



your  
**COOP**

Our  
**Gender &  
Ethnicity**

Pay Gap Report 2023

# Our Gender and Ethnicity Pay Gap Report 2023

We take our responsibility towards colleagues of all sexes, genders, and identities seriously. This is why we produce a report both on our gender pay gap (which all organisations with over 250 colleagues are required to do) and, on a voluntary basis, our ethnicity pay gap. Being open and transparent about equality, diversity and inclusion really does matter to us.

We have produced this report, which shows the differences in average pay between men and women working for the Society, and the differences in pay between different ethnic categories we hold data on within the Society.

Although gender pay gap regulations mean we must identify our colleagues by their legal sex, as men and women, we actively support our colleagues of all gender identities through our inclusion work.

The figures within this report have been calculated using Society data as at 5 April 2023 and I can confirm they are accurate.

*"As a Co-operative, Doing Good Together, Every day, is core to our Purpose."*

We have four core behaviours that underpin this and guide the way we work – Democracy, Openness, Equality and Social Responsibility. Equality ensures we commit to providing a diverse and inclusive working environment, for all colleagues.

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.

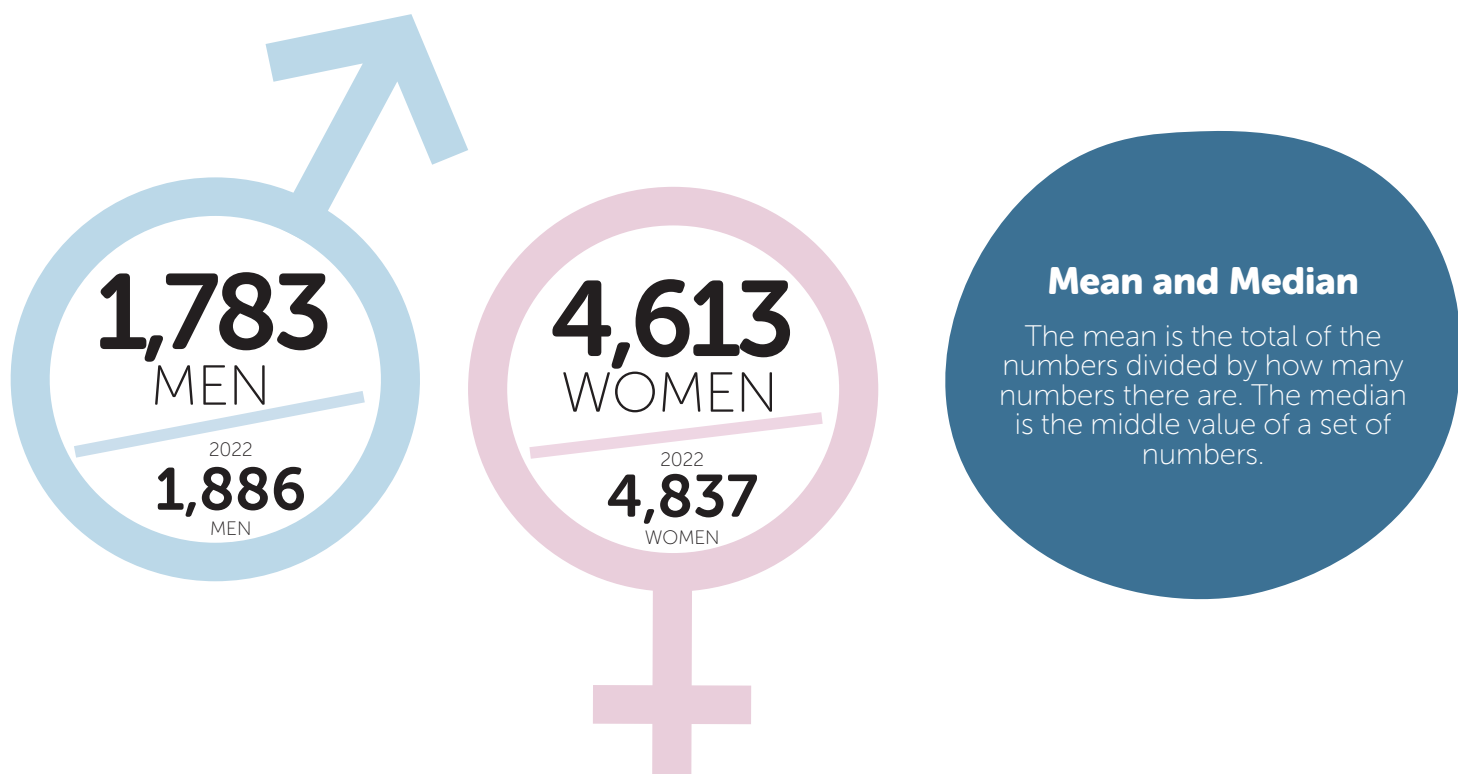
**Heather Richardson**  
President





# Gender Pay Gap Report 2023

# Society gender split as at 5 April 2023



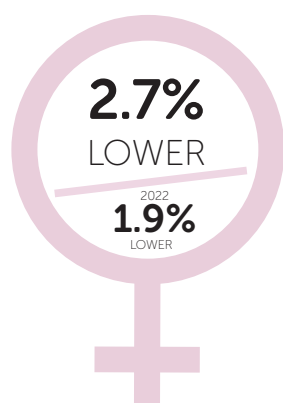
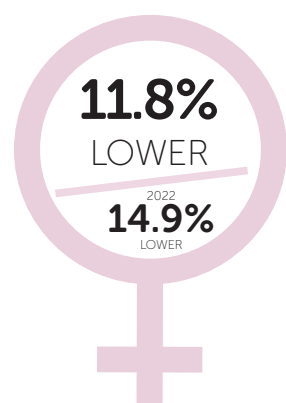
## Gender Pay Gap

### Mean Gender Pay

The mean average female pay is 11.8% lower than the mean average male pay.

### Median Gender Pay

The median average female pay is 2.7% lower than the median average male pay.



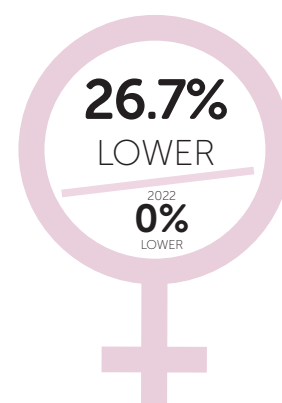
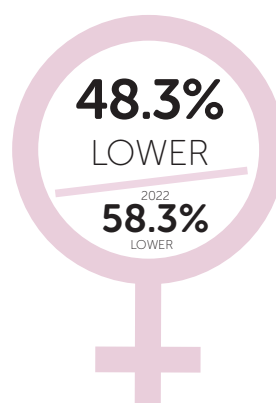
## Bonus Gender Pay Gap

### Mean Bonus Pay

The mean average female bonus pay is 48.3% lower than the mean average male bonus pay.

### Median Bonus Pay

The median average female bonus pay is 26.7% lower than the median average male bonus pay.



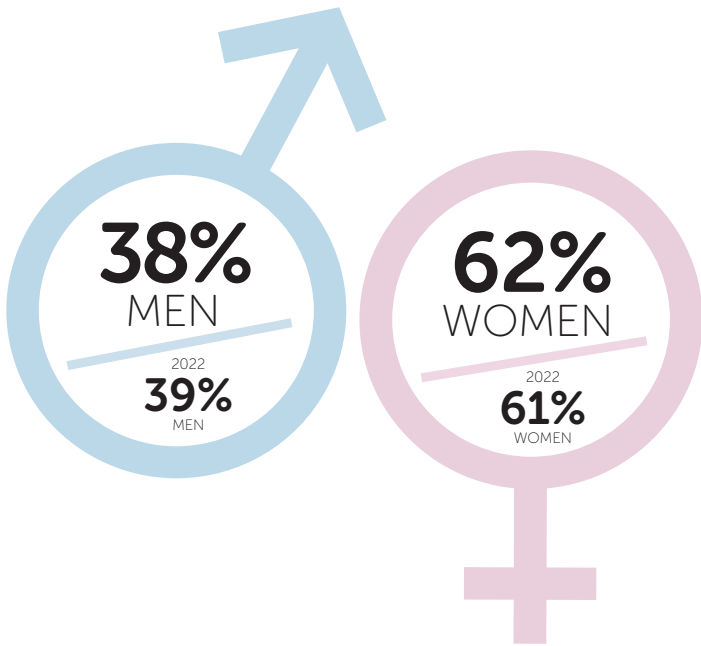
66% of male colleagues and 66% of female colleagues received a bonus. (This includes their colleague dividend)



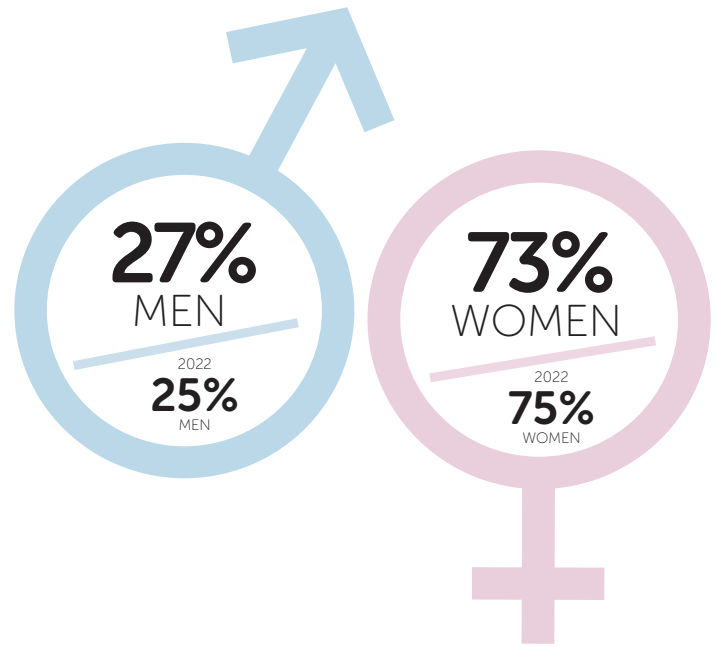
# Pay Quartiles

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.

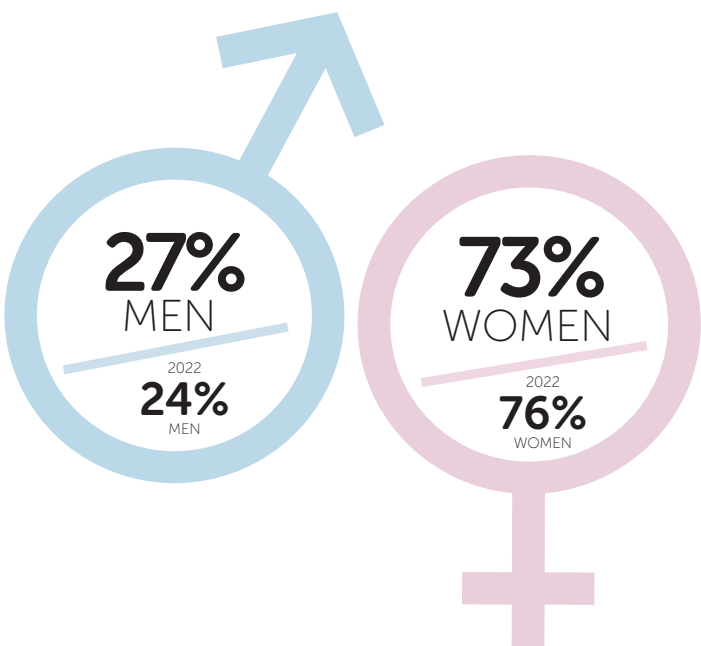
### Top Quartile



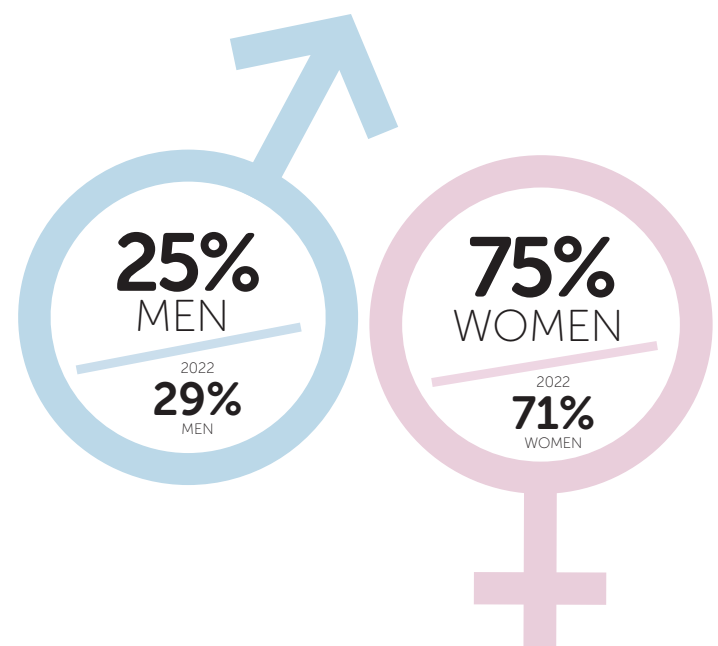
### Upper Middle Quartile



### Lower Middle Quartile



### Lower Quartile



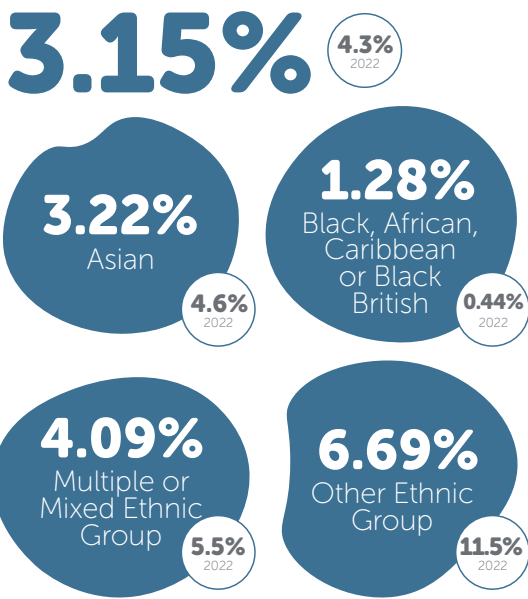


# Ethnicity Pay Gap Report 2023

# Ethnicity Pay Gap

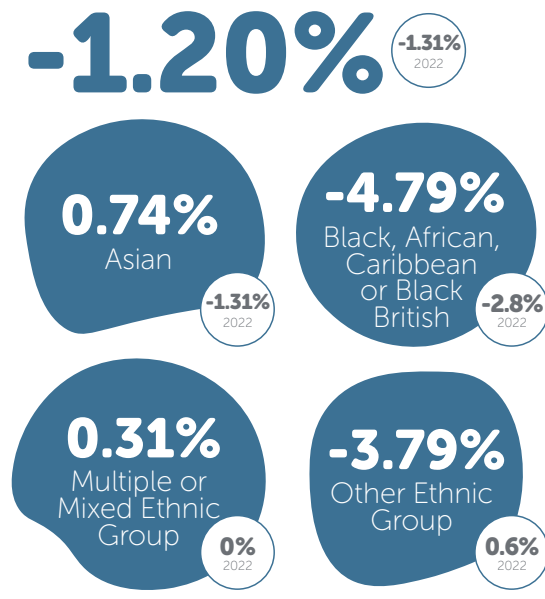
## Mean Ethnicity Pay

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

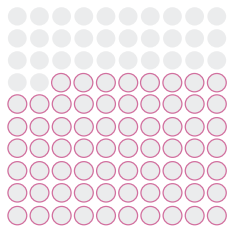


## Median Ethnicity Pay

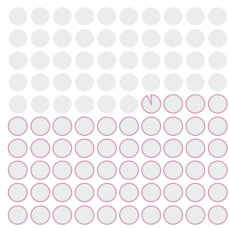
[% of white colleagues that are paid more than ethnically diverse]



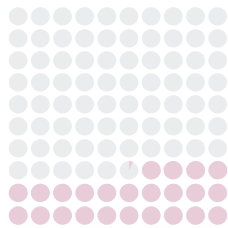
# Colleagues receiving a bonus



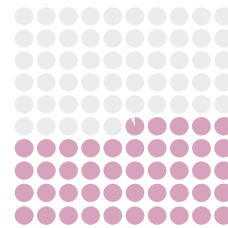
White  
68%



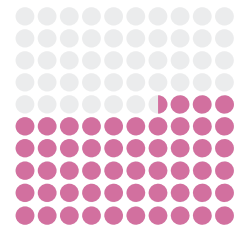
Asian  
53.9%



Black, African, Caribbean or Black British  
24.1%



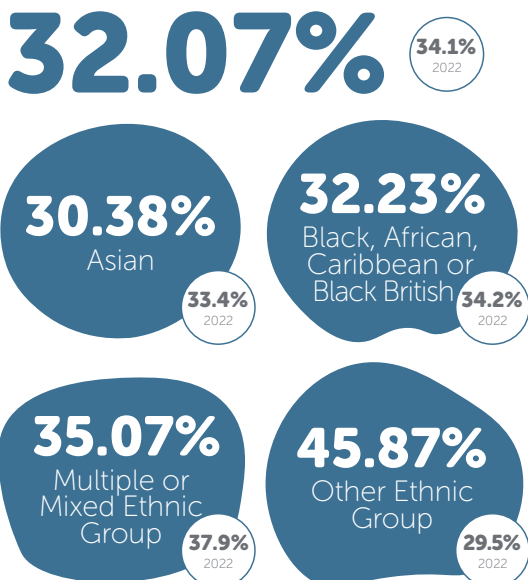
Multiple or Mixed Ethnic Group  
44.9%



Other Ethnic Group  
53.57%

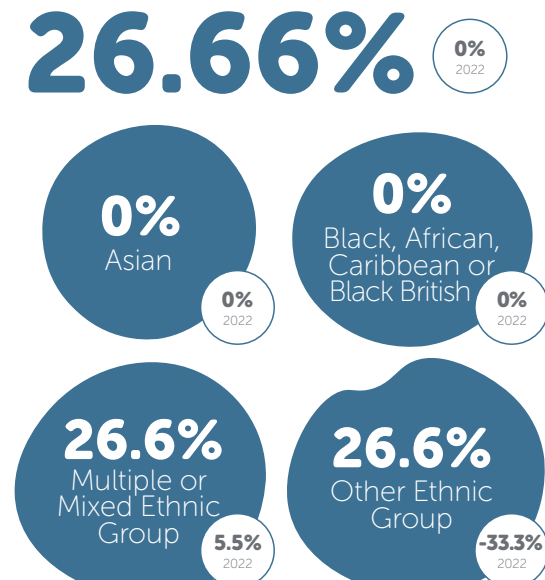
## Mean Bonus Ethnicity Pay Gap

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



## Median Bonus Ethnicity Pay Gap

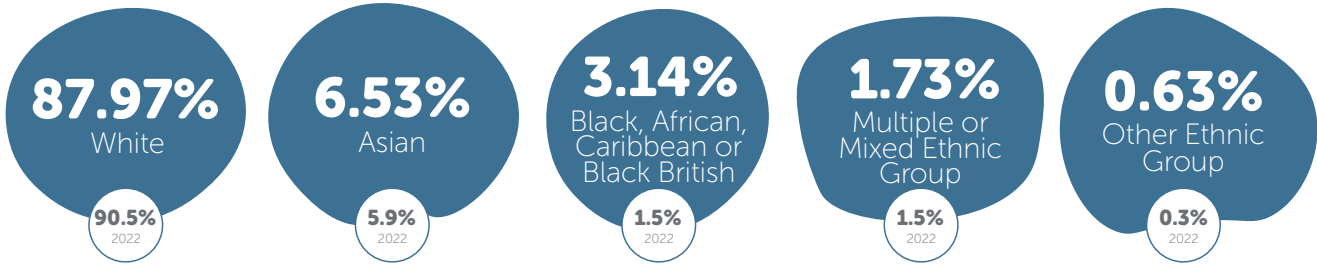
[% of white colleagues that are paid more than ethnically diverse]



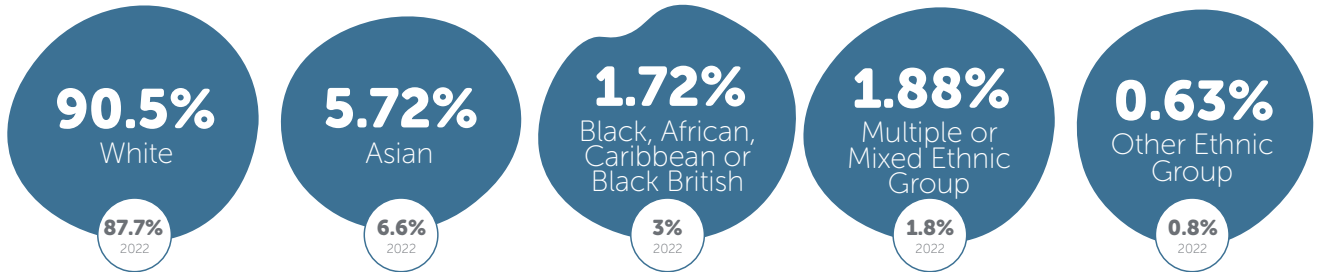
# Pay Quartiles

(Proportion of colleagues in each pay quartile.)

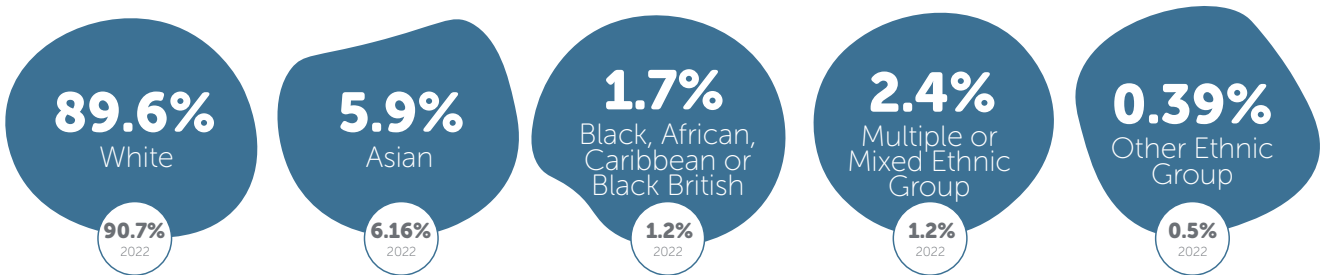
## Top Quartile



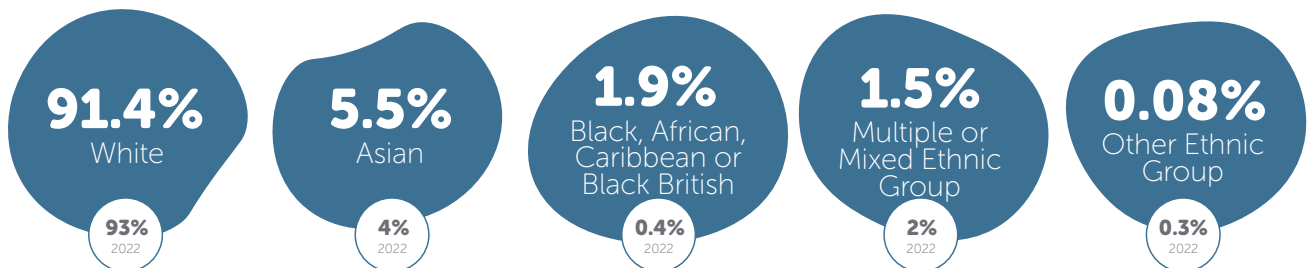
## Upper Middle Quartile



## 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 97.8% 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



### Democracy

We listen to each other and work together to build a fairer future.



### Openness

We are welcoming, honest and transparent.



### Equality

We treat each other fairly and with equal respect.



### Social Responsibility

We take responsibility for our actions to make a positive impact.

One of our Co-operative DOES behaviours 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

In partnership with Business in the Community we have analysed ethnic demographics surrounding our sites, and cross referenced this with our application and recruitment data.

This shows there is an extremely large spectrum of ethnicities across our estate, some sites are situated in a heavily ethnic populated areas, whilst others are in heavily white-British populated areas.

This enhanced analysis shows that we do attract ethnically diverse candidates in line with local ethnic data and has allowed us to identify the food stores where customers may wish to purchase ethnic products.

We have begun a partnership with Birmingham BMET college, specifically to widen the talent pool by providing a pathway for prospective Early Years Practitioners and Travel and Tourism students into the business.

We have recently completed a second round of Ethnic Reverse Mentoring, providing business leaders with insights and reflection into ethnic inclusion within the Society, from both a customer member and colleague point of view. This has enabled us to create new initiatives and projects off the back of the conversations between the mentor and mentee.

Since launching the Women in Retail programme, we continue to encourage and trial a number of Job Shares, reduced/condensed hours, and other new ways of working flexibly.

Further supporting gender equality, we have now included optional Pronouns in our application and recruitment process; applicants no longer select between "Male" or "Female" but are presented with a range of genders they can identify as, regardless of their born sex.

## What we are going to do

We will expand the optional Pronouns into email signatures and name badges and allow existing colleagues to update how they identify using self-service.

We have launched our new working group, the "Inclusion Allies Network", off the back of the progress that our EmbrACE working group made.

The aim of the Inclusion Allies Network is to drive projects, initiatives, and strategy across the society for all protected characteristics under the Equality Act 2010. We will extend all projects such as Ethnic Reverse Mentoring to include Gender based Reverse Mentoring, Disabled Reverse Mentoring, Elderly, Young, Parents, Married.



We are continuing with a number of Retail Career Roadshows to encourage the store managers of the future, helping to grow their confidence, and enabling them into progression. Furthermore, we are planning courses to help upskill and grow the confidence of colleagues, this will be geared towards females within retail, however, will be open to all from an inclusivity standpoint.

Building on the women in retail programme we plan to launch some sessions around psychological safety within the workplace, to encourage women to come forward and consider themselves as potential leaders. This will run in conjunction with a review of hiring practises for store managers, to ensure we are interviewing and recruiting in a fair way, which brings out strengths of all, and highlights different management styles.

We will expand our Reverse Mentoring approach by focusing on Gender, where Female colleagues will be partnered up with Senior Business Leaders to continue the mentoring relationship from an underrepresented gender perspective.

We will develop actions to improve equality between Genders, and Ethnicity, including increasing the number of Ethnically Diverse colleagues and Males within the Co-op Travel group, and Males within the Co-op Childcare group.

We will further enhance our Ethnicity reporting by expanding the Ethnic group "White British" from any other "White" category enabling us to report in more detail, analyse focus areas for improvement, in line with ONS recommendations.

## Recruitment

### What we have done

We continue to grow our talent pipelines for our largest two trading groups, Childcare and Food Retail, building on the relationships with 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 have revamped our adverts to ensure they are inclusive and engage candidates from a broader spectrum of demographics.

We have revamped the way we take recruitment briefs, to ensure that ED&I is a feature across the entire conversation. We explore the assessment and interview process to ensure it provides equity and further enables quality of hire. Hiring on attitude and behaviour over just skills alone.

In partnership with Bright Futures, we have successfully placed two candidates into permanent roles supporting the survivors of modern slavery.

### What we are going to do

We continue to enhance our attraction and selection material, to ensure inclusivity within our candidate journey, including language, colour, imagery to support us to engage and recruit a diverse workforce.

We will implement an enhancement to our careers site that will enable better access for candidates that are neurodiverse, visually impaired or have a learning difficulty.

We will ensure we ask candidates for any reasonable adjustments they require and support managers in making those adjustments.

We are exploring different attraction channels where we can focus on equity in the attraction process, so make our adverts more accessible to all, including community groups and specific D&I targeted job boards.

We will revamp our PSL and define a set way of working with agencies including exploring how they can deliver more diversity in the profiles and CV's they send over.

## Benchmarking and Pay

### What we have done

We completed a comprehensive equal pay audit to highlight differentials in pay between genders, for both equal work, equivalent work, and work of equal value. The outcomes of this audit feed into the society pay review each April.

We enhanced our analysis following the implementation of pay review, confirming a 0.09% average increase favourable to females rather than males and some real insights into job levels or functions that require further action.

We have extended our agile working policy following a successful pilot, this includes the ability for colleagues to vary how they work their contracted hours and central colleagues to work compressed hours six times a year.

We also enhanced our family friendly benefits giving colleagues enhanced pay for Maternity/Paternity/Adoption/Shared Parental pay.

### What we are going to do

We continue to develop the reward proposition aimed at delivering a range of new and different benefits for all our colleagues and will be tailored to our many demographics.

We have implemented a new Financial Wellbeing benefit, which will continue our journey to better the benefits package. We are committed to continuing to maintain a differential between our lowest pay rates and the National Minimum Wage.





# Colleague Development

## What we have done

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

We have simplified the application process for LEAP apprenticeship programmes, reducing the steps colleagues need to complete to be accepted onto the programme. Colleagues who do not meet the minimum requirements for Maths and English in their initial assessments are given the opportunity to complete their Maths and/ or English qualifications as standalone qualifications prior to reapplying for their LEAP apprenticeship programme.

We share the details of the colleagues on an apprenticeship programme, including completions with the operational to support succession planning and internally filling vacancies with colleagues who have completed development programmes.

We have commenced our open Leadership and Development programmes, introducing two cohorts per year for both the Essentials and Skills and Knowledge programmes. These programmes allow colleagues in leadership roles to access training to help 'move their team from good to great'. We have made these programmes accessible to colleagues in 'first line manager' roles, for example, Room Managers and Team Leaders as well as direct line managers. The programmes are also utilised by colleagues who are looking to progress into a managerial role or develop their leadership skills, following discussions with their line manager during career and development check-ins.

We continue to consistently and objectively identify colleagues with the potential to progress by embedding our 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 have gathered data on colleagues identified as high potential around ethnicity and gender to ensure they are representative of the diversity of the society.

We will gather data on our apprentices around ethnicity, gender, and those with disabilities and/ or learning difficulties to ensure the colleagues on an apprenticeship programme are representative of the diversity of the society. We will also monitor the progress of the colleagues in the minority groups to ensure there is no achievement gap between minority and majority groups.



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