

GENDER PAY GAP REPORT 2024



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REPORT DATE: 5TH APRIL 2024

Produced by L. Martins

INTRODUCTION

Employers with 250 or more employees are legally required to publish annual information relating to their gender pay gap. This report outlines the relevant data for Fish N Chick N Ltd for the period ending 5th April 2024. The figures have been calculated in accordance with the requirements set out in the gender pay gap regulations.

In addition to the mandatory disclosures, this report includes further details to provide greater transparency on our overall approach to pay and equity.

WHAT IS THE GENDER PAY GAP?

The gender pay gap represents the difference between the average pay of men and women, expressed as a percentage. It is important to note that the gender pay gap is distinct from equal pay. Equal pay concerns differences in pay between men and women performing the same or equivalent work, whereas the gender pay gap reflects broader disparities in average earnings across an organisation.

Nationally, the gender pay gap has been a persistent issue. While progress has been made, the rate of change remains slow. The gap varies across industries and sectors, influenced by factors such as occupational segregation and workforce demographics. The UK Government introduced gender pay gap reporting requirements to accelerate progress in addressing these disparities.

The causes of the gender pay gap are multifaceted, with influences ranging from societal norms around career choices to specific organisational factors. This report highlights the primary factors contributing to the gender pay gap within Fish N Chick N Ltd.

ORGANISATIONAL CONTEXT

Fish N Chick N Ltd operates a chain of Fish & Chip Take-Away and Restaurant premises over 5 brands: Fish N Chick N; Churchill's, Bankers, The Boundary and Toff's of Muswell Hill. These stores are located throughout the South and East of England, from Peterborough to Brighton, but most predominantly in Essex where the company was established in 1971. As at the 5th April 2024, the company employed 612 staff ranging from Part-Time Team Members through to Full- Time Store Managers within its 40 stores.

Fish N Chick N Ltd is a subsidiary company of The Chesterford Group Limited.

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EQUITY & DIVERSITY

Fish N Chick N Ltd is committed to being a fair and progressive employer, fostering an inclusive workplace and promoting diversity. Our employment policies comply with all relevant equality legislation and best practices. We actively monitor our workforce by gender and role to ensure that no discrimination or unfair practices occur.

PAY & REWARD

Our pay structures are designed to fairly compensate employees based on their contribution and performance, while also considering financial sustainability, market rates, and organisational objectives. Weekly bonuses are available for store management, directly linked to the financial performance of their respective stores.

Our pay and bonus structures are regularly reviewed by gender and role to ensure fairness and compliance with equality standards.



RESULTS OF THE GENDER PAY GAP REPORT

GENDER PAY GAP

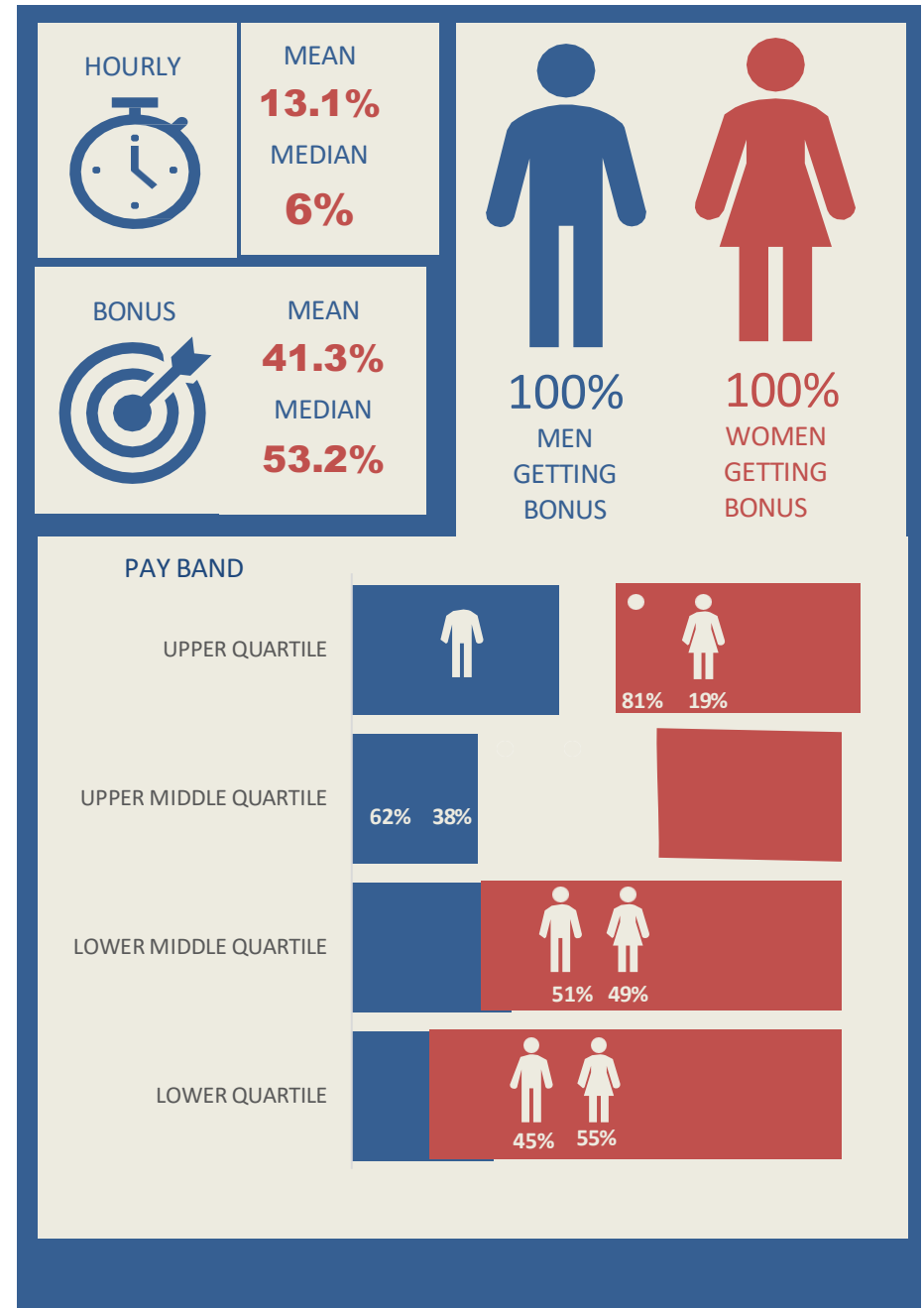
Our gender pay gap has improved significantly since 2023. However, we remain committed to taking meaningful action to promote equality and inclusivity. While progress may take time, we are confident in our ability to reduce the gender pay gap over the long term.

	Mean	Median
Explanation	This figure shows the difference between the mean (average) hourly rate of pay of male and female employees in the relevant pay period, as a percentage.	This figure shows the difference between the median (mid-point) hourly rate of pay of male and female employees in the relevant pay period, as a percentage.
Result	13.1%	6%

Key Factors Influencing the Gender Pay Gap

- Women are underrepresented in managerial roles, where earnings are higher. This is a trend observed across our industry and is partly influenced by the physical demands of the role and historical workplace culture.
- Our workforce structure has evolved over the past two years with the introduction of a supervisory role in each store. Typically, our stores operate with a full-time management team (a manager and an assistant/junior manager), part-time team members, and a shift supervisor (often part-time). As of 5th April 2024, 91 out of 536 employees held management positions.
- Management salaries are standardised by role level (assistant/junior/manager) with no gender-based disparities. However, only 18% of managerial positions were held by women at the time of reporting. Recruitment challenges persist due to the physical nature of management roles.
- Our most flexible roles are team member positions, often filled by younger workers seeking part-time hours and individuals with caregiving responsibilities.

To address these disparities, we have analysed our management structures and introduced greater flexibility through the supervisory role. This initiative aims to make leadership roles more accessible to all employees and support our internal talent development strategy.



GENDER BONUS GAP

	Mean	Median
Explanation	This figure shows the difference between the mean (average) bonus pay of male and female employees in the relevant bonus period, as a percentage.	This figure shows the difference between the median (mid-point) bonus pay of male and female employees in the relevant bonus period, as a percentage.
Result	41.3%	53.2%

Key Factors Influencing the Gender Bonus Gap

- Women are underrepresented in managerial roles, which are the only positions eligible for bonuses.
- Store performance significantly impacts bonus potential. Managers at high-performing stores earn larger bonuses, which has exaggerated the gender bonus gap.
- Currently, no bonus or incentive scheme exists for non-managerial roles.

BONUS PAY

	Male Employees	Female Employees
Explanation	These figures show the proportions of male and female employees who received bonus pay during the relevant period.	
Result	100%	100%

Key Factor Influencing the Gender Bonus Gap

- Women are under-represented within managerial roles, the level at which Bonuses are paid (this is typical within our Industry and is driven by historical culture)

QUARTILE PAY BAND

Quartile	Male Number	Female Number	Total Number	Male %	Female %
Lower	38	47	85	45%	55%
Lower Middle	102	99	201	51%	49%
Upper Middle	53	107	160	62%	38%
Upper	73	17	90	81%	19%
TOTAL	266	270	536	49.6%	50.4%

The split of staff through the quartiles helps to describe some of the Gender Pay Gap:

- **Upper Quartile:** All our management staff are captured within this quartile. In addition, some of the management trainee staff & relief fryers (part-time role)
- **Upper Middle Quartile:** This quartile generally includes our longest serving and highest paid 'team members', all of whom work part-time.
- **Lower Middle & Lower Quartiles:** These quartiles include part-time staff, the majority of which are younger workers (20 and younger) who prefer to work less hours per week

The information set out in this Gender Pay Gap Report is accurate. The results are representative of our employees at 05/04/2024.

Lucy Martins
Head of HR

OUR COMMITMENT TO GENDER BALANCE

ACTIONS TO ADDRESS THE PAY GAP

We are committed to reducing our gender pay gap and have already taken steps to address key areas of concern. Our action plan will continue to evolve, and we will actively engage employees in this process. Progress will be monitored regularly, with updates provided in future reports.

Actions we already are, and we will continue to undertake:

- Review pay and bonus procedures to ensure fair and equitable application.
- Monitor management decisions on pay and bonuses to prevent gender bias.
- Expand access to flexible working arrangements.
- Refine recruitment processes to attract more female candidates to underrepresented roles.

The actions we expect to be taking within our action plan include, for example:

- Make closing the gender pay gap a strategic priority at the executive level.
- Collaborate with industry peers to drive sector-wide improvements.
- Strengthen partnerships with schools and colleges to raise awareness of career opportunities within our organisation, including offering work experience placements.
- Develop tailored learning and development programmes to support career progression for women.

These initiatives will form an integral part of our broader commitment to equity and diversity. We recognise that meaningful change takes time, but we are dedicated to fostering a more inclusive workplace for all employees.