



Lincolnshire Co-operative Ltd

Gender pay gap report

For the Period April 2019 to April 2020

Published 2021



Ursula Lidbetter
Chief Executive Officer

Welcome

At Lincolnshire Co-op our purpose is to bring together ideas, energy and resources to make life better in our communities. At the date of reporting 5th April 2020, we had 3,025 colleagues working in over 220 outlets across our business areas including food stores, post offices, pharmacies, travel agencies, funeral homes and a florist. We also have three volunteer-run libraries, pharmacy warehouse, a bakery and a crematorium.

Our colleagues are at the heart of our business. In our colleague survey in February 2020 they said they 'are proud to say they work for us' and 'feel there is a culture of continuous improvement, taking pride in ensuring equality and diversity in everything.'

Our colleagues have continued to provide our vital services to our communities as the coronavirus pandemic developed. Some colleagues were redeployed, and we recruited 252 new colleagues to help our frontline services stay open.

Developing our people is key to our purpose and during the coronavirus pandemic we've quickly adapted the way we offer our wide range of training opportunities for our colleagues to grow and achieve with us. From September 2019 to March 2020 over 49,725 hours training were achieved. Since March 2020 our training opportunities have continued, and visits to our online training portal have increased by 121% producing 24 new modules to support our colleagues.

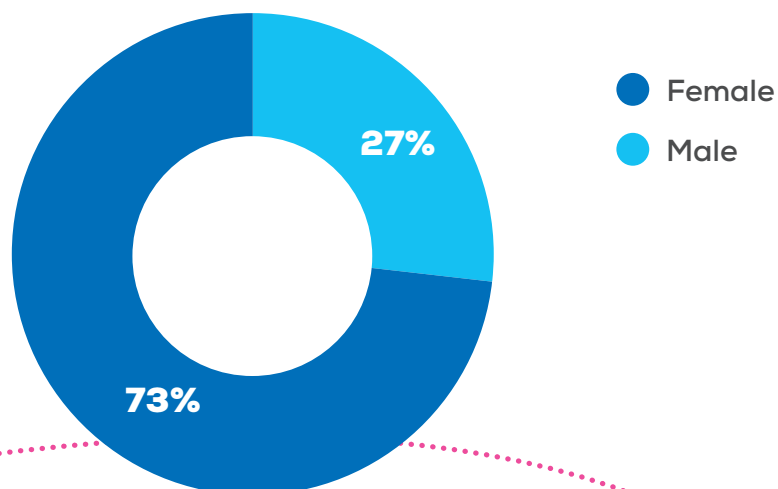
As a co-op we're owned by our members who have a say in how we operate. We're committed to creating equality of opportunity for all in a safe and secure environment and you can find out what further action we've been taking and the progress we've made in this report.

Ursula Lidbetter

Ursula Lidbetter
Chief Executive Officer

Our colleagues

27% male / 73% female





Air ambulance fundraising,
October 2019.

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 earning 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 for the 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.

Our 2020 figures

Mean and median gaps explained

The median pay gap is calculated by finding the central or middle number 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

Comparing our 2020 figures to our 2019 figures we can see an improvement in most areas of our gender pay gap.

	2019		2020	
	Median	Mean	Median	Mean
Gender pay gap	8.8%	23.8%	3.0%	19.9%
Bonus gender pay gap	21.8%	44.5%	22.3%	44.4%





Holbeach Big Co-op Clean,
June 2019.

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 2020	Female colleagues 2020
79% of all male colleagues received a bonus	84.9% of all female colleagues received a bonus

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

Year on year, the number of colleagues receiving bonus across the Society increases. However, we can see that during the reporting period the proportion of colleagues receiving a bonus fell. This is a consequence of an unprecedented concentration of new starters in March 2020. For the purpose of the report, this group were relevant employees on 5 April 2020, but would not have been in receipt of a bonus within this period.



Long Service Awards, October 2019.

*ELIXIRR, women in retail



Scawby Food Store, April 2019.

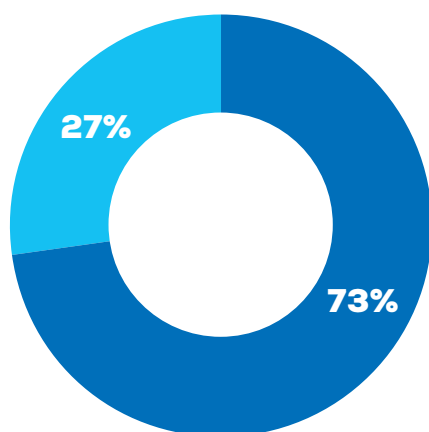
Pay quartiles explained

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.

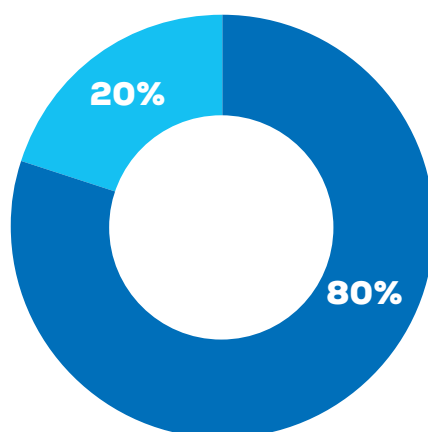
You can see in our lower, lower middle and upper middle quartiles between 73–80% of our colleagues are female – which echoes our male/ female spilt. In our upper pay quartile, we have seen an increase in our female percentage from 55.6% to 58%.



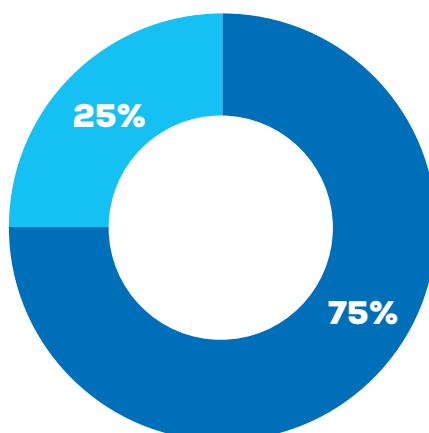
Lower Quartile



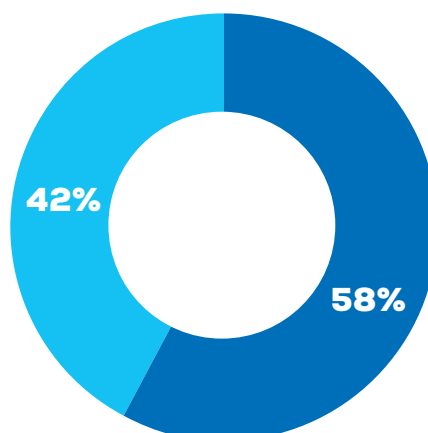
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile





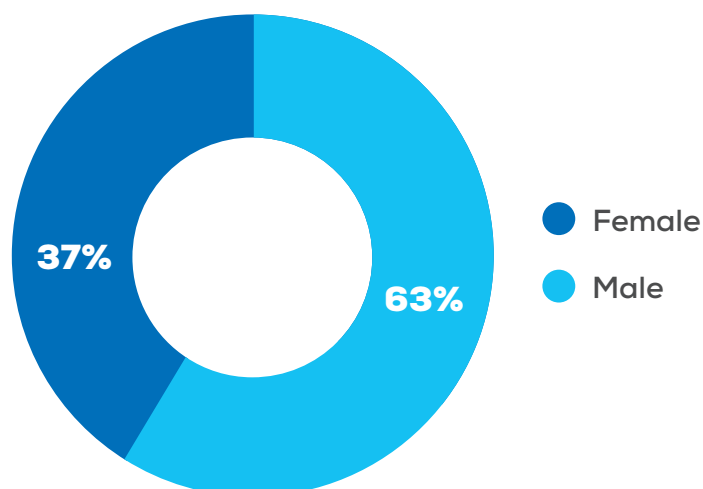
What have we done in 2019/2020 to help close our gender pay gap?

Our Prince's Trust programme

In 2015, Lincolnshire Co-op began working with the Prince's Trust to deliver our Get into Retail employability programme. The programme is aimed at young people between 16-30 who are unemployed but work ready. In October 2019, we became a Silver Patron for our commitment to the programme and its continued success. <https://www.lincolnshire.coop/news-and-blogs/success-celebrated-with-silver-patronage>

In the last two years, 63% of young people who gained employment following our programmes were male, compared to 37% of females. We're continuing to expand our work with the Prince's Trust to support expansion and diversification of our workforce.

Prince's Trust successful appointments



Silver Patron Award, October 2019.





The Lincolnshire Business Awards,
Martha Kitchen - Apprentice of the
Year, October 2019.

Developing our people

Our LEAP (Learn, Engage, Apply, Perform) future leaders development programme in our Food business is now into its fourth year. The 18 month programme focuses on developing Team Leaders into Store Managers. 45% of all colleagues enrolled onto LEAP have been promoted to date.

Coaching is a way of helping our colleagues to access their full potential as a team member. Sessions are 30-minute conversations with a professional and skilled coach who asks questions, listens, and reflects to help and encourage the colleague to rise to the challenge. The sessions are held over the phone or via video call and we promoted this widely during 2020 and continue to do so.

We are committed to our apprenticeship scheme and as at April 2020 we had 96 apprentices (33 males and 63 females) working in accounts, human resources, property, funerals, pharmacy and food. We work closely with education providers such as Boston College, University of Lincoln and Buttercups training to offer a structured and enriching learning experience for all our apprentices providing learning both on and off the job. Many of our apprentices have been recognised for their hard work including Martha Kitchen, Engagement Advisor who won Apprentice of the Year at the Lincolnshire Business Awards in October 2019.

Talent sourcing & boosting our workforce

During March 2020 our workforce substantially grew due to the coronavirus pandemic and the increased demand for our essential services. Over a four-week period we contacted over 450 applicants and recruited 252 new colleagues into roles in food, pharmacy, transport and at Gadsby's bakery. Of those recruited 33% were male and 67% were female.

This has paved the way for a new recruitment process to be implemented across the food business, using telephone interviews as the main method for recruitment, negating any unconscious bias that may take place during a face-to-face interview. Equally, shortlisting and interviewing takes place through a centralised approach, to ensure fairness and consistency with candidate selection.





Sincil Street Food Store, Lincoln,
August 2019.

Our initiatives

Looking to the future

- Increasing our reach to candidates by developing a virtual work experience programme on our website, producing career journeys for all our opportunities and revamping our 'work for us' website making it easier to navigate and apply.
- We continue to work with the Prince's Trust with cohorts in August 2020, February 2021 and April 2021 to encourage young people to 'Get into Retail'.
- Apprenticeship programmes are important to us both for upskilling our current colleagues and recruiting in our business areas and we have plans to increase both through 2020/2021.
- We have signed up to the Mental Health at Work pledge, have worked for many years with Mindful Employer and continue to work on improving our business strategy to support our colleagues' wellbeing at work. We are also working to upgrade our disability confident status to become a disability leader.
- We are committed to increasing our 1:2:1 coaching sessions developing colleagues' skills remotely to continue with training in a secure and safe environment. Our virtual online learning platform will continue to develop and grow which is making learning accessible to all via technology.
- Launching our ILM (Institute of Leadership and Management) approved Aspire and Inspire training courses, delivered remotely enabling greater access for all. Both are designed to support colleagues and managers to build skills and confidence.
- Our future leaders programme LEAP continues to grow with cohorts planned for Summer 2021 and we launched a new Emerging Leaders programme.



Our virtual online platform



Lincolnshire

