
GENDER PAY GAP REPORT

2017



INTRODUCTION | A message from our Founder

Since I started The White Company, issues of equality and diversity have always been key to the success of our brand and close to my heart.

I believe strongly in equality for all and specifically equal pay for equal jobs. I am confident that we pay people fairly for the jobs they do and the experience they bring to our business, regardless of gender.

Publishing our gender pay gap is an important moment for us and understanding the context has been equally as important. This report aims to share our approach towards equal pay, diversity and equality. We believe this is critical to share with our internal teams, our prospective employees and wider community. Our aim is to be an active participant in supporting improvements in all areas of equality and diversity, this report sets out some of our commitments towards achieving this vision.

Over 80% of the team at The White Company are women, and this has been the case since I started the business. We are committed to ensuring we give opportunities to the brilliant women we have in the business, whilst remaining an employer of choice for women in our industry.

However, we have work to do, and it starts at the very top. I am proud to say that since the period this report relates to, I have appointed a female CEO, Mary Homer to lead my Operating Board. Mary shares my passion for employing and progressing strong female talent and I am confident her leadership will see us take big steps forward.



Chrissie Rucker, MBE (Founder)



INTRODUCTION | A message from our CEO

Having calculated our gender pay gap using the reporting regulations, it has highlighted that we have a gap in gender pay.

Having reviewed the calculations and the data behind them, we pay men and women equally for any directly comparable role. We are an equal pay for equal work employer and this remains of critical importance to us. Since the date the statistics in this report refer to, my team has been working hard to firstly understand why the gap exists and then what we can do to begin closing it. The biggest driver being the predominance of men in senior positions.

The White Company has always been a female orientated business; our customers are predominantly female and we have a great record of employing talented women. It has been important for us to commit to actions in order to reduce and close our gap now and in the future, some of these are shared towards the end of this report.

We have already started on these commitments and I'm delighted to confirm we have appointed two talented and experienced women to our Operating Board, ensuring our customer and employee bases are represented at the most senior levels of our business.

I am proud to lead the talented team at The White Company and share its ethos that diversity is essential. People are at the heart of our brand and we remain focused on developing a working environment that celebrates difference across all areas.

I can confirm that our gender pay gap statement is accurate and correct as at 5 April 2017.



Mary Homer (CEO)



GENDER PAY GAP EXPLAINED | What is the gender pay gap?

Simply put, a gender pay gap is the difference between the average pay of a male employee and that of a female, averaged across the whole organisation.

A gender pay gap does not, on its own, indicate that an organisation is paying employees unfairly, as it reflects a broad average across the whole business and doesn't allow for direct comparisons between like for like roles. So the gender pay gap calculation cannot be used to establish whether an organisation pays men and women equally for the same type of work.

We believe this is a very important distinction. At the White Company, we determine salary dependant on the role, not the person, as we believe gender is irrelevant in determining pay. We are very confident that we are an equal pay for equal work employer and that employees doing the same role, regardless of gender, are paid equitably.

A gender pay gap can be driven by a number of factors, for example having more men in senior positions within your organisation who tend to be paid more as a result of their position.

At The White Company, we recognise that gender is a complex subject and increasingly people identify outside of the forms of male and female. We celebrate difference and support individual identification, however for the purpose of this report we are required to follow reporting regulations in how we calculate our figures; we have therefore compared the pay of male and female employees.



GENDER PAY GAP EXPLAINED | How is it calculated?

The gender pay gap reporting regulations ensure that all organisations calculate their gender pay gap in a consistent way. They also make it clear on how to present our data. We believe that to understand our figures, it's important to understand how they are calculated. It is worth noting that all calculations are based on a snapshot date of 5 April 2017.

There are several calculations that together show the difference between male and female pay, a full explanation for each calculation is as follows:

Median Pay Gap	The 'median average' is the middle of a range of numbers that are ordered from smallest to largest. To calculate the median pay gap we order all of our female employees hourly pay rates and select the middle value and do the same with our male employees. We then calculate the difference between these values as a percentage.
Mean Pay Gap	The 'mean average' adds all of the values within a range and divides by the total number of values. It's what most people would call simply the average. To calculate our mean pay gap, we took all female hourly pay rates added together and divided by the total number of female employees. We did the same for our male employees and calculated the difference as a percentage.
Median Bonus Gap	As with calculating the median pay gap, we did the same but this time just using bonus payments that employees received in the 12 months running up to the snapshot date rather than ordinary pay.
Mean Bonus Gap	As with calculating the mean pay gap, we did the same but this time just using bonus payments that employees received in the 12 months running up to the snapshot date rather than ordinary pay.
Bonus Payment Proportions	We have also shown the percentage of all women and men across our business who actually received a bonus payment in the 12 months running up to the reporting date.
Pay Quartiles	Pay quartiles are calculated by arranging all of our employees pay in order, smallest to largest and then splitting the arrangement into four equal groups, or quarters. The first quarter contains the group that is lowest paid in our business and the fourth quarter, the highest. We show the percentage of women and men in each of these four groups.

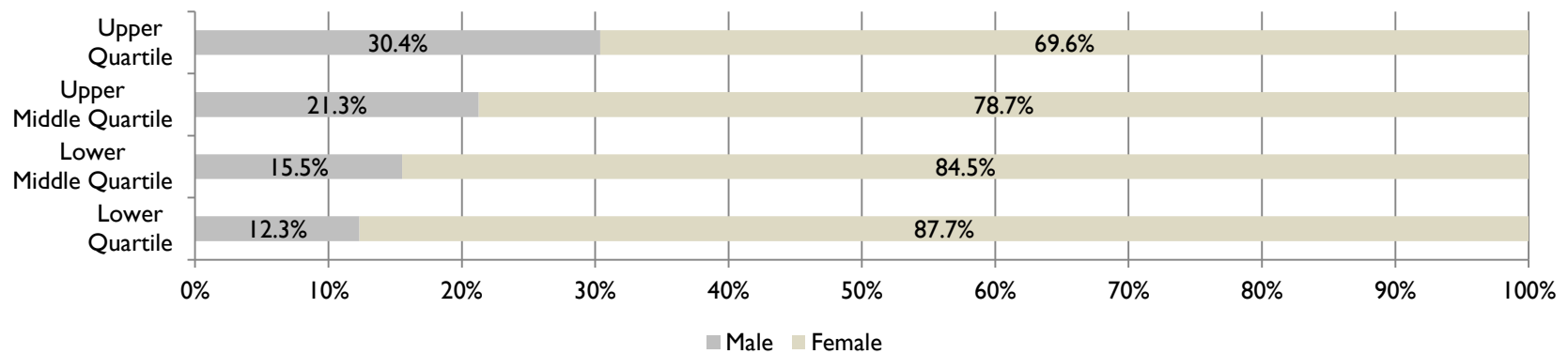
GENDER PAY GAP REPORT | Our Pay Figures

The below breakdown shows the figures calculated as per the reporting regulations, we have also added on the next two pages some further details which provide more context around our figures.

GENDER PAY GAP | *The median and mean average differences in ordinary pay for all female and male employees.*

	MEDIAN	MEAN
PAY – ALL EMPLOYEES	6.4%	31.8%
PAY – NON-MANAGEMENT	6.4%	12.2%

GENDER SPLITS BY PAY GROUP QUARTILES | *The proportion of male and female employees in each quartile pay group*

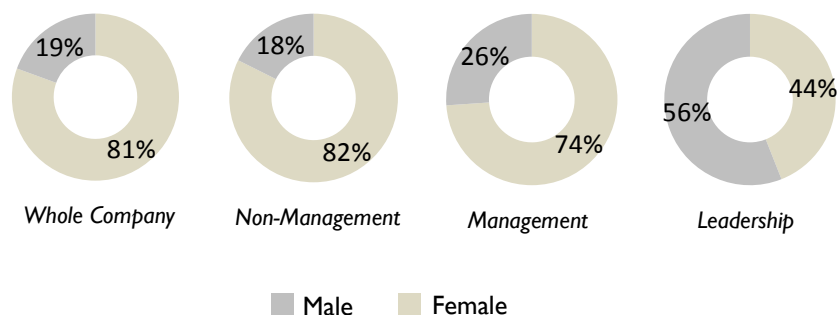


GENDER PAY GAP REPORT | Understanding our pay gap

UNDERSTANDING WHAT DRIVES OUR GAP

The biggest driver of our gender pay gap is the fact that we have more male employees in our highest paid quartile than in our lowest, almost three times as many. When we examine the gender balance across our organisation, we employ many more women than men, however per capita we have more men in senior roles than occupy junior ones (please see charts below). When we take only our non-management roles, our pay gap figures look very different, with our mean gap reducing to 12.2% and our median remaining the same at 6.4%.

GENDER BALANCE BY LEVEL | *Shows the split of gender at each level of our organisation – we have more male employees per capita in more senior roles than in junior ones*



COMPARISONS ACROSS OUR BUSINESS

To understand where in our business the gap was more prevalent, we reviewed our data by business area. Our pay gaps in each area are as follows:

	MEDIAN	MEAN
Customer Service	0.0%	25.6%
Distribution	0.0%	5.8%
Head Office	29.5%	35.2%
Retail	2.3%	6.2%

Therefore we can see that another factor driving our figures are the gender balance in roles that tend to attract a higher salaries. Most notably, external labour market factors drive a higher proportion of men within some of our head office teams.

On reviewing our pay gap across the business, it becomes evident that the averages are driven by the relatively high number of men in senior positions, within a smaller number of men across the business. In comparison, we had fewer women in the most senior positions, amongst a large majority of women in the business.

GENDER PAY GAP REPORT | Understanding our bonus gap

BONUS | *The median and mean average differences between bonus pay for female and male employees*

	MEDIAN	MEAN
BONUS PAY	16.9%	97.4%

BONUS PROPORTIONS | *The percentage of male and female employees that actually received a bonus*

MALE	23.9%
FEMALE	39.0%

OUR BONUS PAYMENTS

We operate several bonus schemes at The White Company. The majority of our employees are covered by our Retail and Company bonus schemes which celebrate store and overall company performance. When you take these schemes separately, we have a mean difference of 14.5% and a median difference of negative 1.7%. A negative difference means that typically male employees may have received less bonus pay than female employees.

Our reported gap is heavily influenced by our most senior leadership team. At the point of reporting, our senior team was made up mainly of male employees and so this small team had a large impact on our reported bonus gap. As mentioned earlier in the report, we are very proud to have appointed a female CEO and also believe strongly in the progression of female leaders within our business, so are certain that this gap will start to close when we next publish figures.

GENDER PAY GAP | Our commitments

Now that we have understood our gender pay gap, we are committing to a number of actions to reduce and close it, both now and in the future.

In addition to continuing our approach to equal pay for equal work (as set out in this report), we have set six commitments for the next 12 months and beyond which we believe will help us reduce our gender pay gap and focus us all.

1. Encourage more internal progression through making all of our internal vacancies visible, particularly within our stores and placing a greater emphasis on how these are advertised and communicated
2. Use opportunities to promote and celebrate female leadership talent across the business to encourage senior female hires/promotions
3. Develop our relationships with key women's networks such as Everywoman, Women in Tech and Retail Week's Be Inspired series
4. Launch a new management development programme which includes training to line managers around equality and diversity and unconscious bias
5. Develop a high potential training programme, improving access to training and coaching
6. Review our policies of flexible working and shared parental leave and ensure these are promoted and understood by all employees

We will report against these commitments when we next publish our gender pay figures in the coming months.

