2010.

Simon Hall

Simon Hall

Director

Tiger Midlands (UK) Ltd (GB03)

March 2018