



INTRODUCTION

Welcome to our 2023 gender pay report.

This report outlines our Gender Pay Gap (GPG) data from April 2023, and we are pleased to report that our efforts have resulted in a further decrease in our GPG compared to 2022.

2023 Pay Gap

MEAN

16.7%

MEDIAN

0%

Decreasing the gap by 2% in 12 months is a significant achievement. We recognise that the data is a snapshot in time and the challenge now is to ensure that we continue to make progress. We are taking the learnings of the past year and embedding them into our future strategy.

But gender equality isn't just about pay, there are other

factors that contribute to creating a balanced and inclusive workplace. This includes offering additional support to those going through the menopause, those returning to work after parental leave, and a multitude of other personal circumstances that affect our working lives.

You can read more about some of our efforts and policies later in this report.

Fenwick has been dedicated to pioneering change for more than 140 years. We're proud of the role we play at the heart of communities and want to continue to play that role for many years to come. Our priority remains the same, with gender parity and an inclusive workplace at the heart of our business. If you have any questions or would like any further information there is a link available at the end of this document about Gender Pay Gap Reporting in more detail.



Fenwick

OUR RESULTS

The mean pay gap has decreased by 2% and the median gap has stayed at 0%. This is the second decrease in the mean over the last 2 consecutive years.

From a statistical standpoint, the median is considered to be a more accurate measure as it is not skewed by very low or very high hourly pay. However, we know that one of the reasons for our mean pay gap is that our Sales Advisor colleagues are predominantly women. These roles are at our lowest pay rate, as they are entry level roles. The decrease in the gap for this reporting year is a result of a shift in our mid-senior level leadership roles across the business, which there is more detail on later in the report.

BONUS PAY 2023

We're pleased to report that the bonus gap has decreased in comparison to 2022. This is due to a larger variety of bonus schemes across the business, therefore unlocking access to a wider pool of colleagues.

What is the Gender Pay Gap (GPG)?

The GPG is a measure of the difference in the average pay between men and women, irrespective of their role. Any organisation that has more than 250 colleagues must publish figures about its GPG.

What is the difference between Gender Pay and Equal Pay?

While the GPG measures the difference in pay irrespective of job roles, the equal pay comparison involves a direct assessment of two people or two groups of people carrying out the same, similar or equivalent role.

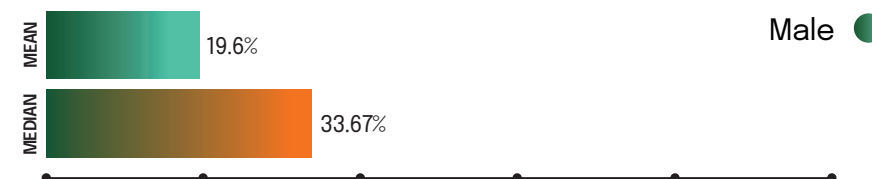
2023 PAY GAP



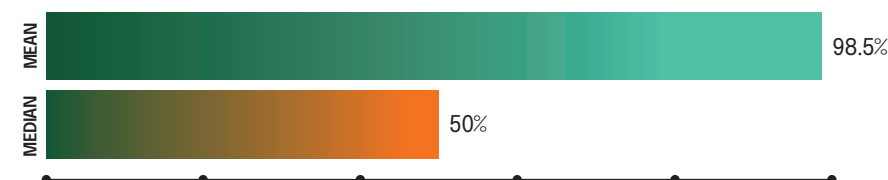
2022 PAY GAP



2023 BONUS GAP



2022 BONUS GAP



OUR RESULTS IN MORE DETAIL

Across Fenwick, there are more women than men in all four pay quartiles and there have been some shifts in representation since the 2022 report.

In the Lower Quartile, female representation has decreased by 6.24% and in the Lower Middle Quartile female representation has increased by 5.71%. In the two Upper Quartiles, female representation has stayed similar to the level in the 2022 report.

It is the shifts in the lower quartiles as well as an increase in the ratio of female to male colleagues in mid-senior leadership positions, that have impacted our pay gap for 2023.

Pay Quartiles



2023 Lower Quartile

● 67.65% Female
● 32.35% Male



2023 Lower Middle Quartile

● 74.71% Female
● 25.29% Male



2023 Upper Middle Quartile

● 67.45% Female
● 32.55% Male



2023 Upper Quartile

● 58.15% Female
● 41.85% Male

PUTTING WORDS INTO ACTION

We remain committed to fostering an inclusive culture, where everyone can be their best self at work. Our colleagues are recognised for their performance and commitment to our values and are given the opportunity to develop their career and reach their potential.

TALENT ACQUISITION

We continually review and update our policies and practices to ensure we attract and retain the best talent, removing barriers to inclusion and the impact of bias within the recruitment process. Selection decisions are merit-based, ensuring we identify the person who is the best fit for the role and that they have the right skills, knowledge and behaviours to thrive in their role at Fenwick. For our entry level roles, we use an assessment-base methodology (Get To Know Fenwick) and at more senior levels a variety of structured interview and work sample tests, based around technical competencies and values.

FAMILY FRIENDLY POLICIES & FLEXIBLE WORKING

Research shows that the gender pay gap widens after women return from maternity, adoption or parental leave or have other caring responsibilities. We have recently updated our family friendly policy for 2024 with enhanced maternity, adoption and paternity leave pay to support working parents. Our family leave policies are also in place to support colleagues with other caring responsibilities. Our fixed-hybrid model of working is now embedded at our hub locations across the UK and combines working from home as well as in the office and we offer a variety of flexible working options across the business, such as part-time working, compressed hours etc. These ways of working are designed to encourage colleagues to maintain a healthy work-life balance and support women in the business to have equal career opportunities to men.

MENTAL HEALTH

Juggling work commitments and unpaid caring responsibilities currently impacts more women than men and therefore can contribute to the gender pay gap. We take our responsibilities to colleagues' wellbeing seriously. All colleagues have access to a confidential Employee Assistance Programme with options for virtual or face to face counselling and support for a wide variety of issues.

PAY & REWARD

We are committed to providing equal opportunities for all in career progression and pay. There was a salary review awarded in April 2023 with all roles being given a pay rise of between 3% and 12%. Additionally, in February 2023 all colleagues with a qualifying service of 12 months were awarded an unconditional and exceptional payment of 6 weeks' pay, colleagues with 6 months service were given 3 weeks' pay. We benchmark our roles against the external market and our salary ranges are reviewed annually and published internally. Job evaluation to objectively determine the size and complexity of roles will also support our efforts in this area.

PERFORMANCE MANAGEMENT

Our quarterly performance appraisal, VIP (Valuing Individual Performance), has been cascaded across the entire business and 2023 was the second annual cycle. This approach ensures every colleague will receive performance feedback at least every three months and has dedicated quality time with their line manager to focus on their development. The commitment of regular one-to-one time provides a more equitable approach for our colleagues. The quarterly VIP cycle generates valuable data to inform decisions making around the location of our top talent and feeds into inclusive succession planning.



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INTERNAL CULTURE

Our values are the cornerstone of our workplace culture and consciously have inclusion woven throughout. We value everyone's individuality and encourage colleagues to be courageous and willing to challenge and be the lone voice in the room. Our engagement survey is a useful barometer for monitoring internal culture and in Summer of 2023, 90% of our colleagues told us they felt they worked in an inclusive culture. In 2024, we are committed to drilling down into the detail to see how this reflects in the different groups of people we have within the business. We are also working with colleague forums such as the Belonging group and Menopause group, to support and empower individuals and engage supportive allies throughout the business to cultivate a positive working environment, where individuals in all their diversity can thrive.

TALENT DEVELOPMENT

In 2023 we launched our pioneering Manager Academy in Retail. The programme provides the skills necessary for first line management, doesn't require previous management experience, and builds

the foundation for internal career path progression. Forty-nine Team Leaders Graduated from the 2023 cohorts, 71% of whom are female. Five team leaders have already been promoted to the next level of management as Sales Managers, four of whom are female. These initial signs support our vision for this programme as providing the opportunity for progression into future senior roles. We have already planned to extend the Academy format to other areas of the business in 2024, across our warehouse and functional areas.

We are grateful to all our colleagues who have worked for us, or work for us today, for their tremendous efforts and dedication during our long history.

Fenwick wouldn't be Fenwick without our 142 years of brilliant people.



MORE INFORMATION

GLOSSARY

Pay

The calculation is based on basic pay and contractual hours. This gives a direct comparison between colleagues' hourly pay, regardless of whether they work full or part-time. It does not include colleagues on maternity leave, long term sick, or other types of reduced pay, or overtime.

Bonus

For the purposes of pay gap reporting 'bonus' refers to one off reward payments give throughout the year to recognise performance.

Mean

This figure is the difference between the average pay rate of men and the average pay rate of women. The calculation involves adding up all the numbers and dividing by how many numbers there are.

Median

This figure is the difference between the hourly pay of the median man and the median woman. The median is the man or woman who is in the middle of a list of hourly pay ordered from highest to lowest paid.

Pay Quartiles

These are calculated by ordering colleagues by their basic pay and dividing them into four groups, each with an equal number of colleagues – each group is a quartile.

ACAS guidance on Gender Pay Gap Reporting provides a full description of the reporting requirements, the distinction between Gender Pay Reporting and equal pay and links to other useful materials:

www.acas.org.uk/genderpay