

L.Rowland & Co (Retail) Ltd
trading as



2020 GENDER PAY GAP



ROWLANDS PHARMACY



PHOENIX group is a large and successful group of companies ensuring patients and the public have access to high-quality healthcare in the UK and across Europe.

The group specialises in medicine distribution, pharmaceutical care and pharmacy based primary care services. We work in partnership with the NHS, healthcare commissioners and providers as well as pharmaceutical manufacturers to:

- Provide the NHS with a safe, reliable and cost-effective supply chain.
- Improve access to professional healthcare advice and support.
- Advise people on how they can live longer and healthier lives through lifestyle changes and provide the support they need to make those changes.
- Improve awareness of – and early screening for – potential life-changing, long-term conditions such as diabetes, high blood pressure, obesity etc.

L.Rowland & Company (Retail) Limited (Rowlands) is a key company within the group. The company includes direct management of over 450 frontline Rowlands pharmacy branches located in the heart of the communities we serve, as well as the central support teams. Rowlands Pharmacy is transforming its business to deliver sustainable, profitable growth; create more time for branches to provide patient services; be a place where our colleagues get more job satisfaction and somewhere patients increasingly choose to go to for professional healthcare advice, not just to pick up their prescription. Over the last three years we have transformed our business through investment in centralised dispensing technologies to optimise operational efficiencies, create capacity for pharmacy services development and improving customer service levels.

Our people within the PHOENIX UK Group are highly skilled individuals and we support them with ongoing training and development so that they can continue to deliver the best levels of service to our customers and communities. It is crucial to us that we have the best people, in the right place, doing the right thing, at the right time and we recognise the importance of great, inclusive working environments that optimise that.

UK legislation requires all UK companies with more than 250 or more employees on 5 April 2020 to publish specific gender pay gap information including mean and median pay gap, mean and median bonus gap, proportion of males and females receiving a bonus and proportion of males and females by quartile pay band.

This report presents data as at 5th April 2020 for L.Rowland & Company (Retail) Limited.

I confirm the gender pay gap data contained in this report is accurate.

A handwritten signature in black ink, appearing to read "Julie Fitzmaurice-Higgins".

**Julie Fitzmaurice-Higgins,
HR Director**

Rowlands community pharmacies are supported by administrative, professional and technical Head Office teams with day to day operational performance being led by our regional leadership teams. The skills mix and roles across Rowlands is therefore varied reflecting this, undoubtedly though the highest proportion of our colleagues are branch based in dispensing, driving, pharmacist and manager roles.

Although our gender split between Females and Males across the roles in Rowlands continues to hover at around 80/20 we have seen a marginal increase in male colleagues, from 17.6% to 18.8%. This aligns with ONS Gender Pay Report 2020 which cites 88% of females holding roles within pharmacy and other dispensing roles.

In terms of our overall full and part time split this is closer to 75/25; the gender split between part and full time remains consistent with 2019; underlying data shows that 77% of our female colleagues work part time compared with 56% of males. The majority of community pharmacy based roles are part time including drivers; full time roles

are dominant in pharmacist, leadership and central support roles.

Since 2019 reporting, we have seen a small shift in the mean pay gap, from 24.2% to 22.4%.

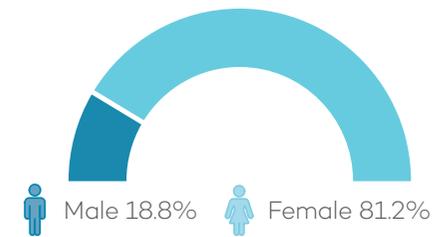
Our median pay gap has remained at -0.1% due to the proportion of high volume roles which receive specific spot rates predominantly held by female colleagues.

Bonuses are either seasonal fixed cash amounts applicable to all non-senior leadership roles; or variable performance bonus which is role specific. The mean bonus pay gap is largely unchanged, where performance bonus is the key driver. The mean bonus pay gap is up slightly from 2019 due to an increase in the number of males in senior leadership positions; the disproportionate number of female colleagues overall adversely impacts the mean bonus. The seasonal bonus is driving the median bonus where there is no gap which remains consistent with 2019. The proportion of males and females receiving bonus is dependent on start date of colleagues and excludes our casual colleagues.

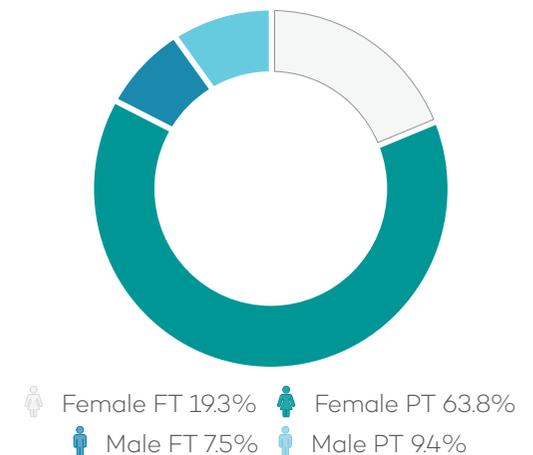
3,916
Colleagues Employed



Gender Split



Gender split by part time and full time employees



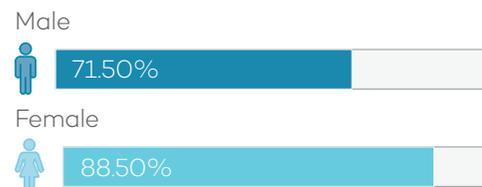
Mean and median pay gap

2020	22.2% mean	-0.1% median
2019	24.2% mean	-0.1% median

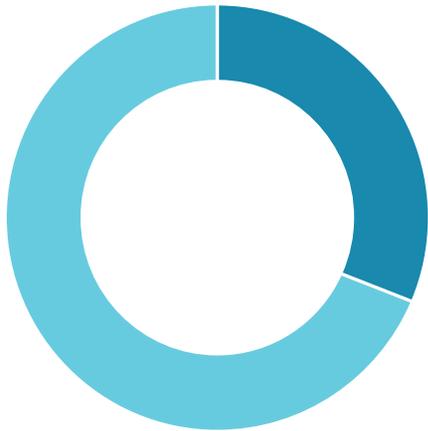
Mean and median Bonus pay gap

2020	68.6% mean	0.0% median
2019	66.6% mean	0.0% median

Proportion of males and females receiving a bonus

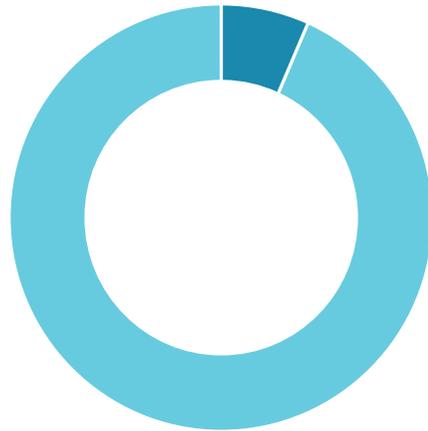


Lower Quartile



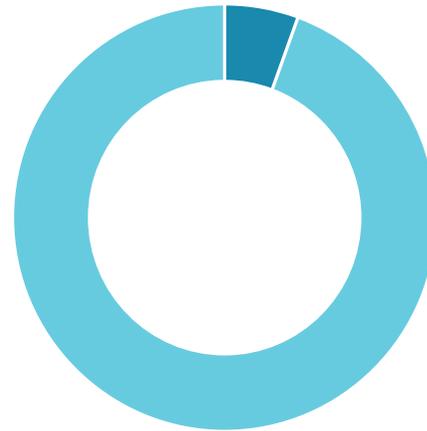
 Female 69%  Male 31%

Lower Middle Quartile



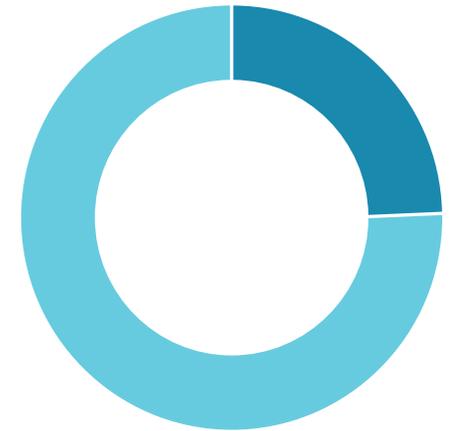
 Female 94%  Male 6%

Upper Middle Quartile



 Female 94%  Male 6%

Upper Quartile



 Female 76%  Male 24%

The illustrations above show the proportion of male and female colleagues that fall into each quartile pay band. This is determined by dividing our workforce into four equal parts as prescribed.

The proportion of female colleagues remains high in comparison to males across all quartiles which is reflective of the overall gender split in the organisation.

The number of females in the upper and upper middle quartiles has remained the same since 2019 reporting. The roles within the upper and middle upper quartile are our specialist roles such as Pharmacists, Relief Pharmacists, and our Retail Head Office roles where there is a much broader range of roles and pay rates. Despite of the number of females within the upper quartiles, who also receive a performance bonus, the overall difference in the mean and median bonus is influenced by the proportion of female colleagues in the lower and middle quartiles.

In the lower quartile, we have seen a 10% rise in the number of males driven by a combination of delivery route changes and recruitment of casual drivers at the start of the Covid pandemic which increased our driver population. In the lower middle quartile, however, we have seen a decrease in male colleagues from 14% to 6%.

2019 saw the launch of the PHOENIX People Plan with the primary aim of improving colleague engagement and ensuring all colleagues feel valued and proud to be part of the PHOENIX family. The People Plan was developed for our colleagues, by our colleagues, taking the Employee Survey results of 2018, running a series of engagement sessions and developing a set of key People Principles that resonate across the business. By April of 2020 PHOENIX had implemented a number of initiatives including:

- Enhanced service awards to recognise the loyalty and commitment of colleagues who are more likely to apply for internal promotion.
- Speakap, similar to Facebook though internal for PHOENIX colleagues only, to support and grow our colleague engagement and employee networks enabling colleagues not only to share success and challenges about their own specific business areas, but also wider connection to colleagues in other areas including in our European work environments. We have a large number of female colleagues who model the way by sharing business and career development insights.
- Team Huddles and Town Halls keeping colleagues up to date with all things PHOENIX.
- A new recognition scheme acknowledging colleague contribution and behaviours, encouraging colleagues to want to develop.
- An ongoing focus on working flexibly for all colleagues to enable a more effective work / life balance. As females remain the primary carers, this demonstrates active support and commitment to our colleagues and enables the retention and career development potential of our best talent.

Ongoing developments:

- Go live of a new application tracking system which will be more intuitive for potential candidates. Our careers page will help to attract a diverse range of candidates for all areas of the business. Through the capture of demographic information, we can make more informed and widespread targeting to grow our talent pool.
- On-boarding will form a key part of engaging with new starters from the beginning and ensuring that their experience into the PHOENIX family will be a positive one.
- Driving broader opportunities for apprenticeship courses will aid attraction of new colleagues and also form a key part of our People Plan development for existing colleagues. Utilising the Apprentice Levy within England and engaging with providers in the rest of the UK to ensure opportunities are still available.
- Ongoing evaluation of business analytics and management information in all areas of people data to support the continuation of change and inform colleague focused actions and decision making.
- Introduction of new leadership development programme to embed a consistent approach to leadership. Active consideration of inclusive development is a key part of the programme and encourages leaders to adopt a more inclusive approach to leadership.
- A Retail Transformation programme commenced in 2020 including a review of colleagues terms and conditions driving greater consistency, introduction of career pathways to highlight opportunities, and refit of branches to improve the working experience for our branch colleagues.

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