INTRODUCTION.

Gender pay reporting legislation requires employers with 250 or more employees in the UK to publish statutory calculations annually showing how large the pay gap is between their male and female employees. The analysis is based on data as at 5th April of each year.

The gender pay gap shows the differences in the average pay between men and women.

This is different to equal pay. Equal pay requires that men and women who carry out the same or similar jobs; or work of equal value, are paid the same. It is unlawful to pay people unequally because they are a man or a woman.

OVERVIEW OF OUR BUSINESS.

Warehouse employs 994 people in England, Wales and Scotland. Our workforce is predominantly female and this reflects that as a women’s fashion brand, we attract mostly female applicants to work with us.

\[
\begin{align*}
\text{97.4\%} & \quad \text{Women} \\
\text{2.6\%} & \quad \text{Men}
\end{align*}
\]

In retail we employ 820 women and 21 men - that’s 97.5% women and 2.5% men. In Head Office we employ 99 women and 4 men - that’s 96.1% women and 3.9% men.

WAREHOUSE GENDER PAY GAP.

\[
\begin{align*}
\text{Mean Pay Gap*} & \quad 16.1\% \\
\text{Median Pay Gap**} & \quad 3.6\%
\end{align*}
\]

*The mean is the average of a list of numbers and the median is the middle value in all of the numbers listed in a numerical order.

We are confident that men and women are paid on equal terms for doing the same jobs across Warehouse. Where men and women are employed in the same role, women are earning the same as their male colleagues.

The pay gap therefore stems from an uneven distribution of men and women across the business.

LEADERSHIP TEAM.

According to research by Firstwomen.co.uk, women make up 60% of the total retail workforce, but only 10% of the executive retail board members are female.

We are proud that all of our leadership team are female.
RETAIL GENDER PAY GAP.

The majority of our retail employees are female. Our male retail employees are almost entirely employed in our London or our City Flagship stores, where pay rates are higher because they are London or City-Centre weighted. This impacts the Gender Pay Gap within Retail and in particular, the Retail Management Gender Pay Gap. Our Retail Team Members make up the largest proportion of our workforce, with the vast majority being female. We are pleased that we are able to offer part-time employment to 78.8% of our employees in retail.

WAREHOUSE BONUS GAP.

More women than men received a bonus of a disproportionately higher value, predominantly in our retail teams.

GENDER DISTRIBUTION PER QUARTILE.

The data above illustrates the gender distribution across four equally sized quartiles of the business i.e. dividing all our employees in to four equal groups, from lowest to highest paid.

Our gender demographic is evenly spread across all quartiles.
WHAT’S DRIVING OUR GENDER PAY GAP?

One year on, and our gender pay gap remains largely unchanged. Fundamentally, the drivers of our gender pay gap remain the same as last year:

1. THE REPRESENTATION OF WOMEN AND MEN IN JOB LEVELS.

Women are highly represented in both the highest and lowest paid roles in Warehouse:

- 100% of those in our highest paid leadership positions are female
- 98.33% of our lowest paid roles, our Retail Sales Advisors are female

However, the males employed within our Head Office teams are all in junior management level roles upwards and 57.14% of our male retail employees are within management roles.

2. DIFFERENCES IN GENDER REPRESENTATIONS IN DIFFERENT JOB FUNCTIONS.

Men and Women often tend to be concentrated in certain types of jobs.

Our pay ranges are all determined by the market and therefore this leads to pay ranges differing by department, as well as job level. This means that the gender split in departments often has an effect on our gender pay gap too.

For example, our Buying Team is 100% female compared to our Digital team, which is typically a higher paid job sector, where 31% of the team are male.

OUR ACTIONS.

In our first gender pay gap report we committed to strengthening access for all to our Head Office vacancies, to developing positive attitudes towards flexible working and ensuring we are promoting our policies that support these practices.

In our first gender pay gap report, the actions we committed to were:

STRENGTHENING ACCESS TO HEAD OFFICE VACANCIES TO ALLOW ALL OUR EMPLOYEES THE OPPORTUNITY TO SEARCH FOR THEIR NEXT STEP.

Since committing to this, we introduced our new applicant tracking system in May 2018, which is accessible through our website and intranet. Our tracking system advertises all our Head Office vacancies, our new store openings, as well as our supervisor and retail management vacancies. The system also allows anyone to register an interest in a type of role or location of role speculatively as well as letting individuals register for job alerts when a certain type of vacancy rises.

We are really pleased with how our new system is working however, we still believe there is further work we can do in this area, so we will shortly be launching ‘insight weeks’ whereby Retail employees can come to Head Office to find out more about the careers, roles and opportunities that are available.

PROMOTING OUR POLICIES TO SUPPORT PROGRESSION.

Our Flexible Working Policy and our Shared Parental Leave Policy are two of our policies that are integral to helping make us an even more inclusive organisation and support the progression of our employees.

Over the last 12 months, we have reviewed both these policies. We are pleased to offer enhanced maternity and shared parental pay for those with more than 5 years’ service, so this is a positive step towards encouraging partners to feel that they are equally (financially) able to take periods of time off work to spend time with their new child.

We will continue working with our Managers across Head office and Retail to look at how we can promote policy changes like these.
DEVELOPING OUR ATTITUDES TO FLEXIBLE WORKING.

One of our aims from our 2017 report was to give all our employees the opportunity to request to work flexibly.

We have worked hard with our Leadership Team to review our approach to Flexible Working within the business and through our ‘Our House’ survey have sought feedback on how we could make Warehouse an even better place to work. One of the key messages we received from our Head Office employees was about enabling greater flexibility, which has led to the introduction of our Core Hours Scheme.

Our Core Hours Scheme allows employees to choose their start and finish time each day Monday to Thursday, to help them better balance their personal and work commitments. We already offer a 3pm finish every Friday, so it was felt this was the perfect accompaniment to allowing more flexibility throughout the entire Head Office working week.

RAISING AWARENESS AND HELPING OUR MANAGERS LEARN.

In our April 2017 report, one of our actions that we committed to was look at the need for equality and unconscious bias training for our team leaders and those who have recruitment responsibility. The launch and roll-out of these training programmes to our teams will happen over the coming months.

REPRESENTATION IN DIFFERENT JOB FUNCTIONS.

As well as all the activity being built upon from our 2017 report, this year we also plan to carry out focus groups with our male employees to better understand how we can attract and recruit more men into our retail roles throughout the UK, including reviewing our current benefits proposition and its relevance to our male employees.

Additionally, we also want to explore increasing our representation of women in the more ‘traditionally’ male-orientated fields, such as Finance and Digital. We believe our insight weeks will support this, but through building relationships with organisations like Stemettes.org, who’s aim is to inspire the next generation of females into the Science, Technology, Engineering and Maths fields, we believe this will support us in driving this area even further.

SUPPORTING NATIONAL CAMPAIGNS.

- Our MD, Paula Stewart is an ambassador for the charity Speakers for Schools, which helps state schools inspire their students and broaden their horizons through periods of work experience in businesses like ours.

In July 2018, we took on 12 work experience school age students from Speakers for Schools to give them experience of working in our Head Office, which was hugely successful and we will look to offer this opportunity again this year.

- Hashim Ladha, our CEO is an ambassador for Be Inspired, which exists to promote gender balance at all levels across retail and encourage women to fulfil their career aspirations.

- We are starting to explore, with the support of Stemettes, how our business can inspire the next generation of females in to careers in the Science, Technology, Engineering and Maths fields.
DIRECTOR’S STATEMENT.

Even though we are proud of the activity we undertake, the gender pay gap shown in this report demonstrates that male employees in Warehouse receive a higher average pay rate than our female employees. This is through men being largely underrepresented at our most junior level and more represented in the most senior or highly paid roles and functions.

We welcome the annual requirement to publish gender pay comparisons - it offers an important opportunity to reinforce our existing programme of work, as well as provide us with a stimulus for fresh initiatives. Reporting annually also allows us to measure the progress that our interventions make, and encourage all our employees to be aware of the contribution they can make to supporting opportunities for themselves and their colleagues.

This report covers employees of Warehouse Fashions Limited. The report covers employees at all levels, including our team of Directors.

I confirm the information and data reported is accurate.

PAULA STEWART
MANAGING DIRECTOR, WAREHOUSE FASHIONS