



Lincolnshire Co-operative Ltd Gender pay gap report

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Ursula Lidbetter

Welcome

At Lincolnshire Co-op our purpose is bringing together ideas, energy and resources to make life better in our communities. We do this co-operatively with our members, customers, colleagues, suppliers and all the organisations, businesses, charities and good causes we work with. As a co-op we're owned by our members and they have a say in how we are run.

We employ around 2,800 colleagues across more than 221 trading outlets in a variety of businesses including food stores, post offices, pharmacies, travel agencies, a florist and funeral homes. We also have three volunteer-run libraries, a pharmacy warehouse, bakery and a crematorium.

Part of our purpose is about developing people and we're proud to offer a wide range of training opportunities for our colleagues to grow and achieve with us. We delivered over 41,000 hours training, on and off the job, in 2018/2019.

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

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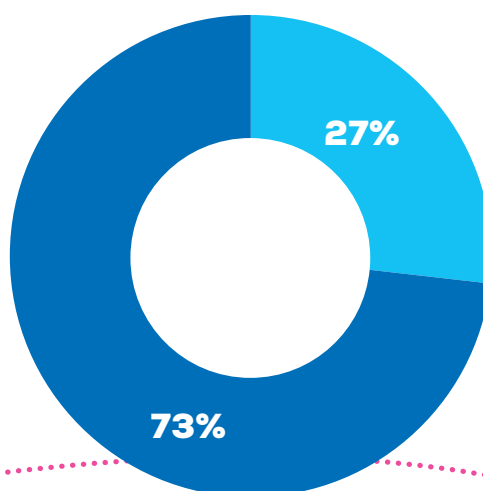
Chief Executive Officer



Sturton by Stow Food Store Colleagues

Colleagues spilt

27% male/ 73% female



● Female



● Male



Colleagues at our Newark Road Food Store

Gender pay explained

What is gender pay gap reporting?

Employers with 250 or more employees are required to publish information showing different calculations of any pay gap between their male and female employees.

Gender pay, as reported 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 there is an equal pay issue within the organisation. There can be several reasons why there is a gender pay gap, for example, a gender imbalance in different levels of roles or if a role is dominated by one sex.

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



Colleagues at Lincolnshire Show

Our 2019 figures

Mean and median 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 in an organisation, then comparing the two figures.

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

Looking at our figures

Our figures have improved in 2019, with the gap reducing between both mean and median figures. We've been working on an action plan in the last year and we've offered our colleagues development programmes for progression opportunities.



Colleagues volunteering at Warren Wood Specialist Academy in Gainsborough

	2019		2018	
	Median	Mean	Median	Mean
Gender pay gap	8.8%	23.8%	11.9%	26.9%
Bonus pay gap	21.8%	44.5%	28.1%	49.3%





Carlton Centre, Travel Branch, Lincoln

Looking at our figures (continued)

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 tends to attract more female workers balancing their working life with other commitments.

Male colleagues 2019	Female colleagues 2019
84.9% of all male colleagues received a bonus	89.4% of all female colleagues received a bonus

Male colleagues 2018	Female colleagues 2018
79.1% of all male colleagues received a bonus	84.3% of all female colleagues received a bonus



Newark Road, Pharmacy team

*ELIXIRR, women in retail



A colleague working in a food store

Pay quartiles explained

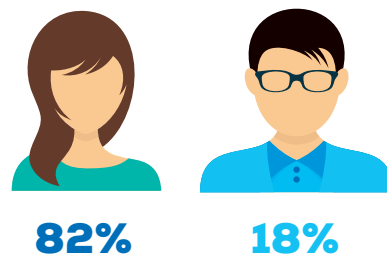
Rates of pay are placed into a list in order of value and the list is divided into four equal sections (quartiles). Each quartile will contain the same number of colleagues. We then work out the percentage of men and women in each group.

You can see in our lower, lower middle and upper middle quartiles around 80% of our colleagues are female – which echoes our male/female split. In our upper pay quartile, we have seen an increase in our female percentage from 49.23% in 2018 to 55.63% in 2019. This is due to internal promotions of female colleagues to our leadership and management team.

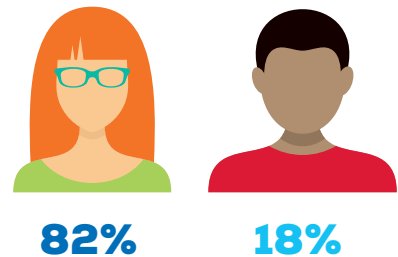


Food and drink tasting at our Members' Day

Lower Quartile

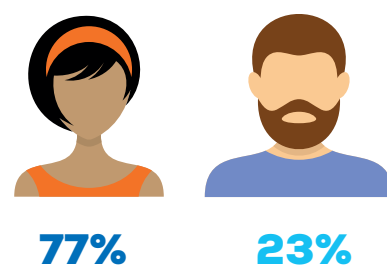


Lower Middle Quartile

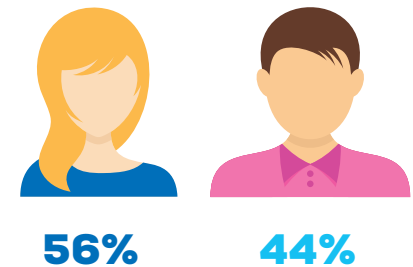


We offer our colleagues the chance to take two paid days of employer-supported volunteering a year

Upper Middle Quartile



Upper Quartile



● Female ● Male





Inclusion and Belonging policy

What have we done in 2019 to help close our gender pay gap?

Inclusion and Belonging

In 2018 we took the opportunity to look at how we talk about Diversity and Inclusion. We believe that colleagues are at their happiest and most motivated when they can be themselves at work. We aim to create an environment that celebrates and promotes inclusion and belonging and therefore established a new policy called Inclusion and Belonging. We have been working through an action plan which includes promoting learning initiatives, aiming to create a more equal gender balance.

Prince's Trust programme

In 2015, Lincolnshire Co-op began working with the Prince's Trust to deliver the Get into Retail employability programme. The programme is aimed at young people between 16-30 who are unemployed but work ready. Two programmes are delivered annually to help break down issues around recruitment, as well as supporting recruitment for our entry level roles.

Through our usual recruiting channels, we often see a high number of females entering the business as Customer Services Assistants. Over the last six years we have not seen any significant change in the ratios of male to female applicants, proving that the issue is apparent. Our Prince's Trust Get into Retail programme has seen a greater number of males become employed as Customer Services Assistants following the programme compared to our usual recruitment methods.

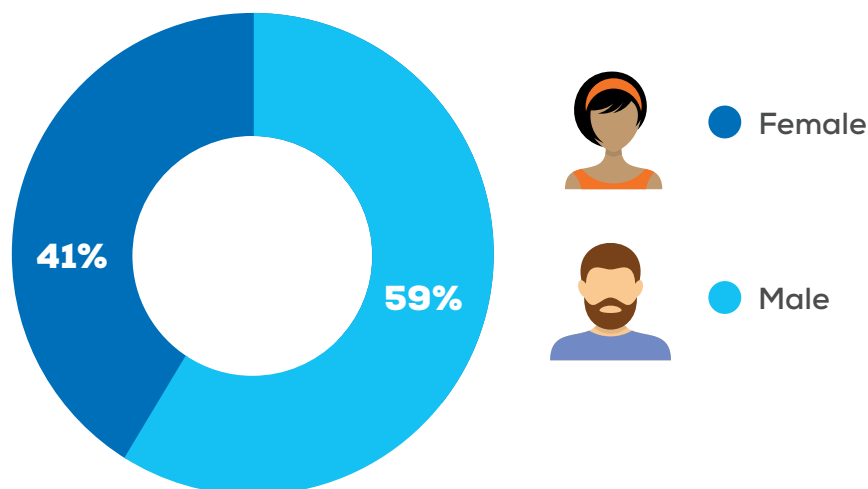


Tom Cullen, Team Leader and LEAP candidate, recruited through our Prince's Trust Get Into Retail programme.

Our Prince's Trust scheme split



Prince's Trust participants



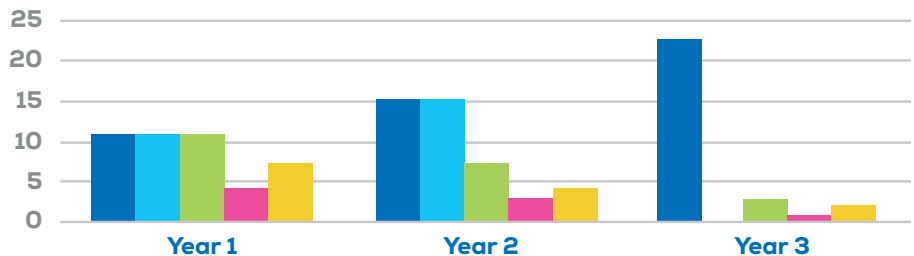
In the last two years 59% of young people who gained employment following our programmes were male, compared to 28% of males through usual recruitment methods. We're continuing to expand our work with the Prince's Trust to support expansion and diversification of our workforce.



Our LEAP colleagues building team skills, playing wheelchair basketball at Minster School, Lincoln

Developing future leaders

We continue to develop leaders from team leaders to managers in our LEAP programme within our food business. We are now on our third cohort in the programme and in total 21 colleagues have been promoted from team leader to manager – 13 female and 8 males. A summary of promotions is demonstrated in the graph and table below.



	Programme year one	Programme year two	Programme year three
Colleagues on the programme	11	15	23
Colleagues completed	11	15	0
Colleagues promoted	11	7	3
Males promoted	4	3	1
Females promoted	7	4	2

Looking to the future 2020

We are...

- Working in partnership with the Prince's Trust to launch a programme, Million Makers which looks at developing our current colleagues' leadership skills.
- Redesigning our application form for all candidates, making it simpler and easier which we hope will attract more candidates and help us to better assess future colleagues.
- Launching our fourth food management development programme (LEAP), in 2020 to develop our team leaders and open opportunities for all. Progressing the programme to our other business areas for internal development.
- Revamping our training to include two new development programmes, Aspire and Inspire so colleagues can advance their learning.
- Planning three Prince's Trust programmes and continuing to work with the Prince's Trust to develop new employability programmes.
- Looking into launching a work inspiration programme for secondary school children from years 11 to 13. They will work in all our different business areas gaining an insight into retail.



Our new development programmes



Lincolnshire

