



# Gender Pay Report

as at 5 April 2023

## CEO statement



*Alison Hands*

We are in an exciting period of change as we develop our future strategic direction under my leadership as Chief Executive Officer, following my appointment in April 2023.

During the reporting period, the Society continued to engage in a wide range of community projects, delivered an extensive programme of development opportunities for colleagues through apprenticeships and other learning opportunities, enhanced its colleague benefits and wellbeing offer and celebrated successes across the business. There have been many commendable projects of which we are proud to have been part of, some of which will have a lasting impact and change on the communities we serve and others on the lives of colleagues embracing the opportunities available to them, but what next?

There is much to do in the coming months and years to ensure that we deliver a programme of change that prepares our colleagues, our business, and our communities for the economic and environmental challenges of the future. As we start our journey of transformational change, we confirm our commitment to our purpose of

*'Bringing together ideas, energy, and resources to make life better in our communities' which will benefit our colleagues, members, and customers alike.*



## Our colleagues

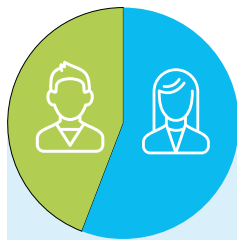
As at the reporting date of 5th April 2023, Lincolnshire Co-op employed 2,878 colleagues across our trading area in Lincolnshire and surrounding areas. With over 220 outlets, including food stores, pharmacies, funeral homes, florist and crematorium, travel, post offices, a craft bakery, and support centre, we offer a wide range of job opportunities many of which are available within the local communities we serve.

Within the scope of the Gender Pay Gap Regulations, 2,413 colleagues were deemed to be relevant colleagues as at the snapshot date of 5 April 2023. Compared to the previous reporting period, the number of males within scope decreased by 16, whereas the number of females increased by 37. Nationally, more females work in part-time roles than males, which impacts gender pay results and our data reflects this.



**72% of our colleagues are female**  
of which 36% work full-time

**28% of our colleagues are male**  
of which 51% work full-time



**55% of our managers are female**



**45% of our Board of Directors are female**



## Calculating our figures

As a business with more than 250 employees we have met our legal requirement to calculate and report our gender pay gap figures. April 2023 marks the 6th year of mandatory reporting of the gender pay gap between the average hourly wage of our women and men across the workforce. We are an equal pay employer and most roles within our business have a fixed rate of pay regardless of sex, ethnicity, age, or any other protected characteristic. We benchmark our roles externally and negotiate our pay awards each year with our trade union, the Union of Shop, Distributive and Allied Workers (USDAW).

## Mean and median gaps explained

To understand what the gender gap is we have looked at the Median, or typical, and Mean, or average, pay of both men and women. This allows us to see whether overall there is a gender difference between both the typical and average pay.

**The median pay gap.** The median is the middle of a dataset. If all our colleagues lined up in order of hourly pay, from the lowest to the highest then the hourly pay of the person in the exact middle of the line is the median hourly pay, or a typical hourly pay for the group.

**The mean pay gap.** If we added everyone's hourly pay rate together and divided it by the number of colleagues, this would give us the mean pay, or the average hourly pay for the Society.

As the mean pay can be influenced by a small number of people earning significantly more or less than others understanding what the median pay is allows us to get a better understanding of what a typical hourly pay is within the organisation. When there is a vast difference between what people are earning in an organisation the median value can help balance the picture.

## Gender pay gap 2023

*Our mean hourly rate gap has decreased from 27% in 2022 to 19% in 2023*

*Our median hourly rate gap has decreased from 9% in 2022 to 5% in 2023*

Our 2023 median pay gap and mean bonus gap figures have both improved since the previous year. This progress demonstrates that our actions continue to move us in the right direction, with more females in senior positions and, as importantly, more gender balance in entry-level roles too.

## Bonus pay

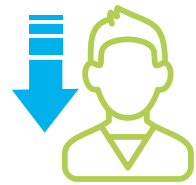
Our mean bonus pay gap has increased from 38% in 2022 to

**59% in 2023**  
higher for males.



Our median bonus pay gap has decreased from 29% in 2022 to

**25% in 2023**  
higher for males.



Our bonus pay gap for 2023 shows an increase in the mean figures, this increase can be attributed to bonus payment made to the Acting CEO for the interim period between the current and previous CEO. Bonus payments were also made to other interim posts at senior management level hired to cover vacant posts during the recruitment period.

## Proportion of men and women receiving bonus payments

*89% of women and 83% of men received a bonus in 2023.*

## Pay quartiles

Rates of pay for colleagues are listed in order of value and then divided into four equal sections, or quartiles. Colleagues are then equally spread into each quartile. The quartiles are a helpful proxy for dividing more senior roles (upper quartiles) from junior roles (lower quartiles) and help us to understand how men and women are represented across the organisation. 78% percent of colleagues in the lower quartile and 64% of colleagues in the top pay quartile are female, increasing by 2% and 3% since last year. This is an encouraging shift at a time when the overall percentage of women in the organisation has increased by 2% from the previous year.

*Lower quartile 78% women and 22% men*

*Lower middle quartile 75% women and 25% men*



*Middle quartile 74% women and 26% men*

*Upper quartile 64% women and 36% men*

Women are well represented throughout all the quartiles and there has been an increase in the percentage of women represented in the upper quartile during the reporting period, rising from 61% in 2022 to 64% in 2023. There has also been an increase in the percentage of women in the lower quartile rising from 76% to 78% in 2023. The upper middle quartile for the year shows an increase of 1% in the number of men for the current year, whilst the lower middle quartile remains static.



## Addressing our gender pay gap

We have taken steps to improve our recruitment processes, reducing gendered language, and growing our hybrid and flexible working options where possible. We are making good progress in attracting females at a senior level. Historically, retail has always been an attractive option to females at an entry level, with the opportunity to work part time hours that fit around the traditional domestic and caring duties that fall to them. We continue to see this trend which impacts on our gender pay gap.

To encourage career progression and a move from entry level roles to supervisory and management levels, we offer a wide range of development opportunities to colleagues. We constantly review and improve on the range of courses and skills development available, which are open to all colleagues.

During the year we launched our digital recruitment system, providing career information, widening access to job boards, and streamlining the application process for all applicants. We worked with the Behaviour Insights Institution for the Centre for Ageing Better in the development of their Good Recruitment for Older Workers (GROW) model and were amongst the first businesses to sign the Pledge for recruiting older workers. The Age-friendly Employer Pledge is a nationwide programme for employers who recognise the importance and value of older workers. Employers commit to improving work for people in their 50s and 60s and taking the necessary action to help them flourish in a multigenerational workforce.

We have also enhanced our Health and Wellbeing programme, supporting colleagues in mental, financial, physical, and emotional wellbeing. Specifically, we recognise that menopause can have a negative impact on working women, and we continue to raise awareness of menopause and have increased the level of support and education we provide, including a workplace assessment and a referral to Bupa for further support.

## Other activities

During the reporting period we have introduced an Equality, Diversity, and Inclusion Advisor role with a focus on an organisation wide assessment of policies, practices, and processes to develop a more inclusive environment for our colleagues, members, and customers. We have recognised that there are specific points in a woman's life that impact on their career; women are far less likely to be promoted in the first five years of their career, more likely to be impacted by family responsibilities, and are less likely to be developed in their career over the age of 50. We are working to improve support around these points, while developing a more gender balanced approach to encourage allyship and improved understanding on the value of gender diversity at all levels.

Our colleagues participated at Lincoln Pride supporting the LGBTQ+ community. Representatives from across our family of businesses came together to demonstrate our commitment to each other, our glitter coffin being a central talking point.



As the first employer nationally to complete the Careers and Enterprise Company employer standard we are passionate about employer engagement and facilitating best practice for the support of young people. To this end we have engaged across our trading area with schools, academies, colleges, universities, and job centres to deliver careers and employability sessions. Working with Speakers for Schools we have delivered virtual sessions to schools and universities across the UK on a range of careers including pharmacy and head office roles. We have also collaborated with Jobs22 to offer work experience opportunities for people ready to return to the workplace. We have successfully completed 9 cohorts of 2-week placements, encouraging many of the participants to apply for permanent roles with us.

We continue to offer free health checks, flu vaccinations and counselling to all our colleagues. We offer menopause risk assessments and bespoke menopause occupational health appointments upon request with Bupa.



## Looking ahead

In spring 2024, we launch our new HR payroll platform, which will provide in the moment data relating to our colleagues. This will help clearly identify data in relation to sex, age, ethnicity, and other characteristics. This launch will be part of a much bigger programme of cultural change that will take our business forward in 2024 and onwards.

We want to set and drive forward an inclusive agenda, building an environment with equitable access to opportunities and lead an inclusive talent strategy. Embedding inclusive practice into all trading areas and operations, including supplier diversity. Communicating progress and holding the board, executive team, and internal stakeholders accountable. Identifying gaps in our data and spearheading initiatives to improve inclusivity both internally and externally.

We plan to deliver an improved annual performance and appraisal process to set out clear and achievable goals that help everyone to

develop in their chosen career. Encouraging managers to develop everyone in their team for equality of access and opportunity.

We will explore ways to understand and support intersectional identities and experiences as we seek to enable every member of our diverse community of women to thrive. Changing the narrative and language that we use to help reduce unthinking biases and microaggressions in the workplace by aiming for inclusive language in the workplace.

We are working collaboratively with local academies and universities to deliver and launch T level courses in management and administration, to ensure local talent is developed, made work-ready and retained locally in meaningful and rewarding roles.

We have an exciting time ahead of us as we embark on a period of cultural change. Along the way there will be many opportunities to grow and develop our colleagues which we hope will lead to an increase in the diversity of our colleagues.

