

THE WHITE COMPANY
LONDON

Gender Pay Gap Report 2024

Introduction | A message from Paula Nickolds, CEO

Equality, diversity and inclusion have 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. At The White Company 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 eighth gender pay gap report we have published, and the numbers show we have a gap in gender pay. We understand that the biggest driver of our gender pay gap is the overrepresentation of women in our Sales Advisor roles which make up the largest proportion of our workforce.

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.

I am now one year into my tenure at The White Company, and I am committed to ensuring our pay and bonus is fair and equitable for all colleagues. This report and data show that we need to pay particular focus to our Head Office equality.

The White Company is an employer where everyone is welcome, we have a great record of employing and promoting talented women and we are committed to ensuring we continue to give opportunities to the brilliant women we have in the 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 confirm that our gender pay gap statement is accurate and correct as of 5 April 2024.

Paula Nickolds, Chief Executive Officer



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 several 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 2024.

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 Explained | Our Pay Figures

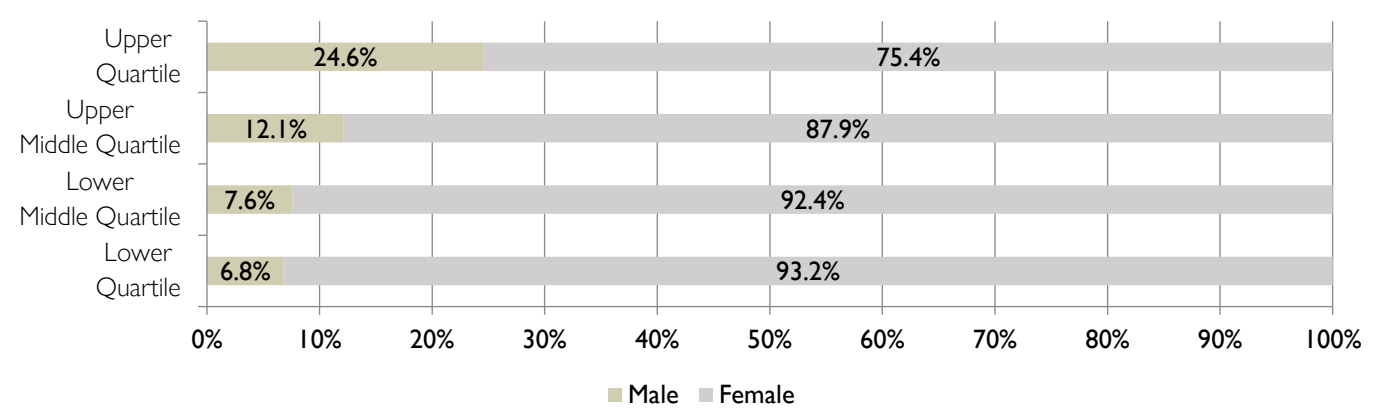
The below breakdown shows the figures calculated as per the reporting regulations; we have also added on the next two pages some further details which provide more context around our figures.

Gender Pay Gap | The median and mean average differences in ordinary pay for all female and male employees

	2024	2023	2022	2021*	2020	2019	2018	2017
MEAN	30.2%	28.0%	27.9%	17.5%	27.9%	32.4%	30.0%	31.8%
MEDIAN	17.7%	10.8%	14.6%	2.8%	6.9%	7.9%	3.9%	6.4%

* Impacted by the coronavirus job protection scheme (furlough)

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



The high-level objective of gender pay gap reporting is to review whether the business environment is accessible for women and whether there are any structural or cultural barriers within the organisation that is holding back career progression and earnings. In essence, is there a glass ceiling. It is important to women individually and to society, that women have equality of earnings, contribute to taxes and be financially secure.

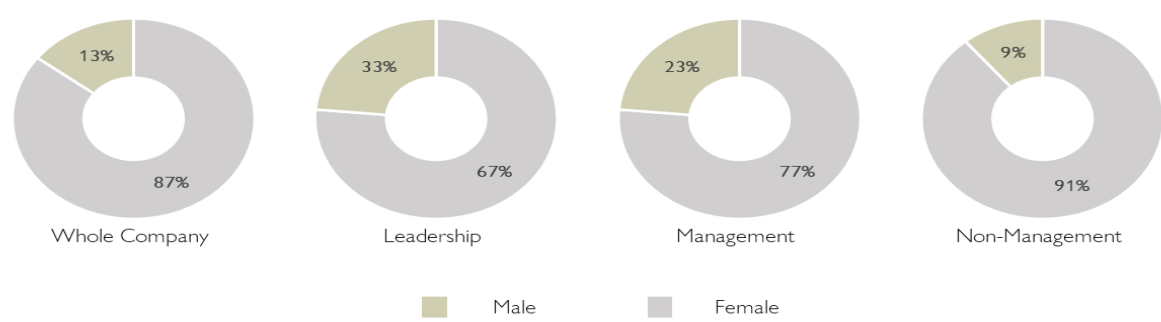
In this regard, The White Company, can demonstrate that women are actively recruited and promoted into the top quartile of earnings, with 75% representation of women in the top earnings quartile and 60% representation at Director level. Furthermore, women are strongly represented at all levels of the organisation with c90% representation in all pay quartiles.

As a business, our ambition and focus are to open more stores across the UK in the next five years. Our store team's population is predominantly women, and this is something we are extremely proud of. By increasing the headcount in our store estate, this will impact on our Gender Pay reporting in the coming years, we anticipate the mean gap to narrow, and the median pay gap will widen as we add more women into our store roles.

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. 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 2.3% and our median reducing to 4.6%.

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	12.7%	13.9%
Head Office	17.3%	17.3%
Retail	6.7%	4.7%

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. If we think about the median pay gap as a comparison between the “middle man” and “middle woman”. If you stack up all the women from the lowest pay to the top, if over half of them are in customer facing store roles, it will be this pay of this job role that is compared for the median figures. If there are very few men in the store roles, their mid-point is likely to be in middle management or an equivalent role. So, the job roles at the median point are different.

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, whilst we have a large proportion of women holding leadership and management roles, this proportion is even higher at a non-management level (91% female) which therefore drives our pay gap further.

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 2024	16.9%	69.4%

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

MALE	65.19%
FEMALE	43.15%

Our Bonus Payments

The majority of our employees fall within our Retail non-management population, where we don't have a bonus scheme in place. Instead, we reward teams through various non-financial incentives and recognition schemes, we also have long service awards for all colleagues.

The gender pay gap reporting guidance requires reporting figures to be based on monetary amounts and therefore where we have a high proportion of women in particular working part time and receiving a lower monetary value of bonus due to pro-rating, this can skew the bonus gap. Effectively this has made our bonus gap figures appear wider, than if full time equivalent values were to be compared. However, the number of women who were in receipt of a bonus was a higher number the men.

The roles that do receive bonuses are our management and Head Office roles which, as the figures show above, have a larger proportion of men completing, compared to Retail non-management ones. Our bonus pay gap is therefore driven by the same overall reason as our Gender Pay Gap.

Gender Pay Gap Report | Our Plan

Talent Attraction and Internal Development

Working closely with our recruitment partners, we are continuously reviewing and evolving our talent acquisition practices, helping us to attract a diverse range of talent for roles across the business. Our plan is also to focus on areas of the business that are not represented as strongly by women, in particular Tech and Supply Chain.

We have identified that we need to be more transparent about salaries we offer when advertising vacancies which gives all candidates clarity and ensures that both men and women are treated fairly. We will also apply this principle internally to ensure fairness and transparency, to ensure the promotion process involves a diverse group of decision-makers to minimise any bias.

Early careers and apprenticeships are high on our agenda to support succession across the business. Apprenticeships help workers—regardless of gender—acquire valuable skills that increase their employability and earning potential.

Policy Reforms

A review has already commenced of our Family Friendly Policies, such as paid parental leave and flexible working hours, and remote work options to allow employees to balance work with family responsibilities. This is especially important for women, who, in many cultures, are still more likely to bear the primary responsibility for caregiving. These policies reduce the career interruptions women face due to family obligations, enabling them to remain in the workforce, progress in their careers, and earn competitive salaries.

One major focus is how we help our colleagues return to work after maternity, to ensure that they feel supported in the transition providing a clear induction and plan, flexibility and peer support.

In addition to this, how we are supporting fathers and non-birthing partners in the workplace. Evidence shows if fathers and partners take parental leave, it helps even up the share of unpaid labour in the home and leads to women being able to do more paid work longer term.

We have a focus on building communities within TWC that support each other – for example, Parents and Carers. We remain committed to supporting women during key health and life events such as menopause, living with cancer and supporting their mental health. We want to provide our teams, both men and women with knowledge, tailored support, and expert advice, empowering women to navigate these challenges. The first step is education and awareness for our line managers to provide better knowledge and resources for compassionate guidance and appropriate signposting for managing their teams.

Sponsorship / Advocacy

The findings of this year's report will be shared and discussed with the Operating Board, so they are aware and educated of its importance and the role they play in supporting this message with their teams and leading by example. Being aware of the gender pay findings allows them to make informed decisions about strategies that promote diversity, inclusion, and equal pay across their business area, particularly in Head Office and Customer Services. We feel it is important to set measurable goals for gender equity and hold leadership accountable for understanding.