

# Central England Co-operative | Gender Pay Gap Report 2018

Central England Co-operative is one of the largest independent co-operative retailers in the UK, employing over 8000 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 2018 results

Difference between Men and Women

	Mean	Median
Average Pay	17.08%	7.41%
Average Bonus	78.83%	33.33%

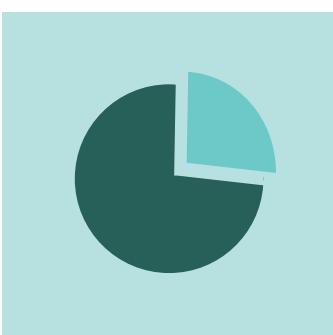
Our results compare favourably to the UK averages around mean and median pay, and we are pleased to report a 1.10% reduction in the mean average pay gap in comparison to our 2017 figures, alongside a reduction in our median pay gap and a 1.73% reduction in our mean bonus gap. We know that despite this 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?

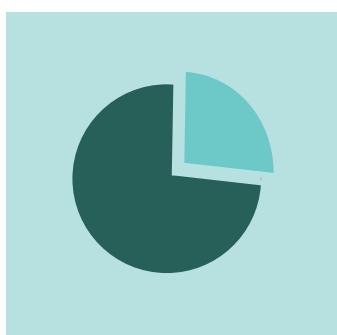
The gender pay calculations measure the difference in the average earnings between men and women, across the whole of our organisation, regardless of the type of work they do. It is not an equal pay comparison.

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.

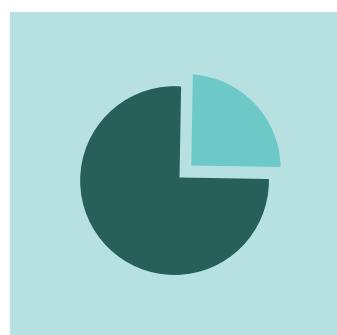
### Lowest Quartile



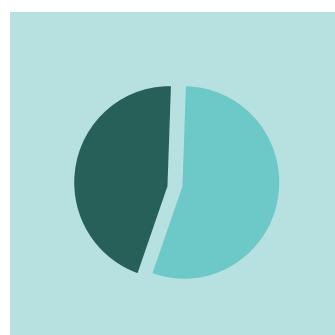
### 2nd Quartile



### 3rd Quartile



### Highest Quartile



**72% Female**  
**28% Male**

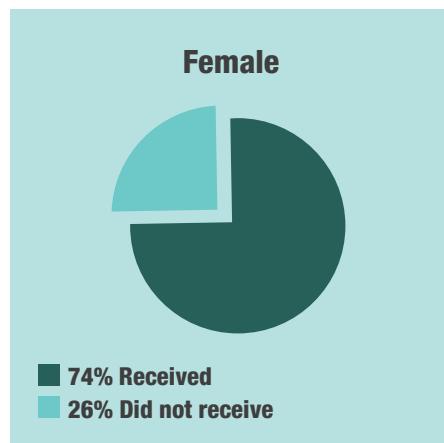
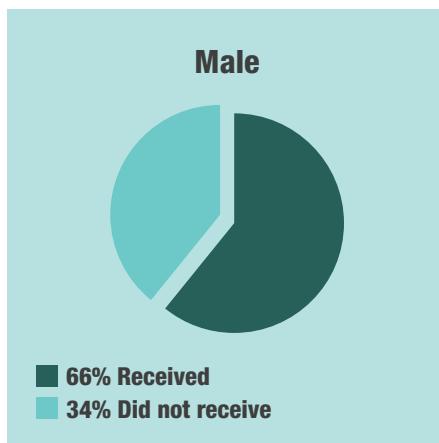
**71% Female**  
**29% Male**

**74% Female**  
**26% Male**

**46% Female**  
**54% Male**

## Bonus participation

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.



### Activity taken to date

Some of the actions we have taken to address our gender pay gap in the last 12 months include;

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

- Continuing to look at the shape of our workforce and understand what we can do to encourage more women into senior management roles, operational roles and roles in our distribution centres
- Continuing to work with our external recruitment partners to provide gender balanced shortlists for our vacancies
- Carrying out interviews for our head office roles with gender balanced interview panels
- Reviewing our job descriptions within our trading businesses to ensure the language used is gender neutral and the roles are attractive to both women and men alike

#### Supporting gender balanced progression across the organisation

- Continuing to identify emerging talent across the business through regular talent sessions
- Executive and Senior Leadership teams continuing to champion high performing emerging talent

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

- Publishing our Diversity and Inclusion Policy and Statement during 2018
- Talking about issues relating to equality and diversity in a series of Facebook Live events, during which colleagues shared ideas around gender equality and what this means to them personally
- Establishing a Gender Working Party to share ideas on why discussing gender issues are important, discussing what success will look like in relation to this, and agreeing actions to address gender related issues
- Hosting a 'Women's Voices' networking event during which members from other co-operatives met to share successes, identify challenges, and discuss actions to address barriers that women face in the workplace

## 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 an improvement in our results this year; however we acknowledge that there is no short term fix to the gender pay gap and our focus is on the longer term commitments that we can take as an organisation.

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 seen as industry leaders on.



**Elaine Dean**  
President

**Date: 18th Ocotober 2018**