



# Gender Pay Report 2017



# Introduction

- The gender pay gap measures the difference between men and women's average earnings and is expressed as a percentage of men's pay. According to the Office of National Statistics, the overall UK gender pay gap is currently 18.1%.
- The causes of a gender pay gap can be a complex and shifting mix of factors including work, society and family, but by monitoring the pay gap between men and women we can better understand the gap and so target action to reduce it.
- The UK government has introduced a requirement on all employers to publish their gender pay gap by April 2018.
- The reporting rules require us to identify differences in pay between male and female colleagues across the entire workforce regardless of job role.
- The calculations below align to these new requirements and covers the period from April 2016 to April 2017. We look forward to sharing our formal reports for each entity, based on the position as at April 2018, later in the 2018/19 financial year.

# Toys “R” Us - Overview

At Toys R Us we are proud of having a diverse workforce and attracting applicants of different ages, backgrounds and nationalities and believe we must support this equality through fair pay.

As part of this we are confident that women and men are paid equally for doing the equivalent jobs across our business.



# The UK Pay Gap

- Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front-line roles at the lower end of the organisation.
- In addition, men are more likely to be in technical and IT-related roles, which attract higher rates of pay than other roles at similar levels of seniority.
- Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.
- This pattern from the UK economy as a whole is reflected in the make-up of Toys R Us Ltd's workforce, where the majority of front-line customer assistants within its stores are women, while the majority of line manager and senior manager roles are held by men.

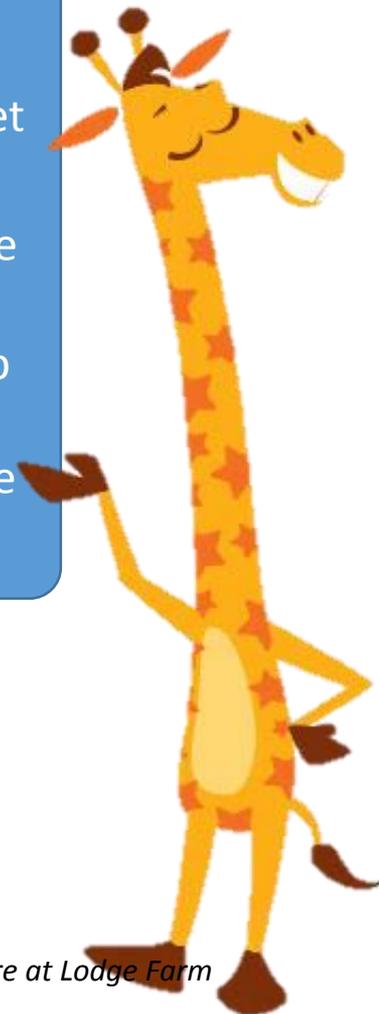
# Toys “R” Us Pay Gap Stats

**This is Toys R Us Ltd’s snapshot at 5 April 2017.**

- The mean gender pay gap for Toys R Us Ltd is 20.2%
- The median gender pay gap for Toys R Us Ltd is 0%.
- The mean gender bonus gap for Toys R Us Ltd is 30.7%
- The median gender bonus gap for Toys R Us Ltd is 15.8%
- The proportion of male employees in Toys R Us Ltd receiving a bonus is 25.0% and the proportion of female employees receiving a bonus is 10.8%

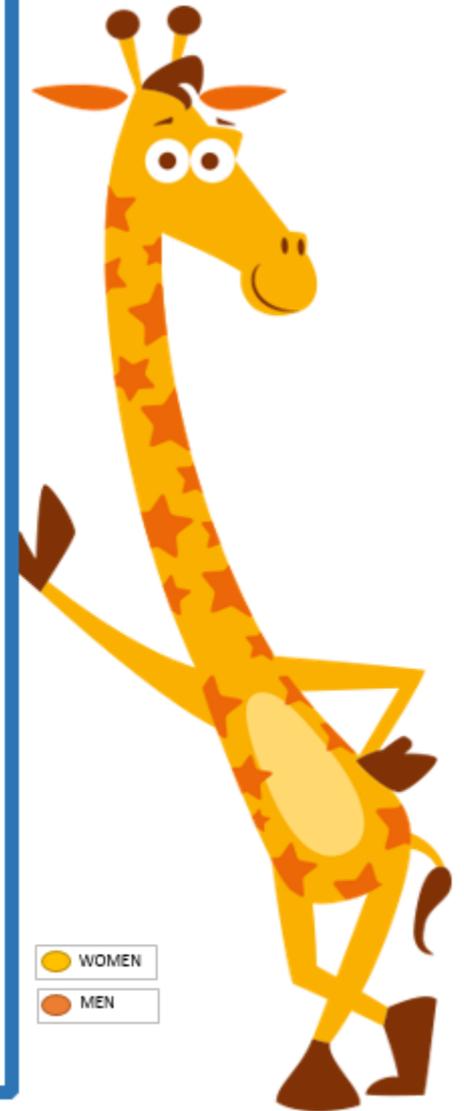
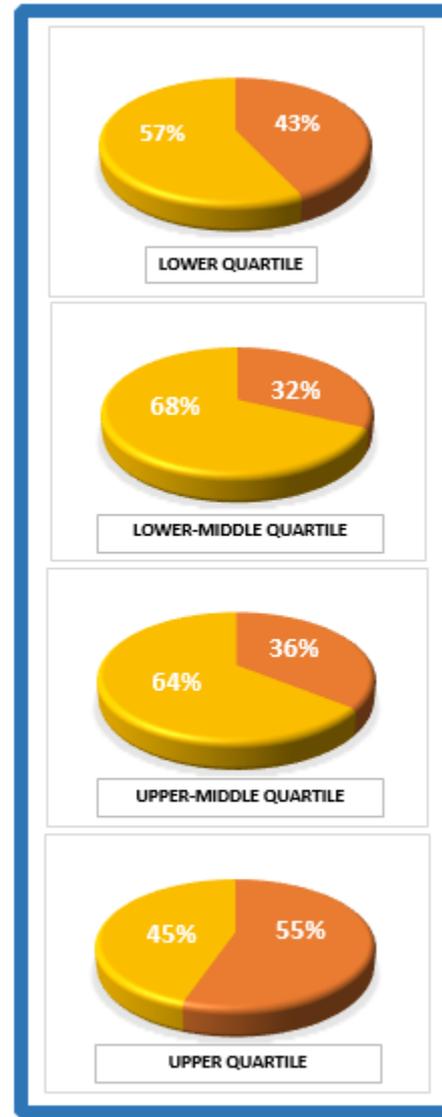
The mean is the average of all numbers in a dataset

The median is the numerical value which splits the top 50% of the population from the bottom 50%

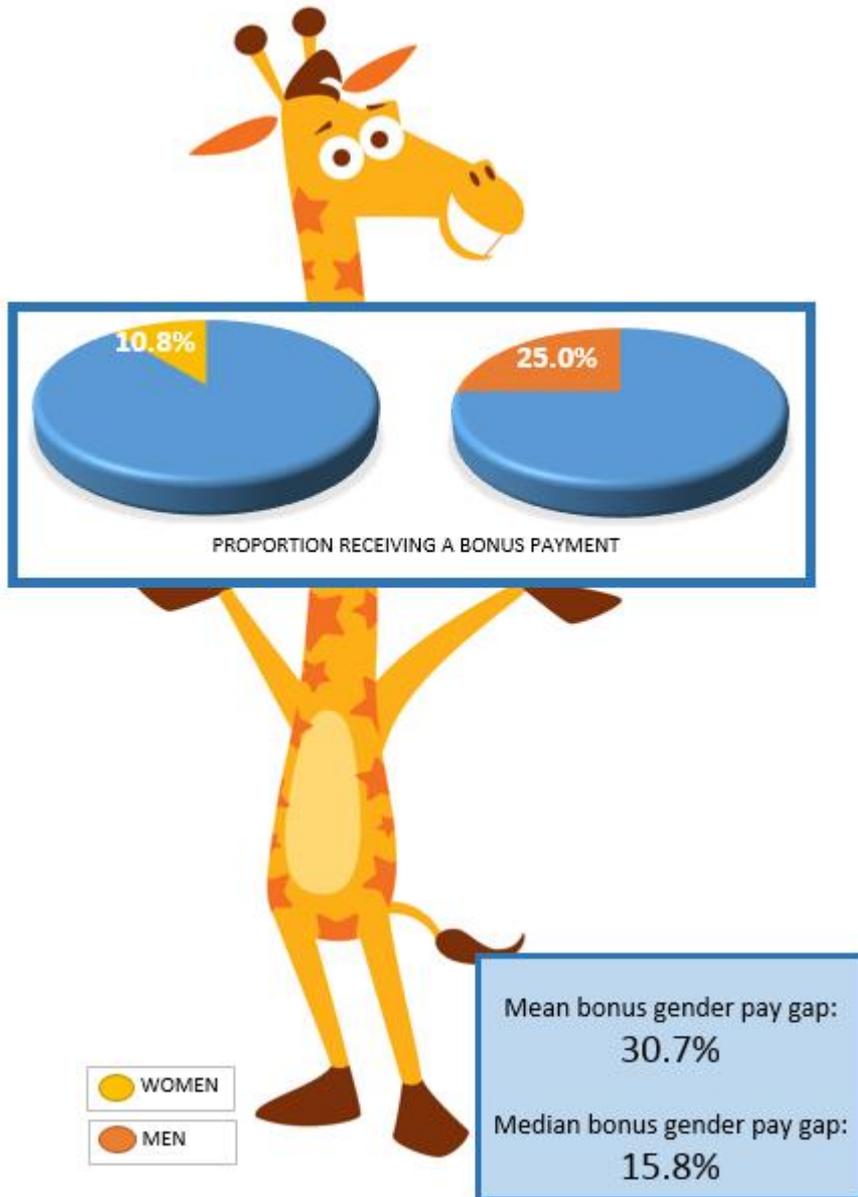


# Pay Quartiles

- The number of part time working opportunities available in our Store Teams results in a higher proportion of women at the lower end of the pay scale
- Historically, the majority of higher paid managerial & head office roles have been filled by men.
- As many of our managerial team members stay with us for 10 years or more, it takes some time for this to change despite our policy of equal opportunities



# Bonuses



The proportion of men at Toys R Us Ltd who received a bonus in the 12 months up to 5 April 2017 was 25.0%, while for women this was 10.8%.

This reflects the higher proportion of men in the management and technical call-out roles that, under our current policy, attract a performance bonus.

# Toys “R” Us / UK Comparison

- The vast majority of organisations have a gender pay gap, and we are pleased to be able to say that Toys R Us Ltd's gap is more or less in line with that of other organisations, including those within our industry.
- The mean gender pay gap for the whole economy (according to the October 2017 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 17.4%, while in the retail and wholesale sector it is 18.9%. At 20.2%, Toys R Us Ltd's mean gender pay gap is, therefore, only slightly higher than both that for the whole economy and that for our sector.
- As mentioned previously, our long retention / low churn of managerial team members is reflected in these figures.

# Toys “R” Us / UK Comparison (cont)



- The median gender pay gap for the whole economy (according to the October 2017 ONS ASHE figures) is 18.4%, while in the retail and wholesale sector it is 17.9%.
- At 0%, Toys R Us Ltd's median gender pay gap is, therefore, significantly lower than both that for the whole economy and that for our sector, and demonstrating that we truly do pay equally for equal roles.

# How we will close the gap

- While Toys R Us Ltd's gender pay gap is comparable with that of organisations both across the whole UK economy and within the retail and wholesale sector, this is not a subject about which Toys R Us Ltd is complacent, and it is committed to doing everything that it can to reduce the gap.
- TRU Fully intends to implement various policies that will help us work towards closing the gap in future years.
- None of these policies will, of itself, remove the gender pay gap - and it may be several years before some have any impact at all.
- In the meantime, Toys R Us Ltd is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

# Statement

I, Simon Thomas, Joint Administrator of Toys “R” Us Limited , confirm that the information in this statement is accurate.

Signed

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Date

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