



THE WHITE COMPANY
LONDON

Gender Pay Gap Report

2018

Introduction | A Message from Mary Homer, CEO

Equality and diversity has always been key to the success of The White Company. I believe strongly that having a diverse workforce brings many benefits to our business and the communities in which we operate.

I also believe strongly in equality for all and specifically equal pay for equal jobs. I wish to assure everyone that we pay people fairly for the jobs they do and the experience they bring to our business regardless of their gender, skin colour, ethnic origin or nationality, disability, their age, religion or belief, sexual orientation – or indeed any factor that does not have relevance to doing a great job.

The existence of a gender pay gap does not indicate an organisation pays unfairly as it takes into account the average across the whole organisation and doesn't allow for direct comparisons between similar, like for like roles. The White Company has and always will have a policy to pay equally for similar roles.

This is the second gender pay gap report we have published and although we have made progress in reducing our gap, the numbers still show we have a gap in gender pay which means we still have work to do.

The biggest driver of our gender pay gap is the overrepresentation of women in our Sales Advisor roles which make up a large proportion of our workforce which is a challenge many retailers face.

However, we shouldn't lose sight of the benefits these positions bring to our employees such as the increased flexibility often favoured by our female employees.

We have made large inroads against the commitments we made to reduce our gap in last year's report, but as we have seen reflected across the wider industry, progress in this area will unfortunately not be immediately evident.

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. We are committed to ensuring we continue to give opportunities to the brilliant women we have in the business and strive to be an employer of choice for women in our industry.

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 2018.



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 2018.

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.
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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.

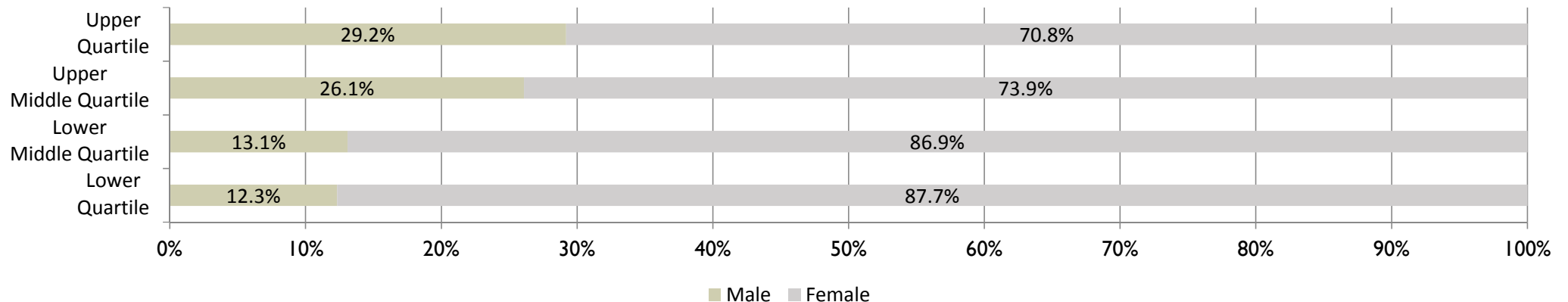
Gender Pay Gap Report | Our Pay Figures

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.

	2018	2017	Difference
Mean	30.0%	31.8%	- 1.8%
Median	3.9%	6.4%	- 2.5%

Gender Splits by Pay Group Quartiles | The proportion of male and female employees in each quartile pay group

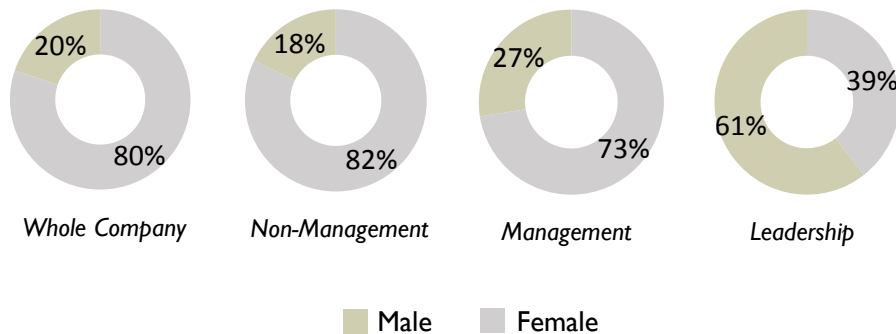


Gender Pay Gap Report | Understanding Our Gap

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 8% and our median remaining the same at 3.9%

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	4.7%	17.2%
Distribution	0.0%	5.7%
Head Office	38.6%	34.4%
Retail	2.3%	6.8%

Therefore we can see that another factor driving our figures are the gender balance in roles that tend to attract 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 2018	23.1%	80.8%

Bonus Proportions | The percentage of male and female employees that actually received a bonus

MALE	67.7%
FEMALE	64.2%

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 much reduced gaps and in some cases, negative ones. 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. However at the point of publication (April 2019), this balance is now 50% women and 50% men, so are certain that this gap will start to close when we next publish our figures.

Gender Pay Gap Report | Our Commitments & Progress

In our previous Gender Pay Gap Report, we committed to a number of actions to support our aim of significantly reducing our Gender Pay Gap. Below we have updated our progress against each of these commitments.

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.

During 2018, we revamped how we advertise all of our internal vacancies and relaunched our internal recruitment channel, "great opportunities". We have seen record numbers of transfers across the business, particularly from our stores into our Head Office.

Use opportunities to promote and celebrate female leadership talent across the business to encourage senior female hires/promotions

In April 2017, the date of our first publication, we had an operating board composed of 75% men and 25% women. At the snapshot date this report refers to, this balance remained, however at the point of publication (April 2019), this balance is now 50% women and 50% men.

Develop our relationships with key women's networks such as Everywoman, Women in Tech and Retail Week's Be Inspired series

We have continued to grow and strengthen our relationships with key women's networks. For example we sponsored the Everywoman awards and Chrissie, our Founder provides mentoring to future women leaders in Retail. We've also been actively involved in Women in Tech events this year and have managed to grow our female representation in our Technology team from 21% in 2017 to 40% in 2018.

Launch a new management development programme which includes training to line managers around equality and diversity and unconscious bias

We launched our management development programme during 2018 which was incredibly well received by the participants. Amongst other topics, we explored bias within recruitment as well as creating an inclusive environment where everyone's contribution and talent is valued.

Review our policies of flexible working and shared parental leave and ensure these are promoted and understood by all employees.

Following a review of our family friendly policies, we have taken decisions to enhance our Shared Parental, Paternity and Partner/Adoption pay policies to the same levels of our Maternity policy. By doing this, not only have we made an important statement that however our employees decide to start a family, we're supportive of this but also provide more support to male colleagues who wish to take time to care for their new arrivals.

We will continue to build on these commitments and others in order to reduce our Gender Pay Gap over the coming months.