

# Central England Co-operative | Gender Pay Gap Report 2017

Central England Co-operative is one of the largest independent co-operative retailers in the UK, employing over 8300 colleagues across a diverse range of businesses, including retail, distribution, funeral, travel and optical.

As a co-operative, equity and equality are part of our founding principles. We believe in a fair approach to pay for all of our colleagues. We are confident that men and women are paid equally for the same roles within our business. In addition we pay all new starters, including apprentices, the full rate for the role.

## Our results

Difference between Men and Women

	Mean	Median
<b>Average Pay</b>	18.18%	7.53%
<b>Average Bonus</b>	80.56%	33.33%

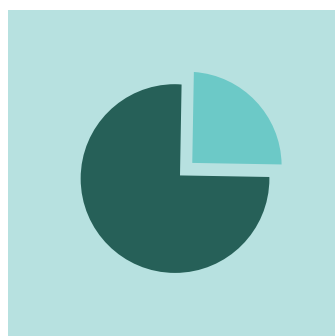
At 7.53% our median pay gap compares favourably to the 18.1% average for the UK, but this still leaves room for improvement and we are committed to taking action to close the gap.

We are confident that our gender pay gap is not a pay issue; we know this because we have robust pay structures in place across our businesses which are reviewed regularly. Our analysis shows that our pay gap is driven by the structure of our workforce.

### Lowest Quartile



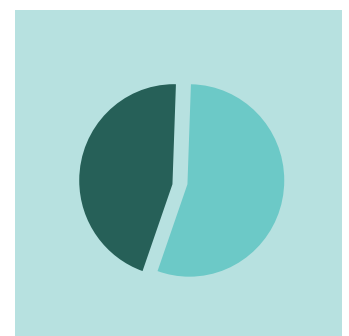
### 2nd Quartile



### 3rd Quartile



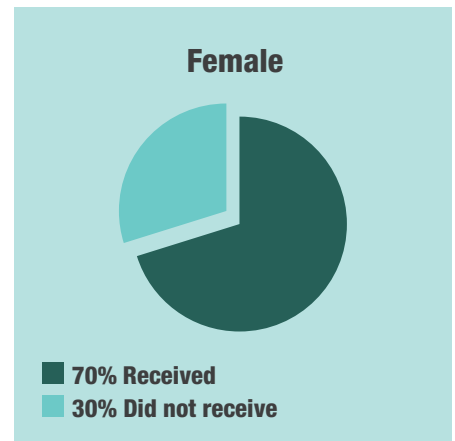
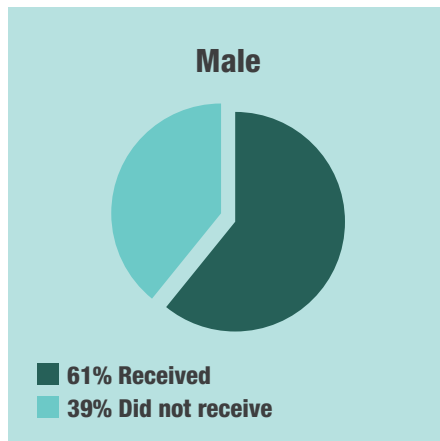
### Highest Quartile



## Bonus participation

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The Society operates a number of incentive schemes, which are all gender neutral by design, but the shape of our workforce drives our gender bonus gap in the same way that it does our gender pay gap. Of the incentive schemes in place, the likelihood of receiving a payment is high for both males and females.



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### Activity taken to date

The gap, in both our mean pay and mean bonus, shows there is more work to be done. And while we don't have an equal pay issue, we have been undertaking activity to reduce our pay gap. This includes;

### Raising awareness and talking about gender balance in a transparent way

- Taking our responsibilities as a co-operative outside of the organisation by delivering interactive sessions in schools, encouraging primary school children to aim high in their career choices, the importance of role models, and how to overcome obstacles such as gender stereotyping

### Taking steps to encourage more women into underrepresented areas

- Looking at the shape of our workforce and understanding what we can do to encourage more women into senior management roles, operational roles and distribution centres
- Working with our external recruitment partners to provide gender balanced shortlists for Senior Management positions and roles within our distribution centres

### Supporting gender balanced progression across the organisation

- Identifying emerging talent across the business through the introduction of talent profiles and supported development plans
  - Executive and Senior Leadership teams championing high performing emerging talent through a designated mentoring programme
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### Our commitments

We are building a diverse and inclusive culture that reflects the communities which we serve; one that attracts and retains the best talent and enables our colleagues to thrive.

Gender pay activity forms part of the broader diversity agenda within Central England Co-operative, something that as a co-operative we want to be seen as industry leaders on. Our Diversity strategy is currently under review and will be published during 2018.

**Elaine Dean**  
President

**Date: 2<sup>nd</sup> October 2017**