

# Central England Co-operative Gender Pay Gap Report 2019

Central England Co-operative is one of the largest independent co-operative retailers in the UK, employing over 7800+ colleagues across a diverse range of businesses; including Retail, Distribution, Funeral and Travel.

As a co-operative, equity and equality are part of our founding principles; fairness is at the heart of what we do as an organisation. We believe in a fair approach to pay for all 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 2019 results

Difference between Men and Women

	Mean	Median
Average Pay	17.01%	8.26%
Average Bonus	80.89%	33.33%

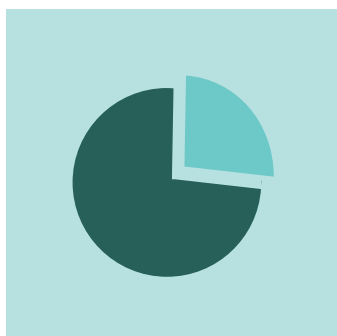
Our results compare favourably to the UK averages around mean and median pay, and we are pleased to report a 0.07% reduction in the mean average pay gap in comparison to our 2018 figures. The Society's median pay gap of 8.26% still compares very favourably to the 2018 national figure of 17.9%. We know that despite this positive movement in the results there is more work to do in this area, and we are committed to taking action to close the gap even further.

## What is driving our results?

The gender pay calculations measure the difference in the average earnings between men and women, across the whole of an organisation, regardless of the type of work they do. It is not an equal pay comparison.

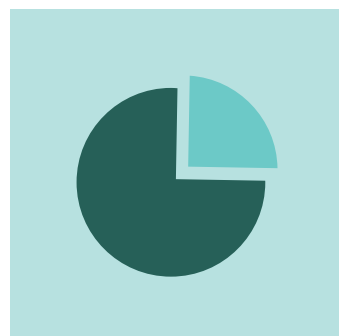
We are confident that our gender pay gap is not a pay issue; we know this because we have robust pay structures in place across our businesses which are reviewed regularly and are informed by market values. Our analysis shows that our pay gap is driven by the structure of our workforce, which is understood to be the case for many organisations.

### Lowest Quartile



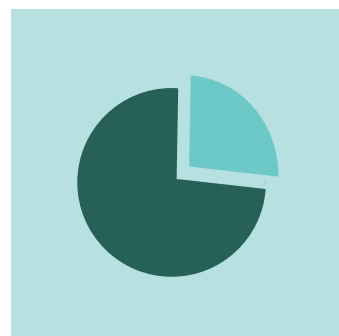
70% Female  
30% Male

### 2nd Quartile



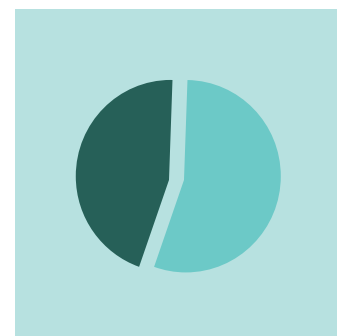
78% Female  
22% Male

### 3rd Quartile



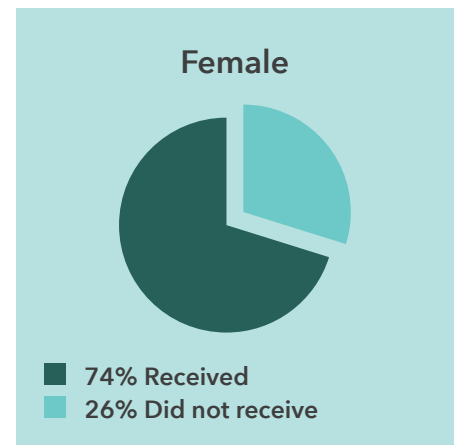
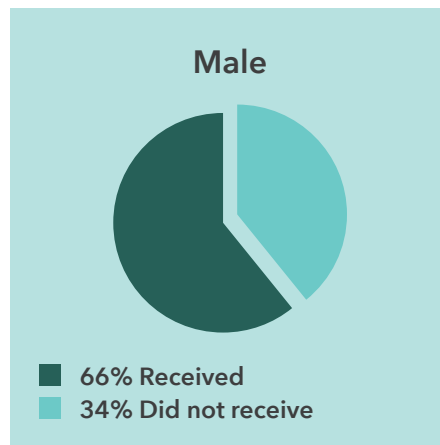
70% Female  
30% Male

### Highest Quartile



45% Female  
55% Male

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 men and women.



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## Activity undertaken to date

Key areas of focus to address our gender pay gap over the last 12 months include:

### Taking steps to encourage more equality in leadership roles:

- New appointments in the Executive and Leadership Teams strengthening gender equality
- Gender balanced interview panels have been implemented beyond our Head Office roles to include recruitment for Store Managers in Retail

### Supporting gender balanced progression across the organisation:

- Increased focus on talent and succession planning has enabled the Society to increase the number of female appointments into senior leadership team roles
- To enable more female colleagues to move into Store Manager roles in Food Retail all Store Manager adverts now encourage job share and part-time options

### Raising awareness and talking about gender equality in an open and transparent way:

- The launch of our 'Stronger Together' on-line module focusing on Diversity & Inclusion and promoting gender equality
- Current and future Duty Manager pipeline in Retail will focus on gender equality in both the validation of training and the allocation of Duty Manager shifts
- Adverts for the Society's most frequently recruited/new roles are gender analysed using online gender decoders and amended where necessary to ensure no gender bias

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## Our commitments

The gender pay results offer an important insight into our organisation, and help to inform the work that has taken place as part of our Diversity and Inclusion agenda. We are really pleased that we have seen continued improvement in our overall results this year. Improving gender equality across our businesses and across all job levels is a priority and something which the Society's Leadership Team is committed. Progress is being made, albeit it is recognised that improving gender equality will take time and require sustained focus over the long term.

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 continues to form part of the broader Diversity agenda within Central England Co-operative, something that as a co-operative we want to be regarded as industry leaders on.

Elaine Dean President

Date: 14<sup>th</sup> October 2019