



CHARLES TYRWHITT

JERMYN STREET LONDON

Charles Tyrwhitt Gender Pay Report  
2016 -2017

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# Welcome to our Gender Pay Report | 2016-17

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At Charles Tyrwhitt (rhymes with Spirit, by the way) we're passionate about "Making it Easy for Men to Dress Well", and whilst our core customers may be male, we understand that a successful company should be truly inclusive. Creating an organisational environment whereby everyone wants to and is able to deliver their best means, amongst other things, having the best people for the job, regardless of their gender, age or, well, anything else other than their brilliance!

We're a relatively young company - just 31 years old - but we're getting bigger all the time. Our store portfolio is growing and we now have twenty five branches across the UK, one in Paris, and a further seven in the USA (with five more planned this year)!

In addition to retail, we have a strong online presence in a number of territories and remain industry leaders in direct marketing. To support our branch and online/mail order operations we have a state of the art Distribution Centre in Milton Keynes and two Contact Centres: one in Milton Keynes and the other at our Head Office in London Bridge. Our Head Office is where you'll find all the functions that help underpin a successful business: Buying, Merchandising, Finance, HR, IT and many more besides.

With such a wide variety of business roles, it really is essential that we recruit and retain the very best people, and I can honestly say that our 'Tyrwhitteers' are a very talented bunch indeed! Equally, rewarding all our colleagues fairly is something that both my Board colleagues and I feel passionately about, and we have already made significant progress in this area; we appointed a specialist pay and reward consultancy to help us correctly benchmark all our current job roles and we are moving towards adopting a performance related pay award culture. We believe that both these initiatives, coupled with a new robust Talent Management Programme, will help make a further positive difference, to our Gender Pay gap statistics.

Overall we have a Median Gender Pay gap of -2.0%, and a Mean Gender Pay gap of 8.3%.

We are quietly encouraged by our results, not least because they compare very favourably when viewed against the national average of 18.4%\* and 17.4%\* respectively. However, we are certainly not resting on our laurels as we know we have more work ahead of us to reduce the Mean Gender Pay gap which has come about mainly due to the relatively low percentage of women in the Leadership Team and thus the subsequent lower ratio of women in the top 5% of salary and bonus earners. It is personally important to both myself and the Charles Tyrwhitt Leadership Team that we continue to foster a culture which demonstrably values, and rewards, the contribution that both men and women make to our business. We will therefore use these results to help inform our internal conversations and we will continue to challenge ourselves to focus our efforts on closing the gap... not least because one of our core values here at Charles Tyrwhitt is that People Matter.

**Chris McManus**

Chief Talent Officer, Charles Tyrwhitt

*\*Figures taken from the ONS Annual Survey of Hours and Earnings, October 2017*

# Equal Pay vs. Gender Pay

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It's worth noting that Gender Pay Gap and Equal Pay are different things, so before we dive into our Gender Pay figures, let's take a moment to understand how the two differ.

- Equal pay means that men and women in the same employment, performing equal work, must receive equal pay. This is set out in the Equality Act 2010 and we are committed to being an Equal Pay employer.
- The Gender Pay gap is a measure of the difference between male and female earnings across an organisation expressed as a percentage of male earnings. All businesses with more than 250 staff are now required to annually report their gender pay gap. One of the main reasons for there being a Gender Pay gap is that there are generally more men in senior positions.

The Gender Pay statistics for Charles Tyrwhitt give us an opportunity to measure how we are doing in our commitment to pay fairly and equally based on colleague performance, as well as to also ensure that we have an awareness of the split of male and female employees in senior positions.

Whilst we have only published our Gender Pay statistics at a total business level, we have also conducted further analyses, by individual business area, to further help us to focus our efforts in the right way.



# Our Gender Pay Statistics

So, let's get into the numbers.

Looking at the key statistics, our Median Gender Pay gap figure is -2.0% which shows that, at the mid-point, there was a positive movement towards female employees. This is a very encouraging result when compared to the national average result of 18.4%. Put simply, the median figure comes about due to the make up of our workforce; 1) we had more female colleagues in our Distribution Centre and Contact Centre compared to a greater proportion of male colleagues in our retail stores and, 2) the rates of pay differ across those business areas which, in turn, have resulted in the Median Gender Pay figure. Looking next at our Mean Gender Pay gap, there is a swing to 8.3%.

MEDIAN GENDER PAY GAP	-2.0%	This too reflects positively when compared to the national mean of 17.4%. This figure indicates that, taken as an average, male colleagues earnt more than female colleagues. This is because there were more men than women in senior positions.
MEAN GENDER PAY GAP	8.3%	
MEDIAN GENDER BONUS GAP	-26.0%	
MEAN GENDER BONUS GAP	27.2%	
% FEMALE EMPLOYEES RECIEVING A BONUS	65.5%	To explain the Bonus Reporting Figures: the bonus structure in Charles Tyrwhitt is such that Head Office based colleagues receive a bonus payment based on company performance. In the financial year
% MALE EMPLOYEES RECIEVING A BONUS	70.9%	

Our colleagues in Retail, Distribution and the Contact Centre receive bonus payments based on individual performance or business unit performance (i.e. by store), and, because we had a greater number of female than male colleagues in two of those areas, more females in total received a bonus. Subsequently those bonus payments are reflected in the Median Gender Bonus gap figure of -26.0%

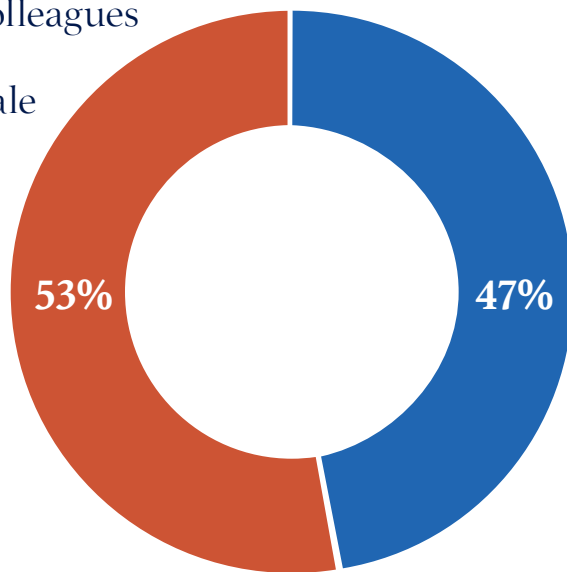
WORTH KNOWING...

The Mean is the average of all the figures in the dataset  
The Median is the number exactly halfway through the dataset

# Our Gender Pay Statistics

## Charles Tyrwhitt Colleagues

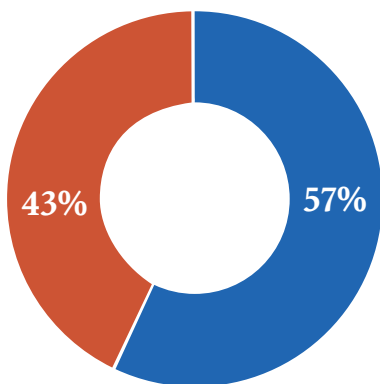
● Female   ● Male



As a business, we have a fairly even split between male and female colleagues: 53% female and 47% male.

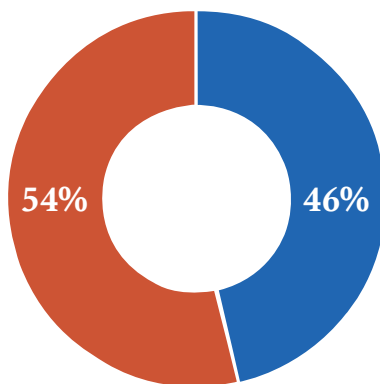
### Lower Quartile

● Female   ● Male



### Lower Middle

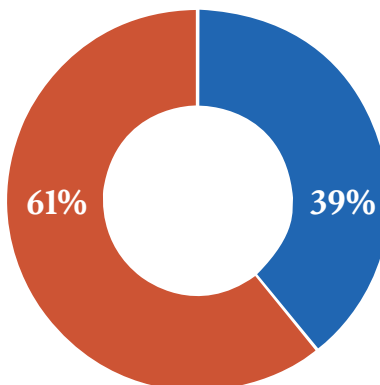
● Female   ● Male



As part of our Gender Pay reporting we are required to show the proportion of male and female colleagues in each quartile of earnings.

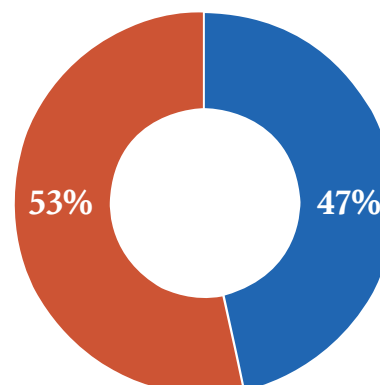
### Upper Middle

● Female   ● Male



### Upper Quartile

● Female   ● Male



As you can see, we have a larger % of male colleagues in the lower quartile (brought about by the number of men who work in our stores). The three remaining quartiles all have a larger % of females than males.

It is very encouraging to see that we have 61% of women in our upper middle quartile and 53% of women in our upper quartile.

Our next steps will be to consider how we can further create a similar level of balance in the most senior levels of our business.



# Action Plan

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It's important that, based on the information we have, we continue to look for ways to close any Gender Pay gap present within Charles Tyrwhitt. Over the next 12 months we commit to:

- Reviewing and promoting our policies relating to maternity, paternity and shared parental leave;
- Removing barriers preventing more flexible ways of working;
- Rolling out unconscious bias training for senior leaders;
- Undertaking further work on reward benchmarking with a view to implementing a more formal job grading process;

We believe that by taking these actions we will continue to make progress on this important matter, helping us make Charles Tyrwhitt a truly great place to work.







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