



Gender Pay Gap Report

2018

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)

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Tiger Retail Ltd (GB01) Gender Pay Gap Report 2018

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 2018.

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.

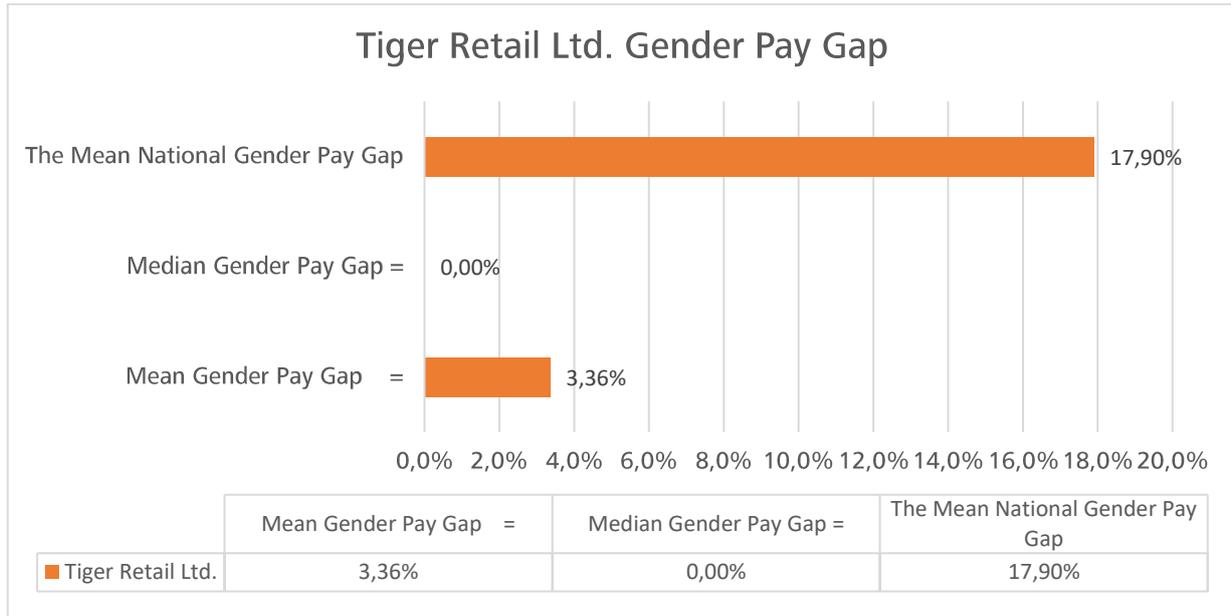
At Tiger Retail Ltd, we are committed to the principle of equal opportunities and equal treatment for all employees, regardless of their gender or any other protected characteristic. We have clear processes in place to ensure we pay employees equally for the same of equivalent work, for example:

- 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 72% of our total employees being female and 28% male – a 2% increase in female workers versus 2017.

Summary of our results

Tiger Retail Ltd mean and median gender pay gaps



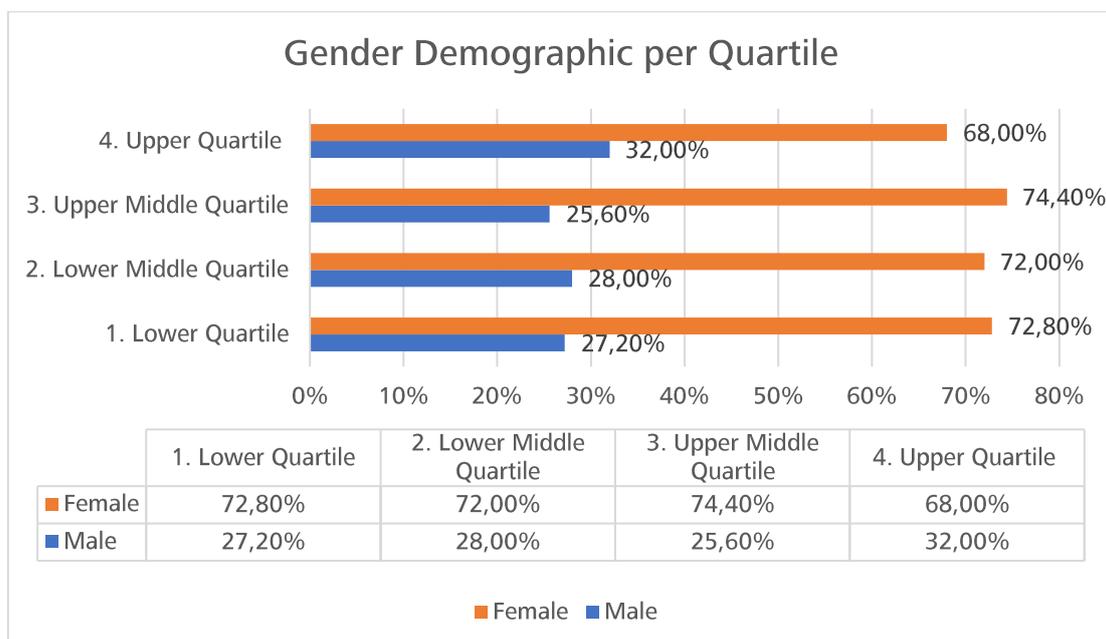
The median pay gap is 0% and our mean pay gap is 3.36%. This means that our gender pay gap is favourable to our female employees, reflecting our high percentage of female workers. Compared to the mean National Gender Pay Gap, Tiger Retail Ltd has a considerably lower mean gender pay gap.

The Office for National Statistics stated that the gender pay gap fell from 2017 to 2018, among full time employees. The gap among all employees is higher (17.9%), driven by more women working in part-time jobs, which are lower paid (an average hourly rate is £9.36 compared with £14.31, excluding overtime, for full-time jobs).

Source: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2018>

Tiger Retail Ltd Pay quartiles by gender

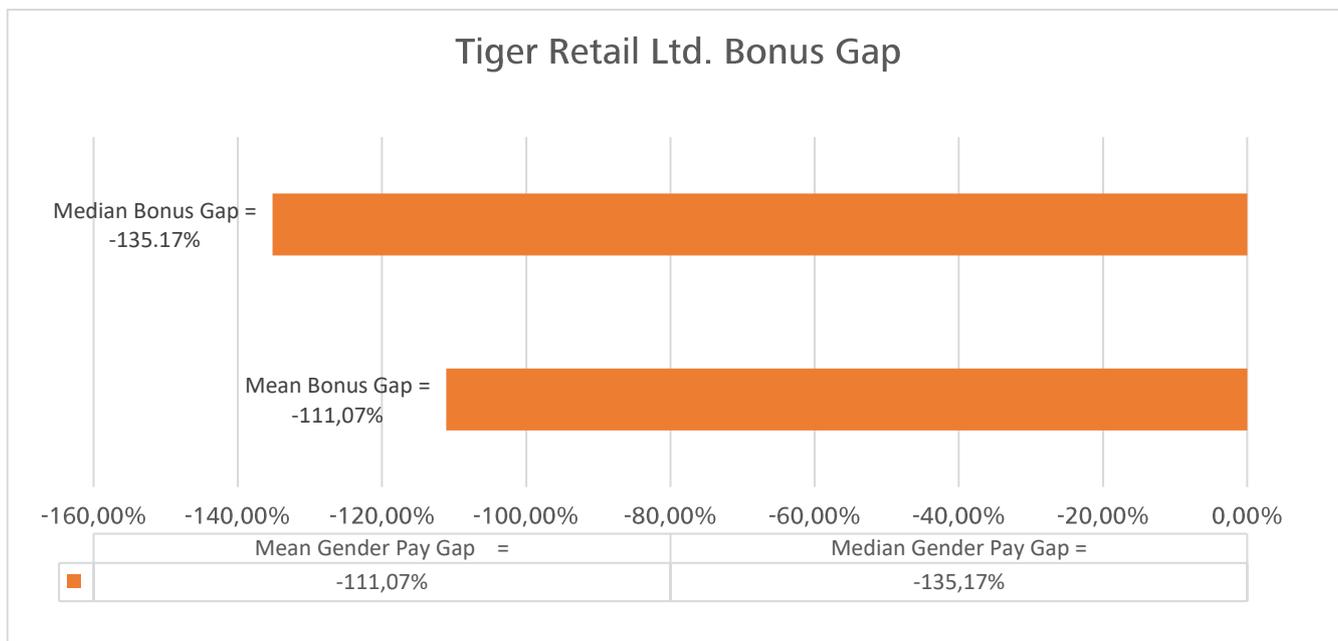
These figures show where men and women are most concentrated in our pay scale. The lower quartile shows the 25% lowest-paid and the upper quartile shows the 25% highest-paid.



Our pay quartiles reflect the gender make-up of Tiger Retail Ltd and the number of females who hold senior positions within the business – currently 58% of our Head Office is female and 74% of our Store Manager population are female.

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. 9.8% of all employed females and 13.8% of all employed males received a bonus between 6th April 2017 and 5th April 2018.



The median gender bonus pay gap is -111.07% while the mean gender bonus pay gap is -135.17%, reflecting the fact that there was a high proportion of female employees who earned a bonus and that they on average, earned a higher bonus amount than our male employees.

What do we plan to do next?

To continue addressing our gender pay gap, we plan to do the following in 2019:

- Continue to promote flexible working options across the business.
- Promote our Flying Tiger Apprenticeship scheme to generate opportunities for all employees. This will encourage our Head Office and store employees to progress their career with us.

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.

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

Peter Casey
Managing Director
 March 2019

Tiger Midlands (UK) Ltd GB03 Gender Pay Gap 2018

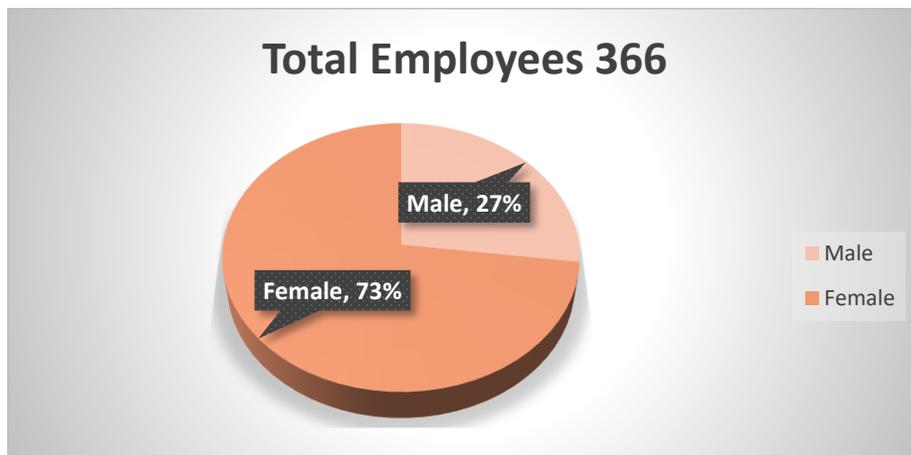
Overview

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 Midland (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.

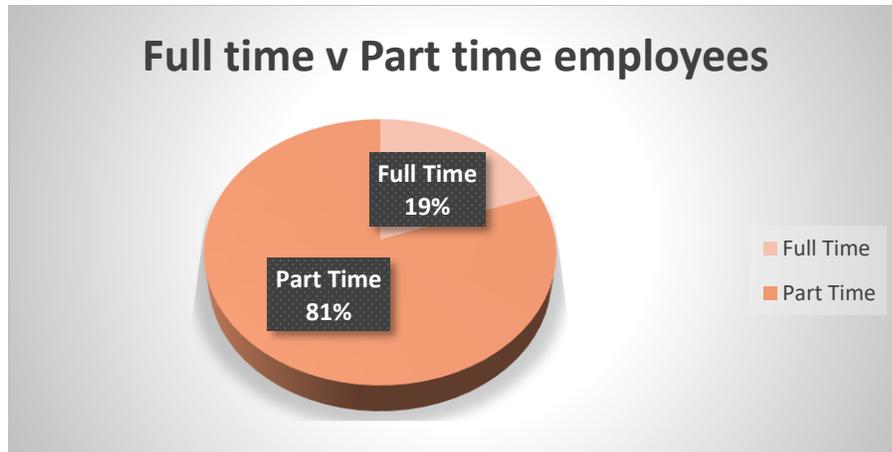
The calculation for the data in this report has used the approach required by the regulations, which compares the pay of female and male employees. These statistics have provided a valuable opportunity to review the business, so we have been able to identify any relevant improvements. We recognised that employee development is key to ensuring that career development opportunities are available to all of our team members. We now have 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 2018 was 366, made up with 267 female and 99 male employees.



The number of employees working part time, 30 hours and below was 295 with 71 being full time



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.

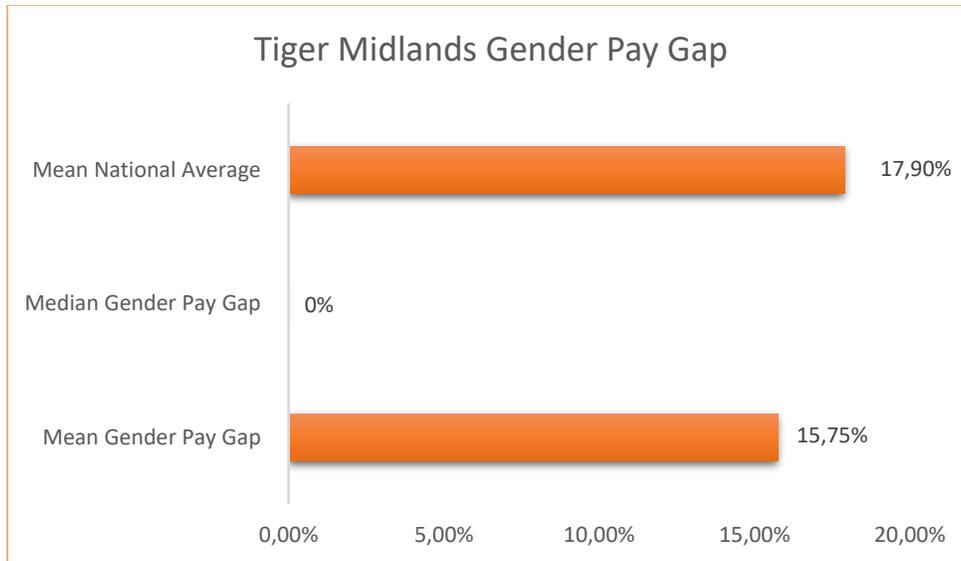
Median and Means Gaps

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 relevant female employees and all relevant male employees (as per the reporting regulations) separately and then taking the hourly rate in the middle of both the female and male employees.

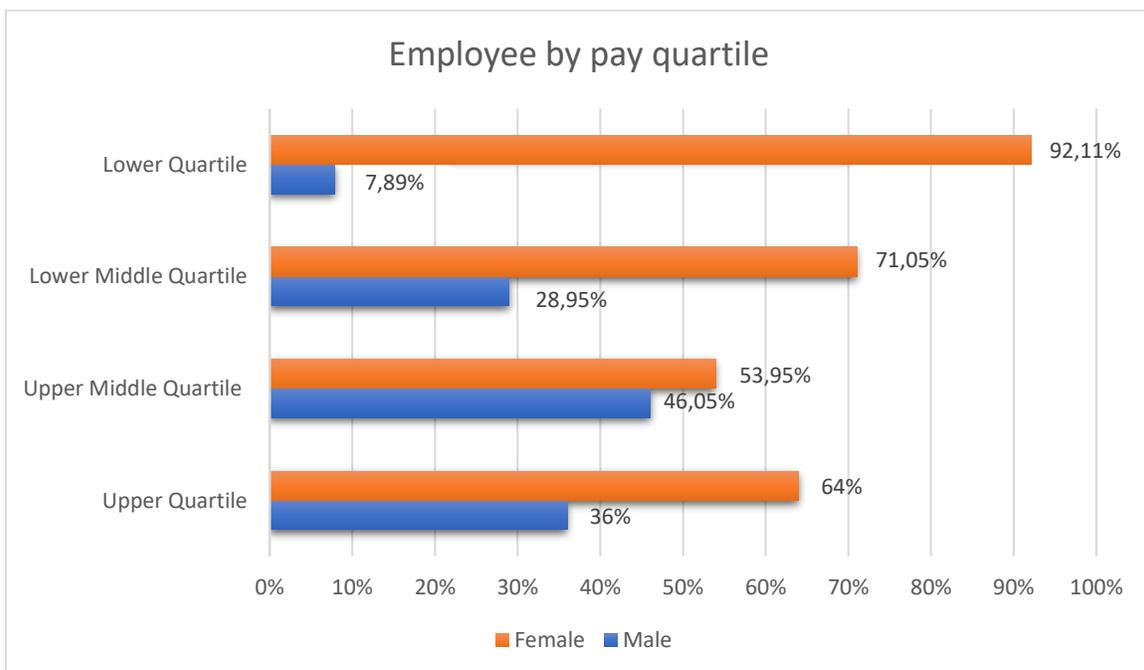
The median gender pay gap is the difference between our female employee's median pay and the male employee median pay.

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 the gender pay gap fell from 2017 to 2018, among full time employees. The gap among all employees is higher (17.9%), driven by more women working in part-time jobs, which are lower paid (an average hourly rate is £9.36 compared with £14.31, excluding overtime, for full-time jobs).

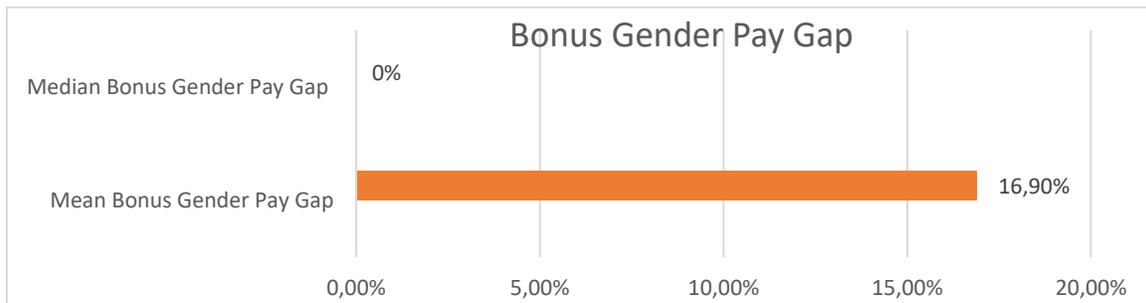
Source* <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2018>



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. The analysis highlights that the percentage of female employees is significantly larger across the lower quartile which resonates the ONS findings that more females are being employed in lower paid jobs. If each gender was represented equally by job level our pay gap would be minimal as Male and Female employees receive the equivalent rate of pay for the role. The Success of our 'Training Academy' is shown in this year's figures, with a 13% increase in Female leaders compared to last year.

Gender Bonus Gap

The overall percentage of all relevant employees that were paid a bonus is 4.29%. This bonus was a one off payment for this period of reporting as the result of a non-discretionary bonus scheme which was introduced to reward senior and middle management on their performance against company objectives, and, with the progression of more Female leaders, the Bonus gender pay gap will continue to reduce.



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 still favourable against the National Average, 15.75% v 17.9%, we are committed to reducing this gap.

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 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 2019