



# 2022 UK Gender Pay Gap Report

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# Introduction from Janine Rudge, People Director

In 2022, Fenwick celebrated 140 years in business. We're very proud of the role we play at the heart of communities and want to continue to play that role for many years to come.

People are the bedrock of, and the reason for, everything Fenwick does. Fenwick is committed to ensuring that the people it works with and the communities it serves are positively impacted, fairly treated and warmly welcomed.

As part of this, we want to ensure all Fenwick environments are as inclusive as possible for all people, including our workplace. We are committed to creating a respectful, inclusive and representative culture for all.

We are pleased that, by April 2022, our gender pay gap had narrowed compared to the previous year, by 2.9%.

In the past year, we've introduced a number of new approaches and practices across recruitment, training and development. This included updating our quarterly appraisal process, taking a more inclusive approach to recruitment, and enhancing our colleague engagement survey.

The data helps us understand where we are now, but most importantly, what we need to do next. In 2023, we are excited to continue to champion inclusion and development amongst our colleagues, with Empowering Women as a key focus. We'll be building on initiatives like our Get to Know Fenwick days, Open Arms program, and Manager Academy to develop the next generation of female leaders.

# Fenwick and Our People



Fenwick is the largest family-owned group of department stores in the United Kingdom. Since we opened our first store in 1882, our people have been critical to our success.

We have nine stores across the UK, differing in size and offering, specific to their local community - and a strong online presence. These are supported by our distribution centre which ensure our fabulous products reach our stores and customers at the right time - and our head office.

Fenwick employs around 2000 colleagues, including around 350 in Head Office roles, 250 in Restaurant roles, 1350 in Store roles, 90 in our Distribution Centres and 10 HGV drivers.

Our colleagues have careers in fields as varied as sales, buying, digital, merchandising, security, patisserie, marketing, supply chain and IT. Retail colleagues make up 75% of our workforce.

We are incredibly proud of being a five generation workforce which means that we offer opportunities for women of all generations, working together. Of our five generations our Traditionalists (1928-1945) are 100% female, our Baby Boomers (1946-1964) 75% female, our Generation X (1965-1980) is 67% female, Millennials/Gen Y (1981-1996) are 62% female and Generation Z (1997 - 2012) 68% female.

In 2022 we celebrated 20 colleagues, including 15 female colleagues, reaching 21 years of service, a unique milestone in Fenwick history.

# Our Results: Gender Pay Gap

2022

Mean

18.7%

Median

0%

2021

Mean

21.6%

Median

5%

**Our 2022 Median (middle) pay gap is now 0%, compared to 5% in 2021.**

**Our Mean Pay Gap has improved by 2.9%.**

**Why is this?**

One of reasons for our pay gap is that our Sales Advisor colleagues are predominantly made up of women, and account for 74% of our workforce.

Our Sales Advisor roles are our lowest pay rate, as they are entry level roles. However, we are pleased to have abolished our Under 21 rate and made significant investment in maintaining a gap to the National Minimum Wage.

In April 2023, all entry level roles received a pay increase of between 5 and 9%.

**How we calculate Gender Pay Gap**

Gender Pay Gap is the measure of the difference in average pay between men and women, regardless of their role and where they work. This is different from an equal pay comparison, which involves the direct comparison of two people, or groups of people, carrying out the same work.

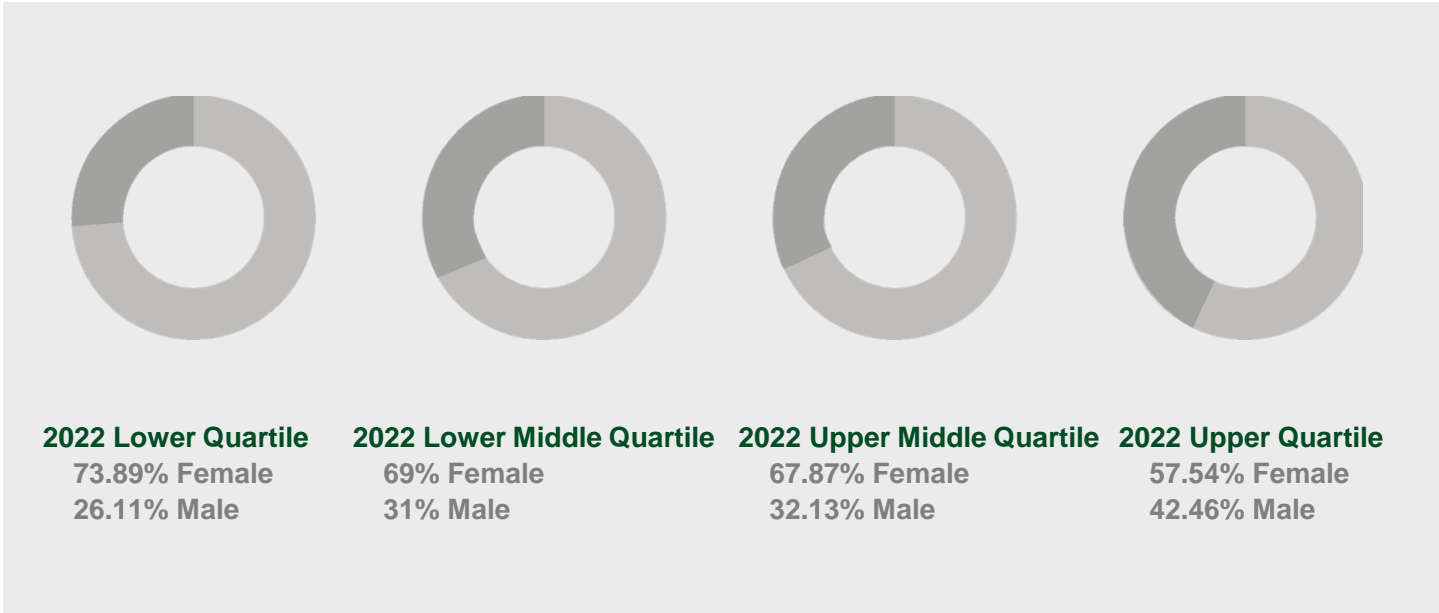
**Median Pay Gap**

To calculate the Median Pay Gap, we list all the female hourly rates of pay and all the male hourly rates of pay, and the Median Gender Pay Gap is the difference between the middle female colleague on the list and the middle male colleague on the list.

**Mean Pay Gap**

The Mean Gender Pay Gap shows the difference between the average hourly earnings of men and women at Fenwick. To work this out, we add the total pay of all male colleagues at Fenwick, and divide this by the total number of male colleagues - and repeat this calculation for female colleagues. The difference between these two figures represents the Gender Pay Gap.

# Our Results: Pay Quartiles



**We have seen movement in three of the four quartiles with an increase in more women.**

In our Lower Quartile, female representation has increased by 3.69%  
In the Lower Middle Quartile, female representation has increased by 1.7% women.  
In the Upper Middle Quartile, female representation has decreased by 4.93% women due to moves to the upper quartile and reorganisation.  
In the Upper Quartile, female representation has increased by 2.44%

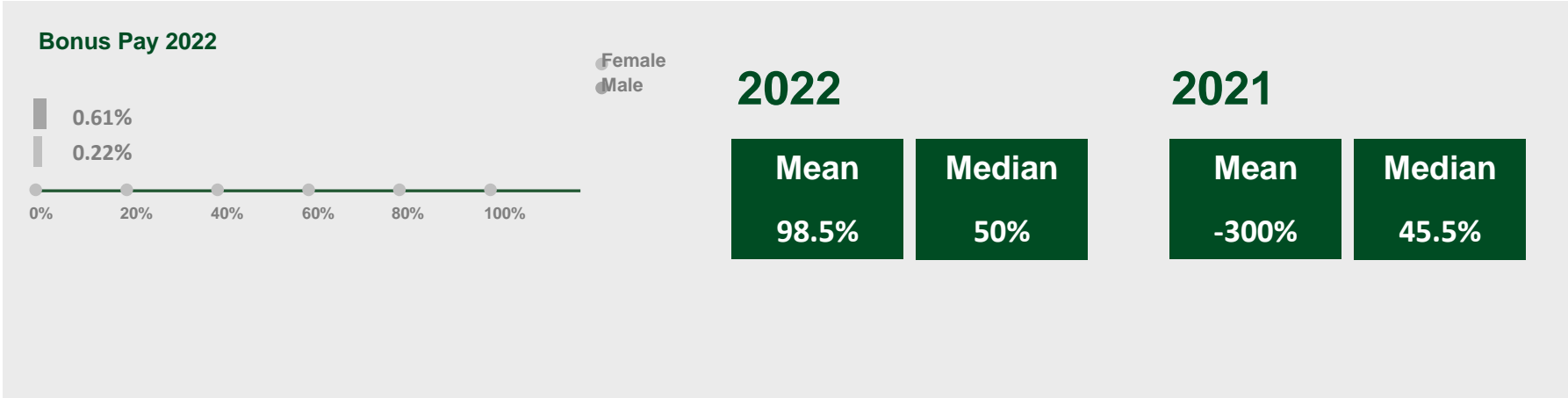
**Pay Quartiles**

All our colleagues have been divided equally in to the four quartiles.

The quartiles represent four different salary bands, the lower quartile being the lowest paid through to the upper quartile as the highest paid.

The percentages show the number of men to women in each of the quartiles.

# Our Results: Gender Bonus Gap





# 2022 Recap

We are proud of the work we have done so far and the improvement we have made to our Gender Pay Gap. We remain committed to making progress and creating a respectful, inclusive and representative culture for all.

Actions we took in 2022 include:

- **Creating a fair and equal approach to appraisals.** We launched a quarterly appraisal process focussed on performance against objectives and behaviours in line with our values. This is designed to create an open culture of feedback and a fair approach for internal promotions, secondments and project opportunities.
- **Launching a more inclusive approach to recruitment.** In the summer of 2022, we launched a new approach to recruitment which allowed candidates to come and meet us, regardless of experience, at a time that best suited them. This has increased our reach with candidates from a diverse range of backgrounds.
- **Enhancing our colleague engagement survey with diversity and inclusion in mind.** This includes increasing the number of questions focussed on inclusion, personal development and belonging. Our colleagues said they were proud to work for Fenwick with 89% of colleagues stating they 'believed they work in an inclusive culture'.
- **Investing in HR and Payroll systems to better track data.** These new systems allow managers to have better access to data about the makeup of teams and give colleagues more autonomy over their personal information and HR processes.





# Ambitions for 2023



We know we still have progress to make and have already begun a number of initiatives to support inclusion and diversity across our workforce. This year, we will be:

- **Launching our new ‘Manager Academy’ to support female leaders.** Female Team Leaders, 68% of whom are women, will become first line managers supported by a blended learning programme.
- **Supporting the next generation of talent.** After the success of our Chef Academy, a year-long partnership with Gateshead College, we are exploring the opportunity for more Academies focussed on other areas of the business as well as apprenticeship schemes.
- **Empowering Women through family friendly practices.** We’re reviewing a number of family friendly practices and policies, such as supporting colleagues returning to work after long term absence and family leave; and work on Menopause in the workplace.
- **Ensuring our recruitment processes have diversity at their heart.** As part of our commitment to continuous improvement in our approach to attracting and growing talent, we are providing additional training to ensure we support equality, diversity and inclusion throughout the acquisition process.
- **Celebrating our female talent.** Showcasing the varied career paths of female colleagues internally and externally, in particular to attract talent in underrepresented areas including digital.

# Our stories

“It’s a great feeling to be succeeding in a role which would traditionally have been held by a male. I have always felt empowered to take the next step in my career. In my current role as a Logistics Operations Manager for Fenwick I have always felt respected and valued”

**Katy, Operations Manager**

*Our Warehouse Management team is predominantly female team.*



“I feel excited to have joined a company who aren’t afraid of having strong women in leadership. Having worked most of my career amongst mainly men in the tech world, it’s refreshing to see companies who aren’t afraid to mix things up. Fenwick have created an environment in which I feel empowered, supported and valued”

**Champa, Head of Digital Development and Operations**

*We are proud that 75% of our Digital leadership are female and in our Digital growth area, we have also attracted many females into technical roles.*



“Since joining Fenwick I’ve really enjoyed being part of the digital management team. I’ve been empowered to share my thoughts and ideas in order to develop the ecommerce photography offering and trusted to bring this to life. This role has allowed me to really push the boundaries and develop my own skills to achieve great things”

**Morgan, Photography Studio Manager**



I confirm that the information contained in this report is accurate.

Janine Rudge, People Director

*Fenwick*