

# HARVEY NICHOLS

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Gender Pay Gap Report 2022

# Message from our Group HR Director, Julie Holdaway



We continue to approach the gender pay gap initiative with transparency and, in this report, have published the data for our separate legal entities as well as providing an overall picture of our Group of companies as a whole.

The data in this report, with its snapshot date of 5th April 2022, provides a more balanced picture of our employee groups than last year's. Last year, due to the covid pandemic, only 14.1% of our population met the definition of full pay relevant employee; this year, that figure is a much more representative 93%.

We will continue to review and interpret the results internally and discuss any future initiatives with our Group Diversity Forum.

As Group HR Director for Harvey Nichols, I can confirm that the information in our Gender Pay Gap statement is accurate.

A handwritten signature in black ink, appearing to be 'JH' with a stylized flourish.

**Julie Holdaway**  
Group HR Director

# Our Data

In this report, we have continued to publish the data for our separate legal entities as well as an overall picture of our Group of companies as of the snapshot date of 5 April 2022.

This year's report consisted of 1,320 employees at the snapshot date, of which 1,232 were full-pay relevant. The previous report was greatly affected by the effects of Covid-19, meaning only 14% of employees were classed as full-pay relevant, compared to this year, where 93% of employees are full-pay relevant.

At Harvey Nichols Group, we recognise the importance of equality and inclusion and are committed to creating an inclusive environment for our colleagues. So, we welcome the opportunity to be transparent about our Gender Pay Gap data and recognise its significance in contributing to gender equality.

**We are required to calculate and report the below information:**

1. Mean gender pay difference in hourly pay
2. Median gender pay difference in hourly pay
3. Mean bonus gender pay difference
4. Median bonus gender pay difference
5. Percentage of men and women employees in each pay quartile
6. Percentage of men and women employees receiving a bonus payment

# Reporting Measures Explained

## What is the Gender Pay Gap?

The Gender Pay Gap represents the difference in average pay between women and men within the business. The pay gap is based on the difference between the mean and median hourly pay rate, expressed as a percentage.

## The difference between gender pay and equal pay

The gender pay gap looks solely at the difference in average hourly pay between men and women; job role is not an aspect of this measure. Whilst equal pay focuses on the pay of men and women doing the same or similar work or work of equal value.

## What do positive and negative figures mean

- A positive percentage shows that, on average, women have lower pay or bonuses than men.
- A negative percentage shows that, on average, men have lower pay or bonuses than women.
- A zero percentage shows that, on average, men and women have equal pay or bonuses.

## Calculations explained - Quartiles

To calculate the proportions of males and females in each quartile, the hourly rates for both men and women are arranged from lowest to highest regardless of gender. Employees are then split into four equal proportions into the below categories:

- Lower quartile
- Lower middle quartile
- Upper middle quartile
- Upper quartile

We then calculate the percentage distribution of males and females in each quartile.

## Calculations explained - Mean

The mean difference is calculated by adding the total hourly pay for all men, dividing that figure by the total number of male employees, and carrying out the same process for female employees to end up with an average hourly rate for men and women.

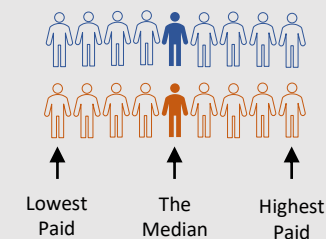
To calculate the mean pay gap, the average hourly rate for women is compared to the average hourly rate for men and expressed as a percentage. The same method is used for the mean bonus.



## Calculations explained - Median

To calculate the median pay gap, the hourly rates for men and women are arranged from lowest to highest individually. The median value is the midpoint of each group.

The median hourly rate for women is compared to the median hourly rate for men and expressed as a percentage. The same method is used for the median bonus.



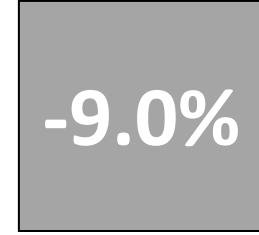
# Harvey Nichols Group Results Overall

## Mean Gender Pay Gap



(2021 -11.8%)

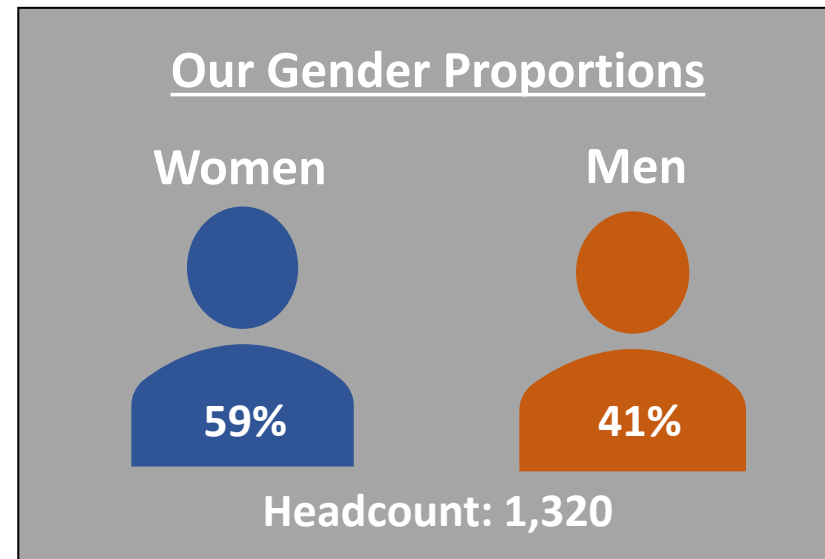
## Median Gender Pay Gap



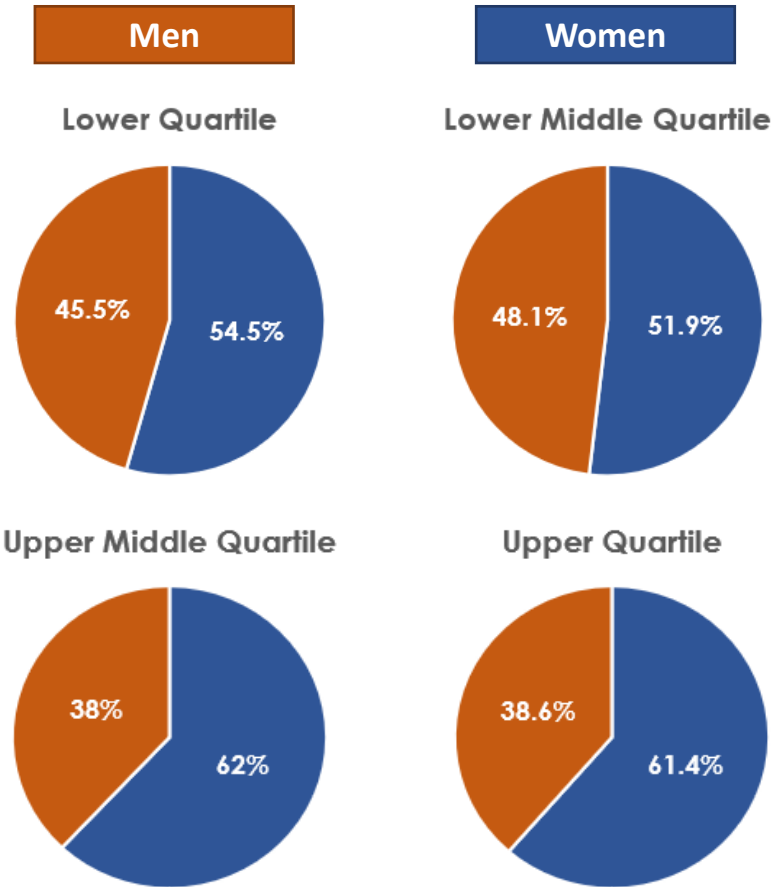
(2021 -21.2%)

These results consist of the Harvey Nichols Group of Companies overall. Our results can be attributed to the fact that women make up a larger proportion of our population.

Our gender ratios are not dissimilar to our counterparts within the fashion retail industry; however, our negative pay gap figures show that women positively have a significant presence in management and specialist roles – our female CEO further demonstrates this.



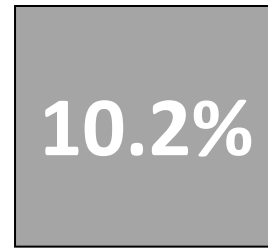
# Pay Quartiles



Our quartile results show that women are represented across all pay quartiles, with female employees accounting for almost two-thirds of the upper quartile – representing the highest-paid employees across the Group. Furthermore, two new female senior leadership appointments were made within the 2022 reporting year, falling within the upper quartile.

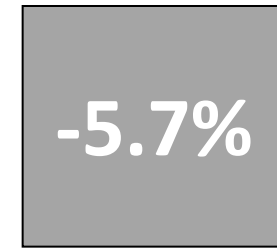
# Bonuses

## Mean Gender Bonus Gap



(2021 26.1%)

## Median Gender Bonus Gap



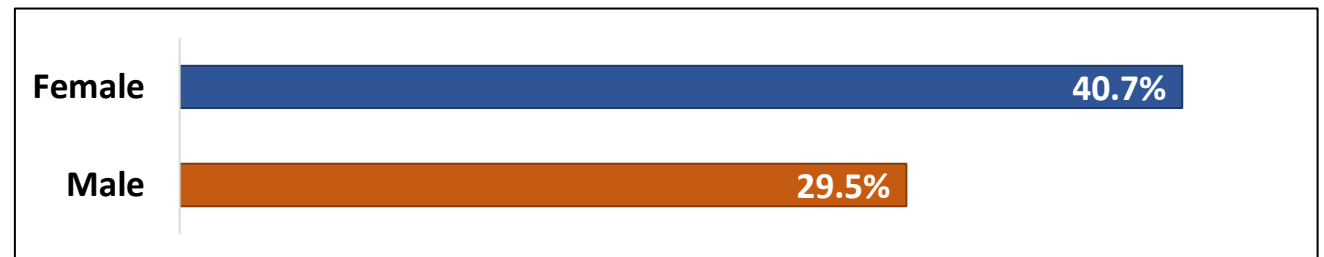
(2021 65%)

We reward employees with bonus payments, and our calculations consist of payments relating to profit sharing, performance, incentive and commission schemes. The Tronc payments received by our hospitality employees are not controlled or administered by the company and are therefore not included in this definition. Employees in some areas - including head office roles, were not eligible for bonuses during this reporting period.

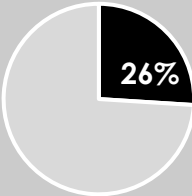
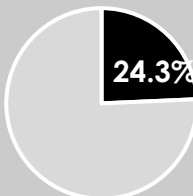
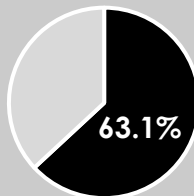
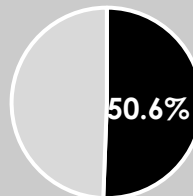








Our 2022 mean bonus gap across the Group has decreased from 26.1% to 10.2%, whilst the median bonus has reduced from 65% to -5.7%.

The number of employees receiving a bonus has increased from 9.1% to 29.5% for men and from 10.5% to 40.7% for women. The previous year's results are due to several employees being on furlough, affecting their ability to receive a bonus.

## Percentage receiving a bonus


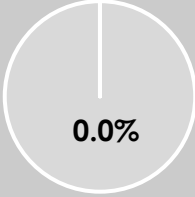
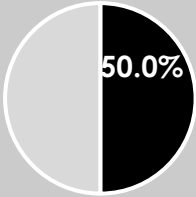
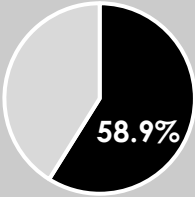










# Our Results

	Harvey Nichols and Co. Limited		Harvey Nichols Regional Stores Limited	
Total number of employees	599		398	
Gender proportions	Women 62%	Men 38%	Women 61%	Men 39%
Gender pay gap	Mean -3.0%	Median -5.9%	Mean 1.9%	Median 0.0%
Gender bonus gap	Mean 0.9%	Median -27.8%	Mean 1.9%	Median -16.2%
Proportions of employees receiving a bonus	<p>Women</p>  <p>26%</p>	<p>Men</p>  <p>24.3%</p>	<p>Women</p>  <p>63.1%</p>	<p>Men</p>  <p>50.6%</p>
Pay quartiles	<p>Upper</p>  <p>60.1% 39.9%</p> <p>Upper middle</p>  <p>66.9% 33.1%</p> <p>Lower middle</p>  <p>62% 38%</p> <p>Lower</p>  <p>54.2% 45.8%</p>	<p>Upper</p>  <p>62.4% 37.6%</p> <p>Upper middle</p>  <p>62% 38%</p> <p>Lower middle</p>  <p>85.9% 14.1%</p> <p>Lower</p>  <p>27.2% 72.8%</p>		
	<p>■ Female ■ Male</p>			



# Our Results

	Harvey Nichols Restaurants Limited		Harvey Nichols (Own Brand) Stores Limited	
Total number of employees	166		123	
Gender proportions	Women 35%	Men 65%	Women 59%	Men 41%
Gender pay gap	Mean 4.6%	Median 0.0%	Mean -4.0%	Median -6.7%
Gender bonus gap	Mean 0.0%	Median 0.0%	Mean 43.4%	Median -16.1%
Proportions of employees receiving a bonus	<p>Women</p>  <p>1.7%</p>	<p>Men</p>  <p>0.0%</p>	<p>Women</p>  <p>50.0%</p>	<p>Men</p>  <p>58.9%</p>
Pay quartiles	<p>Upper</p>  <p>Upper middle</p>  <p>Lower middle</p>  <p>Lower</p> 		<p>Upper</p>  <p>Upper middle</p>  <p>Lower middle</p>  <p>Lower</p> 	
	<p>■ Female ■ Male</p>			

# What we do

We have a committed approach to equality and diversity across our group of companies, beginning with the strong statement in our Staff Handbook and threading through all of our practices.

“Harvey Nichols recognises and values the diversity of its staff and is committed to developing working practices which will allow every member of staff to contribute his or her best, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation or any other protected characteristic as defined by the Equality Act 2010”



# What we have in place

## **Flexible Working**

We have introduced a Hybrid Working Policy to reflect the new ways of working since the pandemic and reflect our commitment to support a positive work/life balance for our employees. Most of our Head Office employees can benefit from the flexibility of splitting their time between home and the office. The nature of our organisation means that many store and restaurant-based employees work part-time. This allows them to fit work around their other responsibilities, including caring commitments. These initiatives will help us to maintain a diverse workforce and ensure that progression opportunities are open to everyone.

## **Representation**

We strive to ensure that women within the business are represented at all levels and demonstrate senior female leadership within internal and external publications. Recognising and celebrating the achievements of all employees via our peer recognition scheme. We are proud to have strong female representation within the Management Board, which will help to drive gender equality throughout the organisation.

## **Employee Network**

We are committed to creating an inclusive workplace by celebrating our diverse workforce through our Group Diversity Forum. A place where employees can collaborate, discuss and implement initiatives to ensure we are upholding our commitments to embracing diversity within the business.