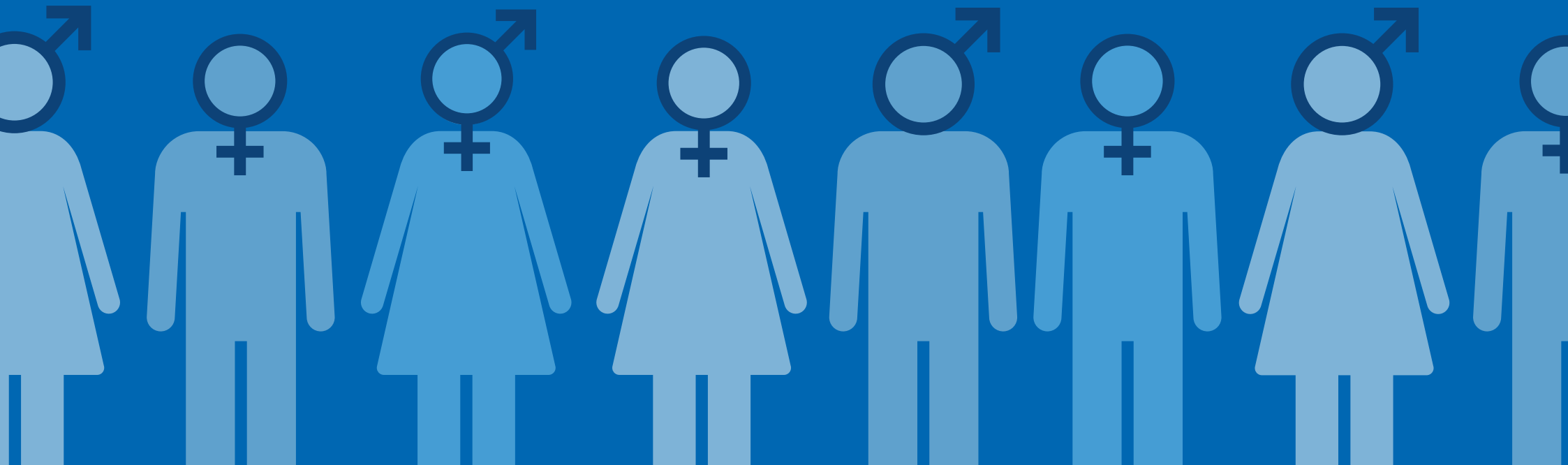


Gender Pay Report

- as at 5 April 2025



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Foreword

Despite a challenging external environment, including increases to National Living Wage and National Insurance, we remain steadfast in our commitment to our purpose. Our colleagues continue to bring together ideas, energy and resources to make life better in our communities.

We are proud to support our colleagues by encouraging an inclusive work environment and actively working to remove barriers. Our efforts to close the Gender Pay Gap remain focused on recruitment, retention, progression, and cultivating inclusive behaviours that reflect our values.

A significant milestone this year has been our move towards greater pay transparency. Every role is now mapped to a published job banding framework — a strong foundation that will help us further strengthen our strategies for attracting, retaining, and progressing talent.

Our data capabilities continue to evolve, providing deeper insights that enable an evidence-based approach to improving gender equity. This report reflects the journey we are on — one of continuous progress, learning, and commitment to meaningful change.

Alison Hands
Chief Executive Officer



Useful notes

Mean and median gaps explained

To understand what the gender pay gap is we have looked at the mean and median pay of both men and women, to get a balanced view.

The mean pay gap.

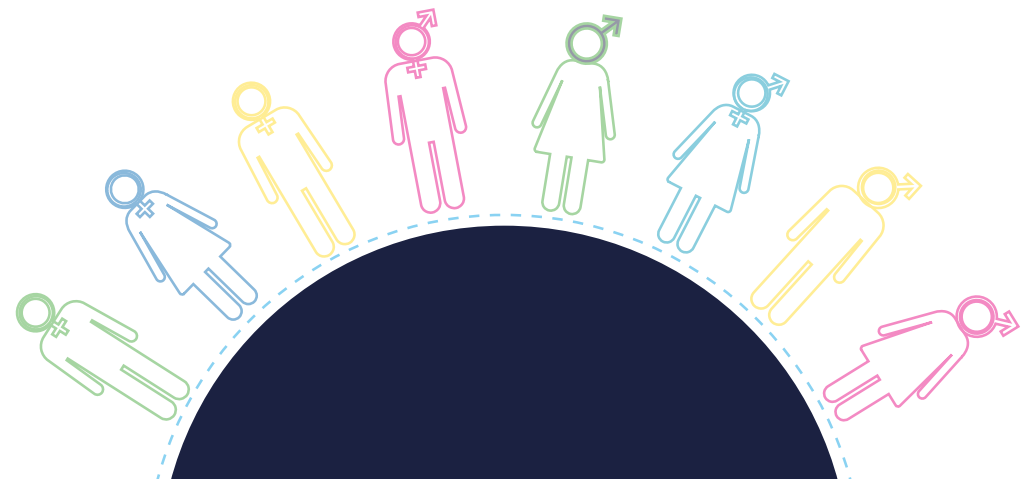
The mean pay gap is the difference between the average hourly rate for women, compared to the average hourly rate for men. To work this out, we add up all hourly pay rates for each group of women and men colleagues, then divide the total by the number of people in that group. This shows the percentage difference between men's and women's average pay.

The median pay gap.

The median pay gap is the difference between the hourly pay rate for the middle woman, compared to the hourly pay rate for the middle man. To find it, we line up everyone's hourly pay from lowest to highest and take the pay of the middle of each group of women and men. We then compare the middle earning woman with the middle earning man. This measure is useful because it isn't influenced by people who earn very high or very low amounts.

Pay quartiles

We sort colleagues' hourly pay from lowest to highest and then split the list into four equal groups, called quartiles. This shows what the percentage of women and men are in each pay group, so we can see where either gender is under or over represented. It also makes it easier to spot any pay gaps within each quartile.



Key points

The demographics of our workforce

As our business grows and our structure evolves, it has changed this year's quartile results.

The biggest change is in the middle quartile, where the percentage of women fell from 74% to 68%, and the percentage of men rose from 26% to 32%. This means fewer women are now in these middle quartile level roles.

At the same time, more women are in the lower quartile, increasing from 81% to 85%, while the percentage of men in this group dropped from 19% to 15%. The same shift is also apparent in the lower middle quartile, where women have increased from 75% to 78%, while the percentage of men in this group dropped from 25% to 22%.

Lower
quartile

85% women | 15% men

Lower
Middle
quartile

78% women | 22% men

Middle
quartile

68% women | 32% men

Upper
quartile

58% women | 42% men

Key points



Gender pay gap

Our mean pay gap figures have remained static, the median hourly rate gap has increased this year.

The overall average rate of pay for both women and men has not changed. However, because more women are now in the lower and lower middle quartile and fewer women are in the middle quartile than last year, the pay of the middle earning woman is lower when compared to the pay of the middle earning man. This shift is what caused the median hourly pay gap to increase.



Mean bonus gap figures have decreased, the median bonus pay gap has increased this year.

The average bonus pay gap has gone down because women's average bonuses are now closer to men's, mainly because a greater number of women received a bonus than men. However, the median bonus gap increased because the bonus received by the middle earning man was higher than the bonus received by the middle earning woman. This happened because more women are in the lower quartiles, which impacts on the level of the middle earning woman's bonus.



Our **mean** hourly rate gap has remained at **21%** from **2024** to **2025**.



Our **median** hourly rate gap has increased from **8%** in **2024** to **14%** in **2025**.



Our **mean** bonus pay gap has decreased from **57%** in **2024** to **43%** in **2025**.



Our **median** bonus pay gap has increased from **22%** in **2024** to **35%** in **2025**.

Our actions

➔ Recruitment

➔ Retention

➔ Progression



➔ Recruitment Pillar

We want to carry on our fair and inclusive practices in the hiring process. We track data from when someone applies to when they are hired, and we have created guidance to help managers recruit in an inclusive way. The pay gap information shows that women and men are not evenly spread across the pay quartiles, so we want to attract more women to join roles at all levels, especially in the middle and upper quartiles.

To support this, we will:

- Keep on improving what we offer as an employer, so Lincolnshire Co-op is an appealing place to work.
- Continue to monitor the percentage of women shortlisted in the middle quartile roles year on year and create balanced shortlists of candidates for middle and upper quartile roles.
- Track the number of women appointed into professional or management roles in our job banding framework.
- Build conscious inclusion into our recruitment practices to counter unconscious bias.

➔ Retention pillar

To support women in middle and upper quartile roles, we will focus on offering better flexible working options, supporting colleagues dealing with menopause or caring responsibilities, and strengthening our approach to preventing harassment. By improving retention, we can keep the balance of women across all pay quartiles more stable over time.

To support this, we will:

- Use surveys and listening groups to hear from colleagues and understand their experiences and monitor retention rates of women in middle quartile roles year on year.
- Review and update our policies, practices and benefits to improve opportunities and remove barriers that affect women more than men and measure uptake of flexible working options by gender.
- Encourage managers and leaders to keep championing gender equity initiatives and role model support for flexible working and for colleagues with parenting and caring responsibilities.

- Continue to build an inclusive culture that recognises and values contributions and empower colleagues in all roles at all levels to thrive.
- Support and maintain our commitments to Disability Confident scheme, British Retail Consortium Diversity and Inclusion charter, Mindful Employer and Ageing Better pledges.

Pictured below: Grantham Travel Manager Helaina Plant was selected for the CEO for a day experience in 2026. She's pictured with CEO, Alison Hands.



➔ Progression pillar

We want to increase the number of women in middle and upper quartile roles and help them stay there. To do this, we are looking to improve the routes that support women to move into these roles and progress. This includes using our new job banding structure, improving how we run appraisals, identifying the areas where women are not progressing. We will support women with targeted development programmes to provide access to progression into more senior roles, should they wish.

To support this, we will:

- Use a values led performance review process that tracks development needs and monitor progression rates of women from lower to middle quartile roles.
- Offer opportunities for women who may not want to pursue promotion but still want to build skills and interests.
- Use data to identify where women's progression slows or stops, and identify any patterns that can help us plan for succession and leadership development.
- Use data driven insights to clearly communicate opportunities for advancement, growth and upskilling to women. Use data to identify and remove barriers for advancement, such as returners from family leave, reasons for not returning and changing hours or roles.

