

# Gender pay gap report

Published 2019



Store Manager, Emma Relton and her team at Swineshead Food Store





# Welcome

At Lincolnshire Co-op our purpose is to **bring together ideas, energy and resources to make life better in our communities**. One of the ways we can achieve our purpose is through developing our people. We're proud to support hundreds of colleagues each year through learning and career progression, regardless of gender or other characteristics.

We employ nearly 2,800 colleagues across our different trading areas, including food stores, pharmacies, travel agencies, funeral homes and post offices. Our workforce is predominantly female, in fact, nearly three-quarters of our colleagues are women. This isn't unique to Lincolnshire Co-op, retail is the second most common sector of employment for women in the UK\*. This may be due to the flexibility the retail industry offers which enables our colleagues to balance their working life with other commitments, such as family, caring responsibilities or education.

Our gender pay gap figures as at 5 April 2018, are positive compared to many other food retailers. We have an even gender balance across our highest pay quartile and 72% of our board of directors' roles are occupied by women. We do still have a gender pay gap, but this is not the same as unequal pay. Our gender pay gap is largely driven by the fact that, across the business female colleagues occupy the majority of roles except in the top quartile where males and females are equally represented.

We are committed to creating equality of opportunity for all. You can find out what action we've been taking further on in this report.



**Ursula Lidbetter**

Chief Executive Officer



\*House of Commons Library,  
Briefing Paper CBP06838, 2018



## Gender pay vs. equal pay

All UK organisations which employ over 250 employees are required by law to report on their gender pay and bonus pay gap every year.

**The gender pay gap is often confused with equal pay, however, the two are not the same.**

**Equal pay** is the right for men and women to be paid the same when carrying out the same jobs, similar jobs or work of equal value.

**Gender pay**, as reported on here, is a measure of the difference between men's and women's average earnings across an organisation.

Having a gender pay gap does not mean that there is an equal pay issue within the organisation. There can be a number of reasons for a gender pay gap, for example, a gender imbalance in different levels of roles or if a particular type of role is dominated by one sex.

**Lincolnshire Co-op is an equal pay employer and adheres to equal pay legislation.**

# What is the gender pay gap?



## How we calculate our figures

As part of our gender pay gap report we are required to include the mean and median figures for the pay gap and bonus gap between men and women, the percentage of men and women receiving a bonus and the percentage of men and women in each pay quartile.

## Median and mean gaps explained

The median pay gap is calculated by finding the exact middle point between the lowest and highest paid woman in an organisation and the lowest and highest paid man, then comparing the two figures.

The mean pay gap is calculated by adding up the hourly pay of all the women in an organisation and dividing by the number of women, doing the same sum for the men, then comparing the two figures.

## Pay quartiles explained

Rates of pay are placed into a list in order of value and the list is divided into four equal sections (quartiles). Each quartile will contain the same number of colleagues. We then work out the percentage of men and women in each group.



## Understanding the gap

Our pay and bonus gaps reflect the higher proportion of women in the majority of our workforce. You'll see that in the lower, lower middle and upper middle quartiles around 80% of colleagues are female. In our upper quartile the proportion of men and women is broadly equal, however, because there are not as many men in the other quartiles this contributes to our gender pay gap.

There may be many factors that mean men are not equally represented across all our pay quartiles, including the wider cultural perceptions of the retail industry. Women have traditionally dominated the retail sector, in fact, 60% of people employed in the retail industry are women\*. This may be because of the high levels of part-time work available which typically tends to attract more female workers who want to balance their working life with other commitments, such as family, caring responsibilities or education.

\*ELIXIRR, women in retail

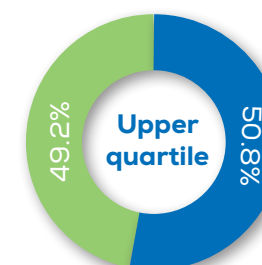
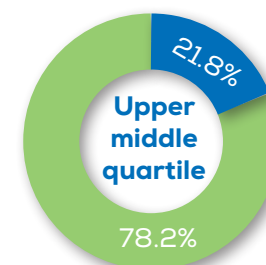
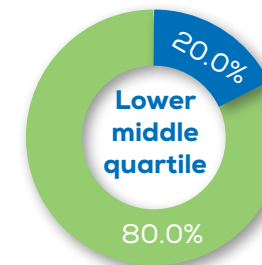
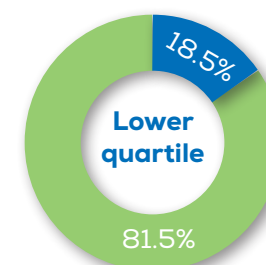
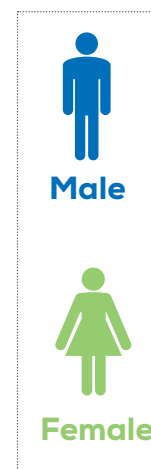
## Our numbers

## Our gender pay gap

(as at 5 April 2018)

	Median	Mean
Gender pay gap	11.9%	26.9%
Bonus pay gap	28.1%	49.3%

Male colleagues	Female colleagues
<b>79.1%</b> of all <b>male</b> colleagues received a bonus	<b>84.3%</b> of all <b>female</b> colleagues received a bonus



**Pay quartile bands** – if the total workforce was put in order of hourly rate of pay and then split into four groups of equal sizes, or quartiles, this is the proportion of men and women in each of the four groups.

## Our initiatives

We're committed to ensuring we're doing what we can to address our gender pay gap. We've been working on a number of initiatives over the last year which we hope will contribute to creating a more equal gender balance across all of our pay quartiles. With all our initiatives, we aim to provide equality of access so any one is able to take part.

### Diversity and inclusion

We're currently undertaking a review of our diversity and inclusion policy and initiatives to ensure we truly have an inclusive workforce and culture. Whilst this is a new initiative and is still being developed, we hope it will ensure there are no barriers within Lincolnshire Co-op that prevent colleagues entering the business at any level or being able to progress and fully achieve their personal career goals.

### Flexible working practices

We already have flexible working practices and family friendly policies in place across all levels in the business. Generally, the majority of colleagues requesting flexible working are women with caring responsibilities. We will continue to monitor our flexible working practices and address any barriers that are identified and ensure equal support is available to men and women.

## Addressing our gender pay gap



### Princes Trust 'Get in to Retail'

We work in partnership with the Prince's Trust to deliver the Get into Retail programme. Last year 18 young people successfully completed the programme and of those successful candidates 10 went on to secure permanent employment with us.

[www.princes-trust.org.uk/help-for-young-people/get-job/get-experience](http://www.princes-trust.org.uk/help-for-young-people/get-job/get-experience)

### Apprenticeships

We use apprenticeship training to upskill and retrain colleagues, both with internal applicants and recruitment into apprenticeship roles. We now have over 60 apprentices in the business, undertaking qualifications ranging from Level 2 to master's degree level.

[www.lincolnshire.coop/work-for-us/apprenticeships](http://www.lincolnshire.coop/work-for-us/apprenticeships)

### Future leaders in food

We have a development programme aimed to create a pipeline of colleagues who could one day manage our food outlets. In the two short years since the programme started, 13 candidates have achieved management roles.

