TJX UK 2018
GENDER PAY STATEMENT
INTRODUCTION

At TJX in the UK and our global parent company, The TJX Companies, Inc., we are very proud to be a global organisation in which women fulfil key roles in our stores, processing centres and offices. Gender pay equity is very important to us. Our culture of inclusion and valuing difference is a fundamental part of how we do business.

"We believe passionately that every associate should feel welcome, valued for their contributions and fully engaged with our business. We’re proud to be an organisation with a strong representation of female leaders throughout management levels in our UK business, including our President.

In 2018 we are reporting a gender pay gap which has changed very little year on year, and which we believe is reflective of the current retail landscape.

A significant number of our associates have roles in our retail stores. Many of these roles are part-time, local and flexible and are generally our lower and middle paid roles. In line with many retailers, at TJX UK, women outnumber men in these roles by a ratio of approximately two to one, and this continues to influence our gender pay gap.

We continue to challenge ourselves to better understand the factors that influence our gap, and continue to take positive steps to ensure that all our associates have the opportunity to fulfil their potential.”

Sarah Lawrence
TJX Europe, Group Director of HR
Using the calculations set out in the gender pay gap reporting regulations, the **median TJX UK gender pay gap is 8.9%**, and the **mean TJX UK gender pay gap is 13.3%**.

Our median gap has decreased year on year by 0.8%, and our mean gap has shown a small increase of 0.2%. We believe that our overall pay gap continues to be significantly influenced by the greater number of women than men in our lower and middle paid roles.

As reported in 2017, there are more women than men in our UK organisation across all four of our pay quartiles. In quartiles 1, 2 and 3 – which represent the lower to middle paid roles in our business, the representation of women is much higher than men. In quartile four, which includes higher paid managerial roles, there is a more even distribution of women and men.

If we use the same calculations as set out in the regulations to calculate the median and mean gender pay gap within each quartile, the gap is much lower than at TJX UK overall, and in quartiles 1 and 2 is negative or neutral. However, when comparing all roles across all quartiles, the calculation of pay across all male and female associates gives the overall gap noted above.

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**Quartile Pay Bands for TJX UK by gender**

- **Q1**: 74% female, 26% male
  - Lower quartile: 4,724 associates
  - Median gender pay gap: 0.0%
- **Q2**: 71% female, 29% male
  - Lower middle quartile: 4,724 associates
  - Median gender pay gap: 0.0%
- **Q3**: 63% female, 37% male
  - Upper middle quartile: 4,724 associates
  - Median gender pay gap: 1.9%
- **Q4**: 54% female, 46% male
  - Upper quartile: 4,724 associates
  - Median gender pay gap: -0.4%

**Median gender pay gap across the quartiles**

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Median gender pay gap</th>
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<tbody>
<tr>
<td>Q1</td>
<td>0.0%</td>
</tr>
<tr>
<td>Q2</td>
<td>0.0%</td>
</tr>
<tr>
<td>Q3</td>
<td>1.9%</td>
</tr>
<tr>
<td>Q4</td>
<td>-0.4%</td>
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</tbody>
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**Mean gender pay gap across the quartiles**

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Mean gender pay gap</th>
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</thead>
<tbody>
<tr>
<td>Q1</td>
<td>2017: -1.7%</td>
</tr>
<tr>
<td>Q2</td>
<td>2017: 0.1%</td>
</tr>
<tr>
<td>Q3</td>
<td>2017: 0.7%</td>
</tr>
<tr>
<td>Q4</td>
<td>2017: 1.8%</td>
</tr>
</tbody>
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**At TJX UK we have a median gender pay gap of 8.9%**, and a mean gender pay gap of **13.3%**.

**The median national gender pay gap across the UK is 17.9%**.

**The mean national gender pay gap across the UK is 17.1%**.
UNDERSTANDING THE GAP

As we have noted, a major factor impacting our gender pay gap is that our organisation currently has significantly more women than men in lower and middle paid roles.

While this explains the mathematics, we continue to objectively assess other factors which may affect our gap and identify appropriate actions we could take to create positive change.

With guidance from specialist consultants in this area, we are focused on better understanding the data, looking specifically at the drivers behind our gender pay gap and what actions we could take to effect positive change.

An important part of this process is to continue to seek feedback from a broad range of associates. We have listening groups across our organisation to drive deeper insight into the day to day experience of working with us.

We have also introduced an Inclusion and Diversity group made up of associates from across our business, with the aim of understanding experiences from diverse backgrounds and differing operational perspectives. The insights from this group continue to help inform the development of our strategic initiatives, processes and policies and actions we may consider in the future.
TAKING POSITIVE STEPS

We believe in creating opportunities for professional growth for our associates and to further the development of women throughout our organisation, while at the same time continuing to cultivate a landscape where all roles across our business are equally attractive and accessible to both men and women.

We continue to drive many initiatives to support this work. Here are some examples:

**FLEXIBILITY**
Reviewing our flexible working policies across our European organisation, including piloting flexible working in our offices and job and shift sharing across a range of positions in stores and processing centres.

**ENHANCING POTENTIAL**
Developing a partnership with Everywoman, which works with organisations to enhance the potential of women.

**TALENT**
Considering all aspects of our attraction, recruitment, retention and career development processes.

**LISTENING**
Continuing to engage with our associates through existing associate channels and our Inclusion and Diversity group.

**LEARNING AND DEVELOPMENT**
Investing in learning and development tools for line managers across the business.
UK GENDER BONUS GAP

Our bonus and reward programmes are multi-faceted. They are founded on principles of teamwork and achievement of our overall business goals rather than individual performance or manager discretion. Eligibility for our bonus programmes aligns with the role each associate fulfils for the company. A significant element of bonus payments is calculated as a percentage of salary.

During 2018, we awarded a global discretionary bonus to associates in roles that would not normally be eligible for bonus, subject to certain length of service criteria. Widening the bonus pool to include associates in non-bonus eligible roles – which tend to be our lower and middle paid roles and where we have a greater number of women than men – led to an increase in our mean bonus gap and a decrease in our median bonus gap.

At TJX UK we have a median gender bonus gap of 28.6%.

At TJX UK we have a mean gender bonus gap of 35.4%.
OUR CONTINUED COMMITMENT

A passion for inclusion and diversity remains at the heart of our business. We are firmly committed to continuing to provide equally attractive and accessible opportunities throughout our organisation for all associates to fulfil their potential and will continue to explore initiatives which further this aim.

This statement confirms that the published information is accurate at the time of publishing and is signed by Sarah Lawrence, Group Director of HR, TJX Europe and David L. Averill, Company Director of TJX UK.

Signature

Sarah Lawrence
TJX Europe, Group Director of HR

Signature

David L. Averill
Company Director of TJX UK