



your  
**COOP**

Our  
**Gender &  
Ethnicity**

Pay Gap Report 2021

# Our Gender and Ethnicity Pay Gap Report 2021

All private and public organisations in the UK with more than 250 colleagues are required to report on their "Gender Pay Gap". There is currently no mandatory requirement to publish our "Ethnicity Pay Gap" but being open and transparent about equality, diversity and inclusion really does matter to us.

We have produced this short report, which shows the differences in average pay between men and women working for the Society and the differences in pay between the different Ethnic categories as advised by the Office for National Statistics.

We take our responsibility seriously towards our non-binary and gender-fluid colleagues. Although Gender Pay Gap regulations mean we have to identify our colleagues as men and women, we actively support our colleagues of all gender identities through our inclusion strategy.

The figures have been calculated using Society data as at 5th April 2021.

"As a Co-operative, creating a better, fairer world is part of our purpose."

We have four core values that underpin this and guide the way we work – Democracy, Openness, Equality and Social Responsibility. Equality ensures we commit to being a diverse and inclusive employer.

We will continue to use this report to help assess the gender and ethnicity equality within our organisation and have outlined within it how we plan to reinforce our supportive culture through further action.

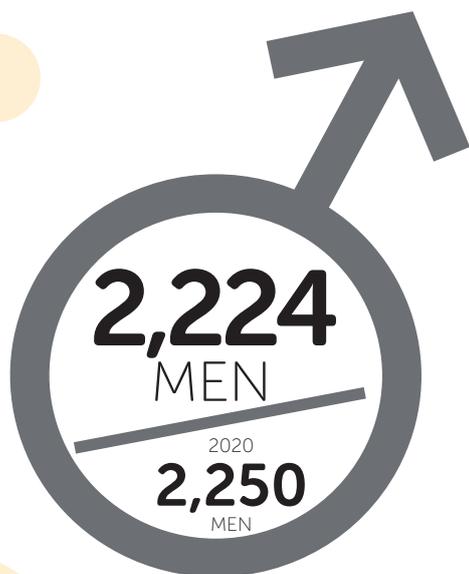


  
**Helen Wiseman**  
President



# Gender Pay Gap Report 2021

# Society gender split as at 5 April 2021



## Mean and Median

The mean is the total of the numbers divided by how many numbers there are. The median is the middle value of a set of numbers.

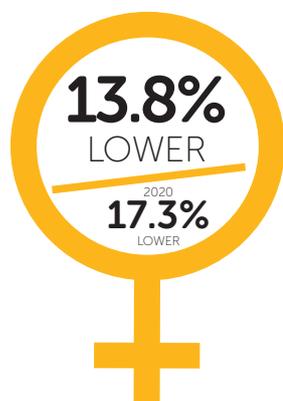
## Gender Pay Gap

### Mean Gender Pay

The mean average female pay is 13.8% lower than the mean average male pay.

### Median Gender Pay

The median average female pay is 2.2% lower than the median average male pay.



## Bonus Gender Pay Gap

### Mean Bonus Pay

The mean average female bonus pay is 35.2% lower than the mean average male bonus pay.

### Median Bonus Pay

The median average female bonus pay is 8.0% lower than the median average male bonus pay.

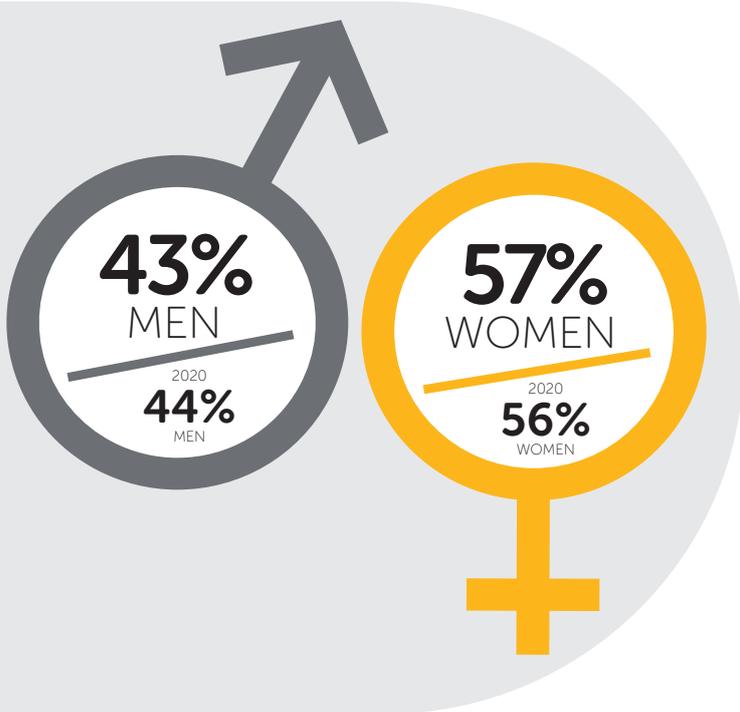


84% of male colleagues and 83.4% of female colleagues received a bonus. (This includes their colleague dividend)

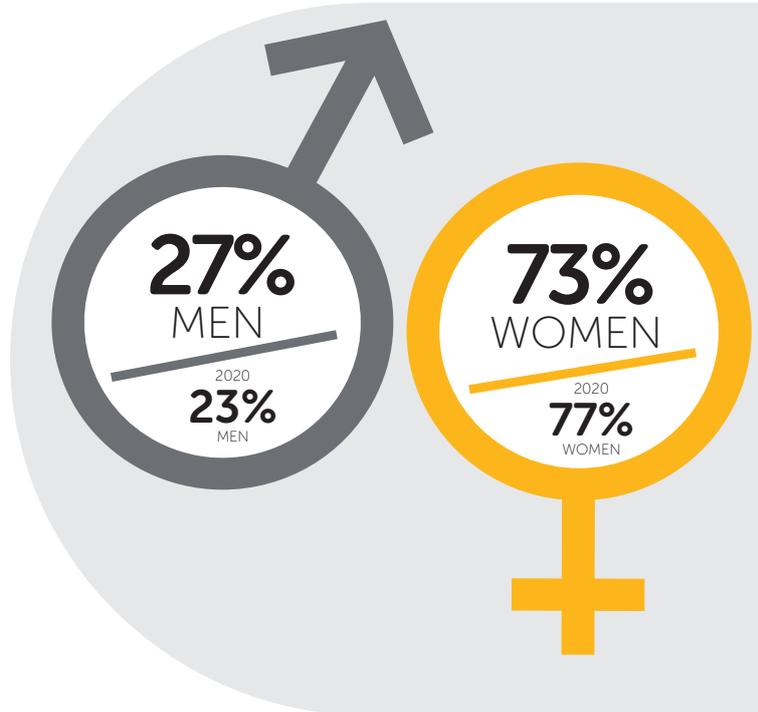
# Pay Quartiles

To take a closer look at the gender pay gap we have divided our workforce into four equal parts based on their pay. These four parts are known as quartiles.

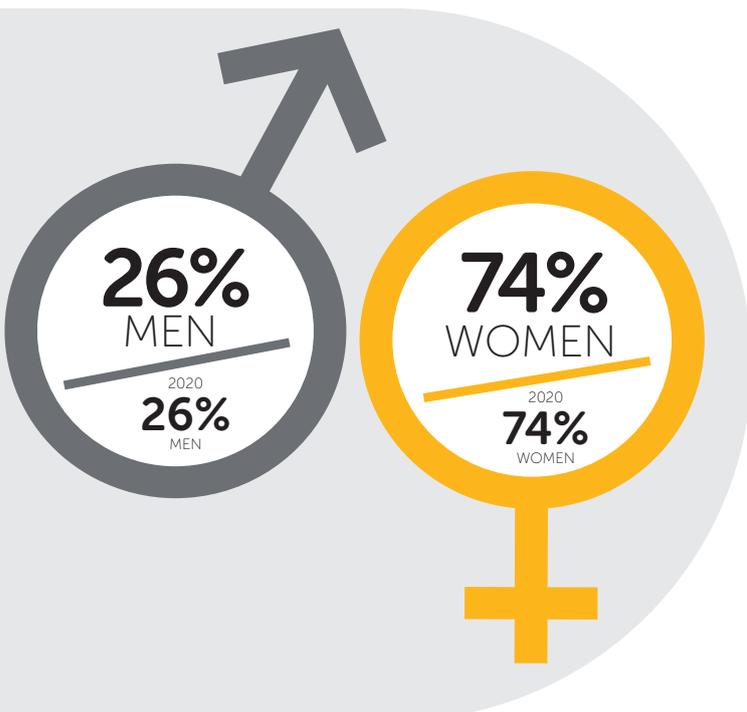
### Top Quartile



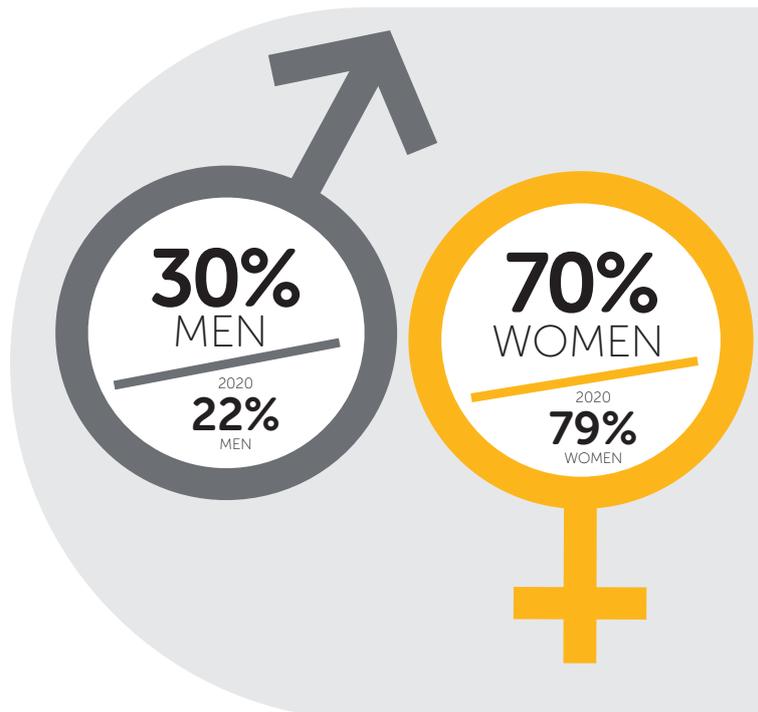
### Upper Middle Quartile



### Lower Middle Quartile



### Lower Quartile





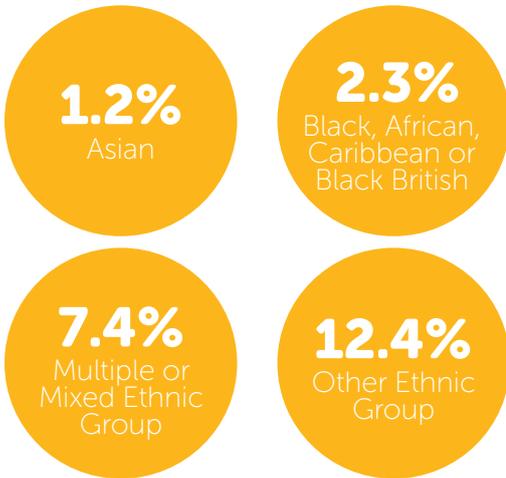
# Ethnicity Pay Gap Report 2021

# Ethnicity Pay Gap

## Mean Ethnicity Pay

[% of white colleagues that are paid more than ethnically diverse]

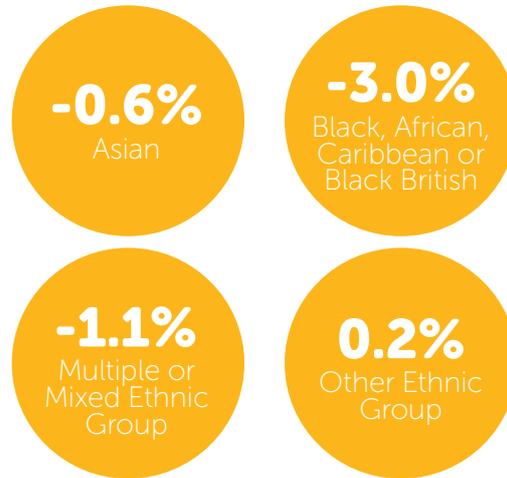
# 3.1%



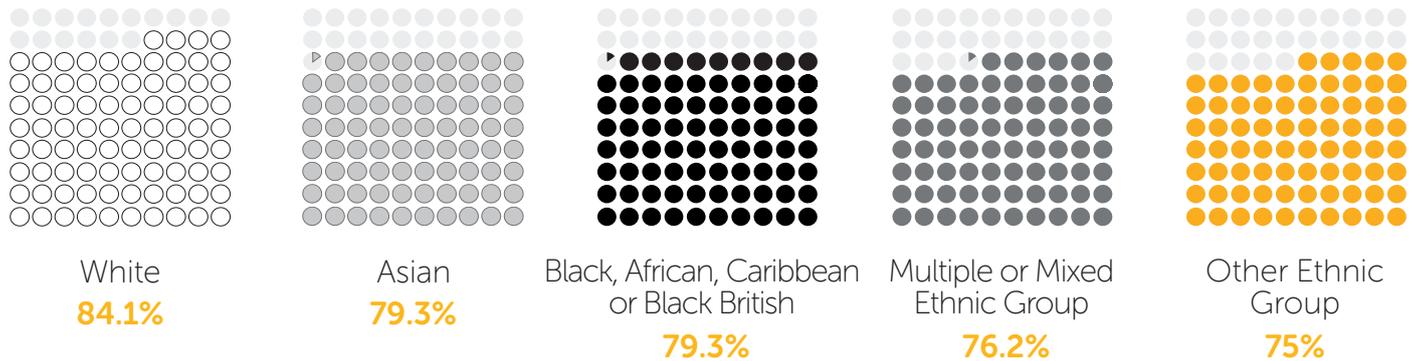
## Median Ethnicity Pay

[% of white colleagues that are paid more than ethnically diverse]

# -0.8%



# Colleagues receiving a bonus



## Mean Bonus Ethnicity Pay Gap

[% of white colleagues that are paid more than ethnically diverse]

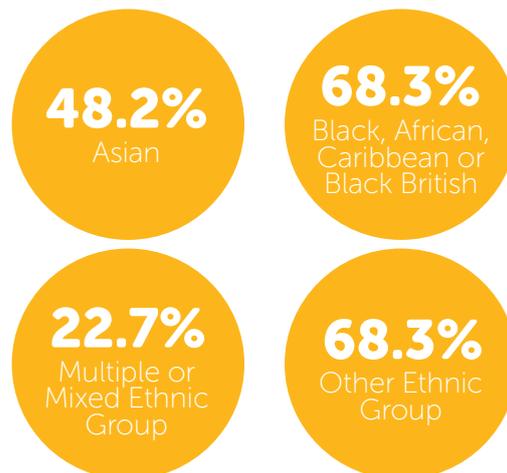
# 17.2%



## Median Bonus Ethnicity Pay Gap

[% of white colleagues that are paid more than ethnically diverse]

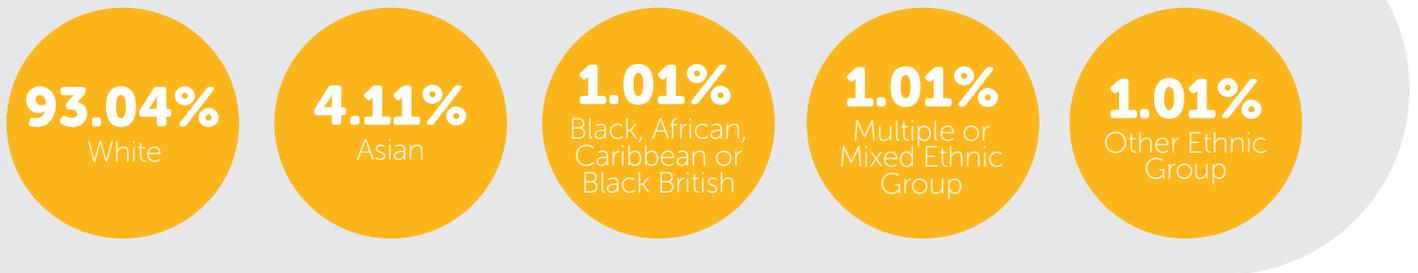
# 24.3%



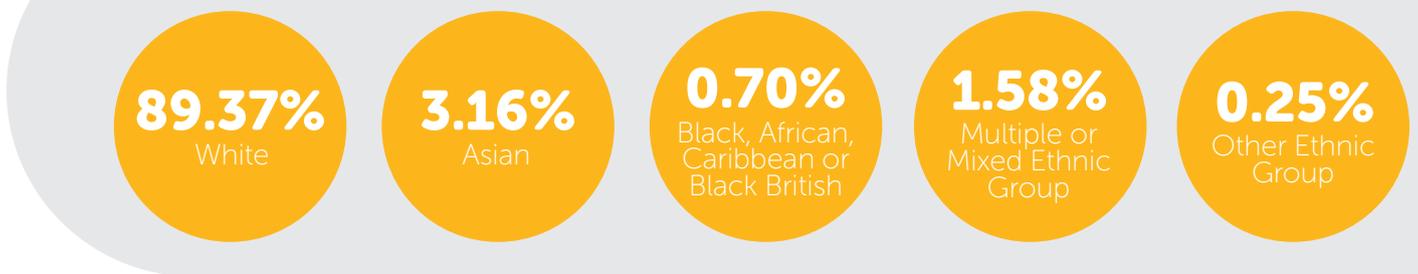
# Pay Quartiles

(Proportion of colleagues in each pay quartile.)

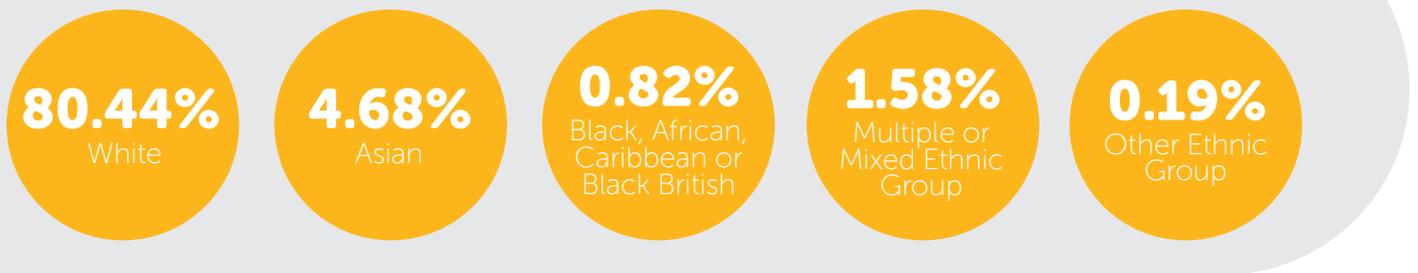
## Top Quartile



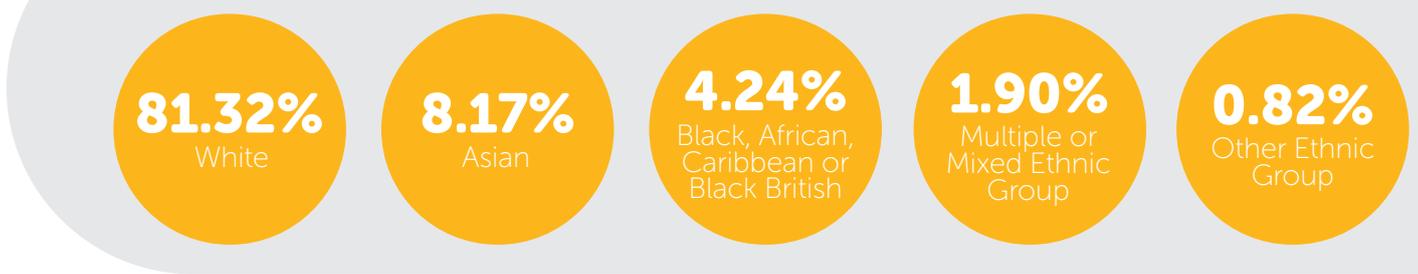
## Upper Middle Quartile



## Lower Middle Quartile



## Lower Quartile



It is not mandatory for colleagues to declare their ethnicity in the way it is for gender, so this means we might not have the full picture. We encourage colleagues to feel safe and comfortable to share their data with us and we currently have 94.7% of active colleagues declaring their ethnicity.



What we have  
done and what  
we plan to do

# What we have done and what we plan to do

One of our Co-operative DOES values is "Equality". We are committed building a diverse, inclusive and supportive working environment that encourages the development, progression and retention of our colleagues.



Our colleagues, members, customers and stakeholders will receive the same treatment regardless of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, ethnic or national origin, religion or belief, sex or sexual orientation.

Outlined below are some of the actions we have already taken and that we plan to do this year.

## Our Ways of working



### What we have done

We have partnered with a new Employee Assistance Provider (GroceryAid) which shares insight on the effects of work on every demographic and provides us with helpful support for colleagues who may be struggling because of responsibilities outside of work. We launched the Society's Agile Working Policy which provides a framework for consistent and fair practice when considering agile working arrangements. We are in the process of completing a detailed analysis of any barriers to female progression across all of our Trading Groups, but especially Food Retail, and have a dedicated working group to review this.

Our current workforce within the Childcare group is made up of 2% men and our aspiration is to increase this to 20% by 2025. We will utilise the apprenticeship scheme as our unique selling point to support with this aim, whilst reviewing our recruitment and selection processes and how we market the group both internally and externally. On 20th April 2021 we held a listening group with 25 male colleagues to establish any barriers we may face of attracting and retaining men within the sector.

From May 2021 through to May 2022 650 managers from across the Society will complete a 'Let's talk about Race' training session. The aim of the sessions is to move the dial with respect to race within the Society. This programme of training will engage line managers with respect to race equality, upskilling them to lead conversations around race in their teams. The programme fits within our 5-year strategy where colleagues should feel they are able to bring their whole selves to work and feel included in their teams.

Once the session has been completed our managers will;

- **UNDERSTAND** why it's vital that we talk about race
- **FEEL** more comfortable talking about race
- **BE EMPOWERED** to start honest, constructive and respectful discussions with colleagues

We are now a signatory of Business in the Community's Race at Work Charter. BITC's Race at Work Charter provides a framework for to help us take practical steps to ensure our workplace are tackling barriers that ethnic minority people face in the workplace.

In March 2021 we held two Ethnic Minority listening group sessions and as a result of the feedback from the colleagues that attended the session, and we have now established a working group to help empower and support colleagues. The group will provide a support network around specific challenges while also creating allies across the Society. We will use the Society's colleague life cycle as a basis of conversation to develop a robust action plan in this area.

The Society has put measures in place that include unconscious bias training for the central recruitment team, and unconscious bias training specifically from a comms and marketing perspective for our communications. In addition, a general Unconscious bias eLearning module is available for all line managers to complete, and we continue to raise awareness of the subject through our colleague communications.

### What we are going to do

We will develop an action plan to remove any perceived barriers to female progression. We will workforce plan to ensure that flexible working is available to each and every colleague as standard. We will promote the use of flexible working and family friendly policies to our male colleagues to ensure that they also benefit from a better work life balance.

We will trial a reverse mentoring programme which will help give our leaders an insight into the experiences and challenges faced by our colleagues, enabling our leaders to reflect on their own leadership to ensure they are being

inclusive within the way that they lead and work with others. It will provide our leaders with a fresh perspective on what is important to our junior generations which can help our leaders be more representative in their actions and decisions for the Society.

During July we will be hearing from a number of female colleagues who will share their career journeys and how they have developed into their roles at Midcounties. By the end of this year we are planning a career roadshow to highlight the opportunities for women across the Society. We will also pilot 2 Store Manager job shares, (1 in a supermarket and 1 in a convenience store) to allow our managers to work in a more flexible manner, we will review best practice from the pilot and how we make this type of arrangement more accessible to colleagues.

## Recruitment



### What we have done

We reviewed and revised our selection materials and processes at all levels across our trading groups, these questions were also benchmarked by ENEI (Employers Network for Equality and Inclusion) to ensure they are diverse and gender inclusive. Our central recruitment team, conduct pre-screening and first stage interviews to ensure consistency across attraction and selection. The team are working with recruiting managers to explore if roles could be considered as part-time or job share to support flexible working as well as driving this message through our attraction material to support our flexible working message with recruiting managers and candidates.

We have worked closely to select the recruitment partners who share our values of inclusivity and equality to attract and support to recruit our senior level roles. This has resulted in a more diverse and gender-split balance at shortlisting stage which has allowed us to appoint more senior females into the society. To drive equality and inclusivity, we have included a CV builder as part of our application process to support our candidates to create a CV to support all of our candidates with their applications and any future applications.

### What we are going to do

The recruitment team have been trained in unconscious bias and we are looking to introduce name blinding of candidates applications across our support services roles to strengthen unconscious bias in our selection process. With the intent to introduce name blinding across all of our roles.

We are developing talent pipelines for our largest two trading groups, Childcare and Food Retail, where we will work closely with our community partners, local schools and colleges and job centres to support underrepresented and disadvantaged candidates to gain work experience and access to our application and selection process. We will also be campaigning to encourage more males into Childcare which will start to redress the balance of females to males in the lower quartile of earnings.

## Benchmarking and Pay



### What we have done

All our colleagues have access to our Career Framework and the associated salary bands allowing them to plan their development and raise their awareness of opportunities. We have used the market data to inform pay review decisions for our management and leadership colleagues helping us to more fairly award salary increases based on position against the market and to address pay differentials. We have continued to award pay increases in excess of the Government National Minimum Wage increases to ensure that the colleagues in the lower quartile of pay increase their differential to the National Minimum Wage.

We have introduced an Equal Pay Evaluation form and guidelines to help raise awareness with our leadership colleagues about evaluating and questioning the rationale behind pay decisions.

### What we are going to do

We are in the process of developing a new reward proposition which will deliver a range of new and different benefits for all our colleagues and will be tailored to our many demographics. We are committed to continuing to increase the differential between our lowest pay rates and the National Minimum Wage.

We are looking to expand the number of colleagues in the society's bonus scheme to ensure colleagues are rewarded based on team performance only thus avoiding any unconscious bias from local managers in influencing bonus awards.

We will complete an equal pay audit in early 2022 and the outputs from the Equal Pay Evaluation process will be reviewed annually as a minimum prior to the Annual Pay Review Process.



### What we have done

We continue to invest in colleague learning and development at all levels.

We have introduced 'skills scans' aligned to apprenticeship standards to understand key development needs and to ensure relevant and accessible solutions are provided, either through skills and knowledge training events or via our LEAP apprenticeship programmes, ranging from intermediate (level 2) and advanced (level 3) to degree (levels 5-7). Our Career Framework Roadmap demonstrates these development opportunities, ensuring potential career paths are visible within and across our Trading Groups.

We continue to consistently and objectively identify colleagues with the potential to progress by embedding our new approach to assessing talent, with colleagues and their line managers having regular career and development check ins and creating personalised development plans to support colleagues with their career ambitions.

### What we are going to do

Continue to develop our personalised and targeted approach to facilitate opportunities across the Society to stretch and develop our colleagues with high potential, such as secondments and project work.

We will openly promote and invite colleagues to join our LEAP (Learning, Earning, Achieving, Progressing) training programmes, introducing assessment centre as part of our selection process and ensure all applicants receive developmental feedback to support their personal development plans.

We will continually review our methodology to ensure it is inclusive and accessible for all colleagues.

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The Midcounties Co-operative