



your  
**COOP**

Our

# Gender & Ethnicity

Pay Gap Report 2022

# Our Gender and Ethnicity Pay Gap Report 2022

All private and public organisations in the UK with more than 250 colleagues are required to report on their "Gender Pay Gap". There is currently no mandatory requirement to publish our "Ethnicity Pay Gap" but being open and transparent about equality, diversity and inclusion really does matter to us.

We have produced this short report, which shows the differences in average pay between men and women working for the Society and the differences in pay between the different Ethnic categories as advised by the Office for National Statistics.

We take our responsibility seriously towards our non-binary and gender-fluid colleagues. Although Gender Pay Gap regulations mean we have to identify our colleagues as men and women, we actively support our colleagues of all gender identities through our inclusion strategy.

The figures have been calculated using Society data as at 5th April 2022.

"As a Co-operative, creating a better, fairer world is part of our purpose."

We have four core values that underpin this and guide the way we work – Democracy, Openness, Equality and Social Responsibility. Equality ensures we commit to being a diverse and inclusive employer.

We will continue to use this report to help assess the gender and ethnicity equality within our organisation and have outlined within it how we plan to reinforce our supportive culture through further action.



  
**Helen Wiseman**  
President



# Gender Pay Gap Report 2022

# Society gender split as at 5 April 2022



## Mean and Median

The mean is the total of the numbers divided by how many numbers there are. The median is the middle value of a set of numbers.

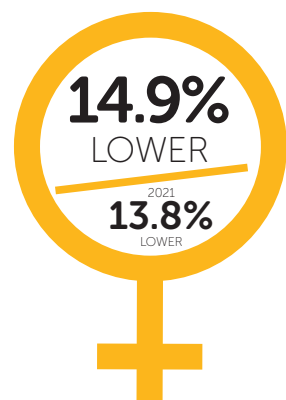
## Gender Pay Gap

### Mean Gender Pay

The mean average female pay is 14.9% lower than the mean average male pay.

### Median Gender Pay

The median average female pay is 1.9% lower than the median average male pay.



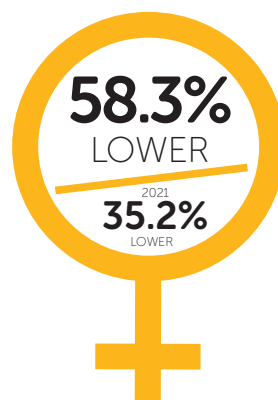
## Bonus Gender Pay Gap

### Mean Bonus Pay

The mean average female bonus pay is 58.3% lower than the mean average male bonus pay.

### Median Bonus Pay

The median average female bonus pay is 0% lower than the median average male bonus pay.

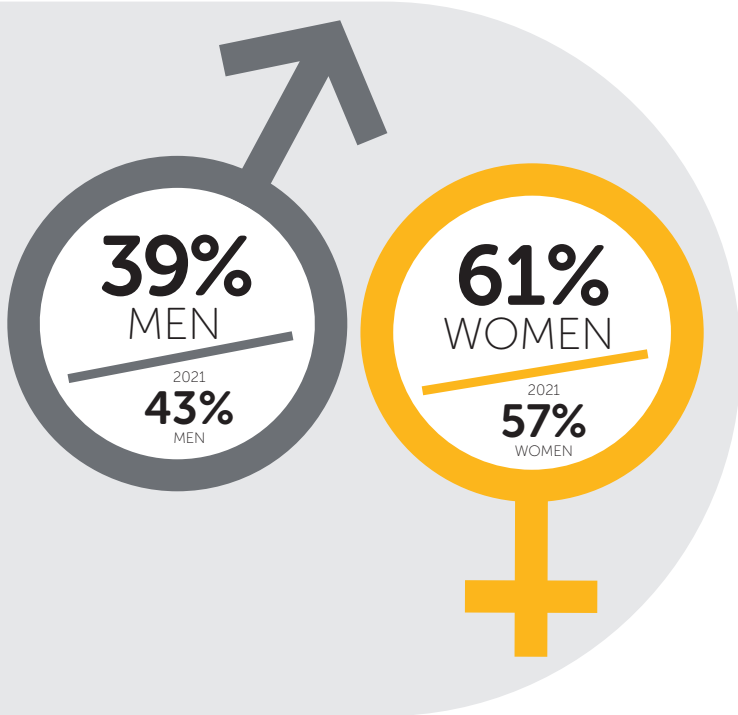


73% of male colleagues and 78% of female colleagues received a bonus. (This includes their colleague dividend)

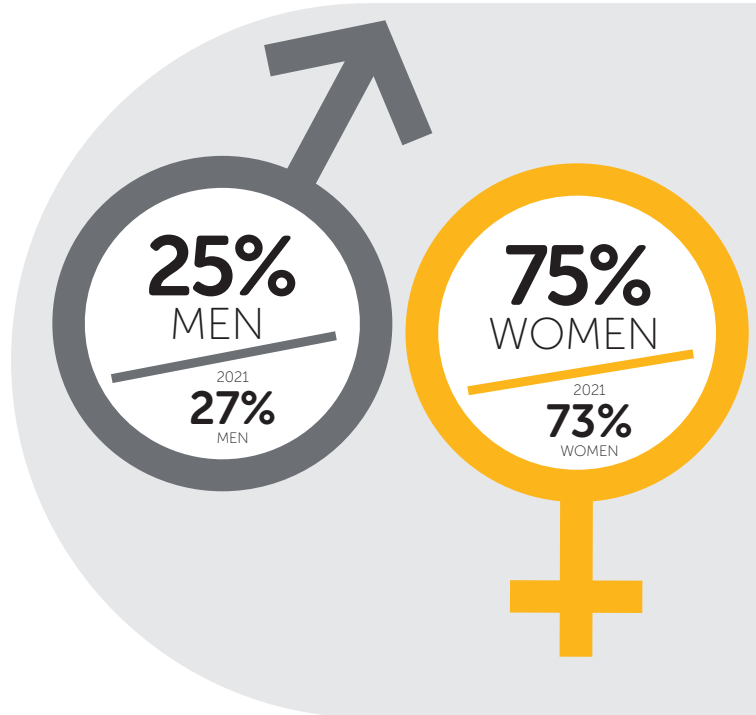
# Pay Quartiles

To take a closer look at the gender pay gap we have divided our workforce into four equal parts based on their pay. These four parts are known as quartiles.

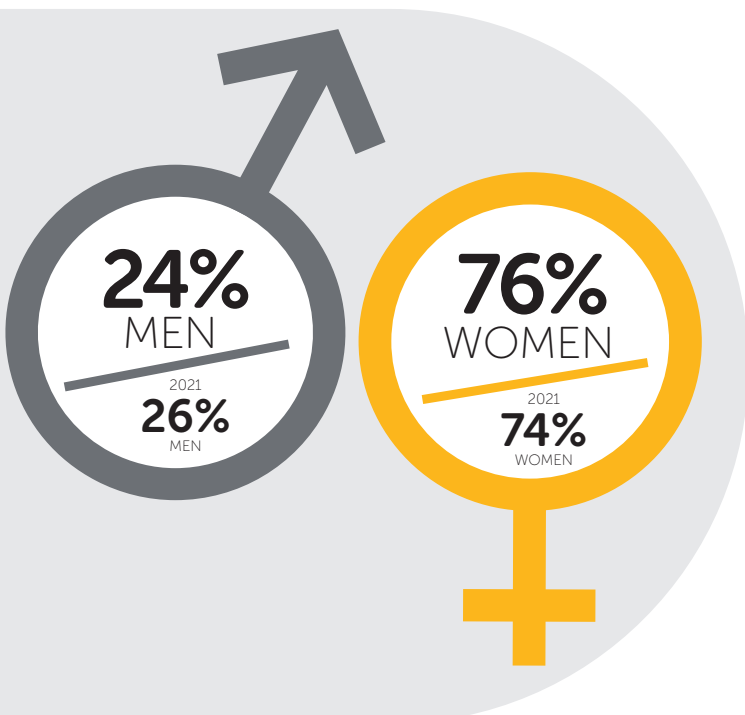
### Top Quartile



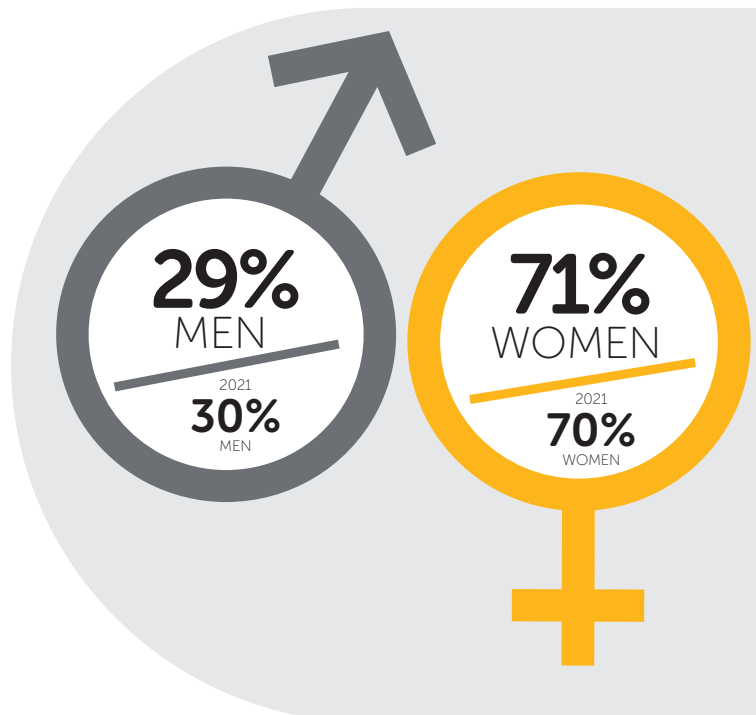
### Upper Middle Quartile



### Lower Middle Quartile



### Lower Quartile





# Ethnicity Pay Gap Report 2022

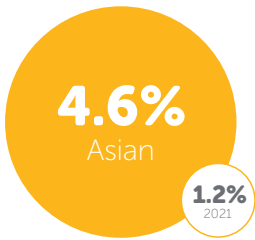
# Ethnicity Pay Gap

## Mean Ethnicity Pay

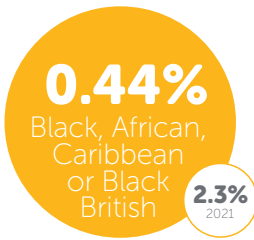
[% of white colleagues that are paid more than ethnically diverse]

**4.3%**

3.1%  
2021



1.2%  
2021



2.3%  
2021



7.4%  
2021



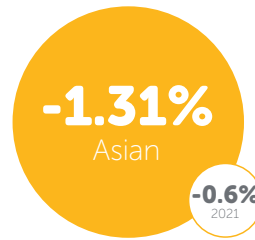
12.4%  
2021

## Median Ethnicity Pay

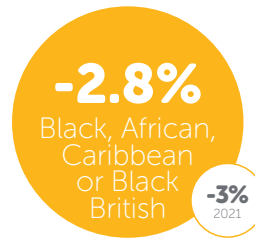
[% of white colleagues that are paid more than ethnically diverse]

**-1.31%**

-0.8%  
2021



-0.6%  
2021



-3%  
2021

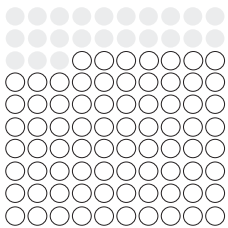


-1.1%  
2021

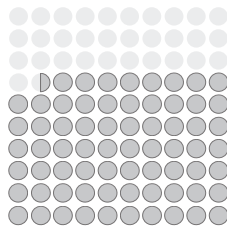


0.2%  
2021

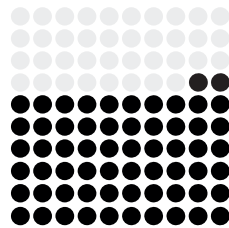
## Colleagues receiving a bonus



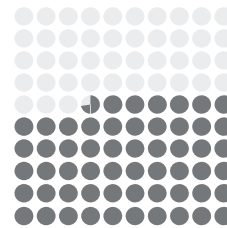
White  
77%



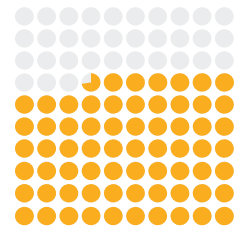
Asian  
68.5%



Black, African, Caribbean or Black British  
62%



Multiple or Mixed Ethnic Group  
56.7%



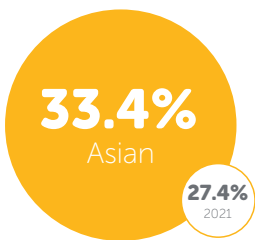
Other Ethnic Group  
66.7%

## Mean Bonus Ethnicity Pay Gap

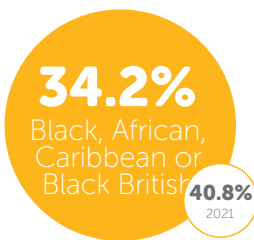
[% of white colleagues that are paid more than ethnically diverse]

**34.1%**

17.2%  
2021



27.4%  
2021



40.8%  
2021



34.9%  
2021



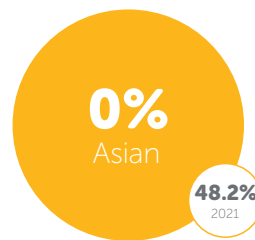
61.2%  
2021

## Median Bonus Ethnicity Pay Gap

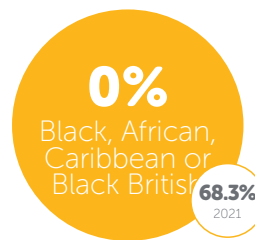
[% of white colleagues that are paid more than ethnically diverse]

**0%**

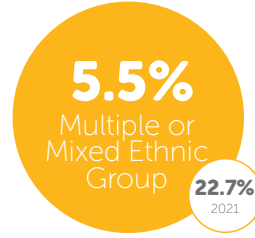
24.3%  
2021



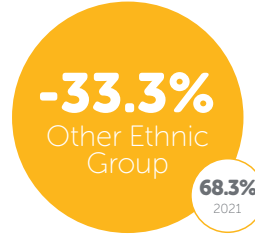
48.2%  
2021



68.3%  
2021



22.7%  
2021

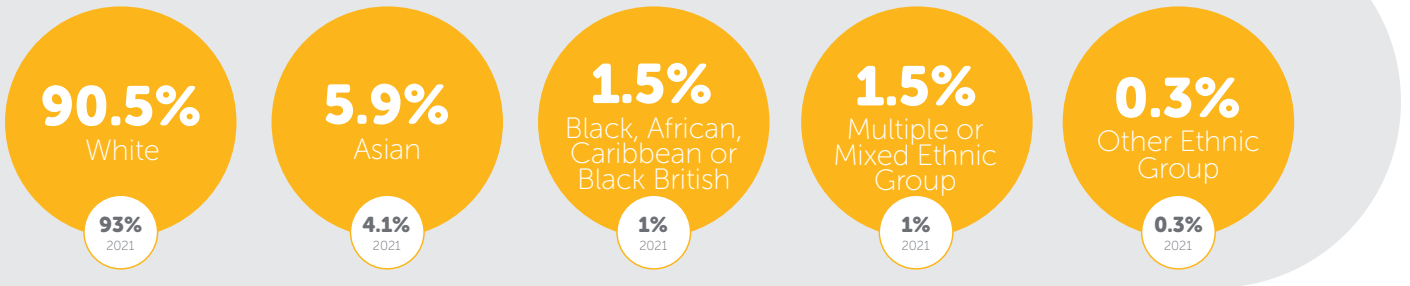


68.3%  
2021

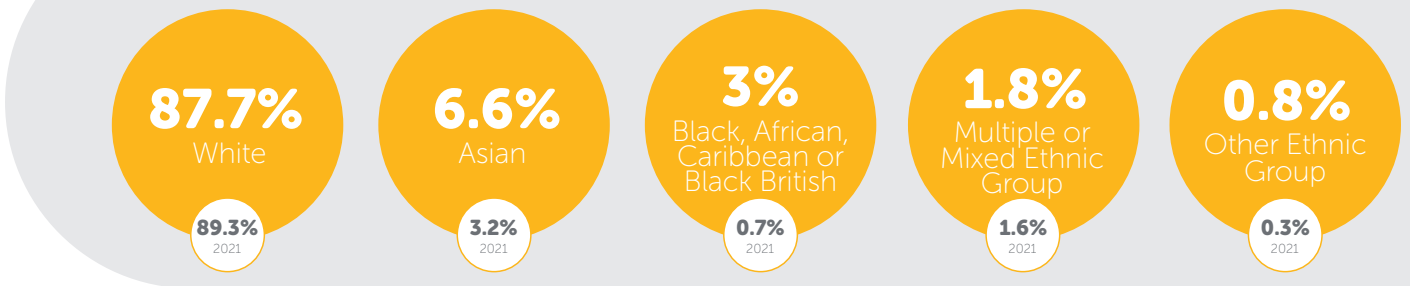
# Pay Quartiles

(Proportion of colleagues in each pay quartile.)

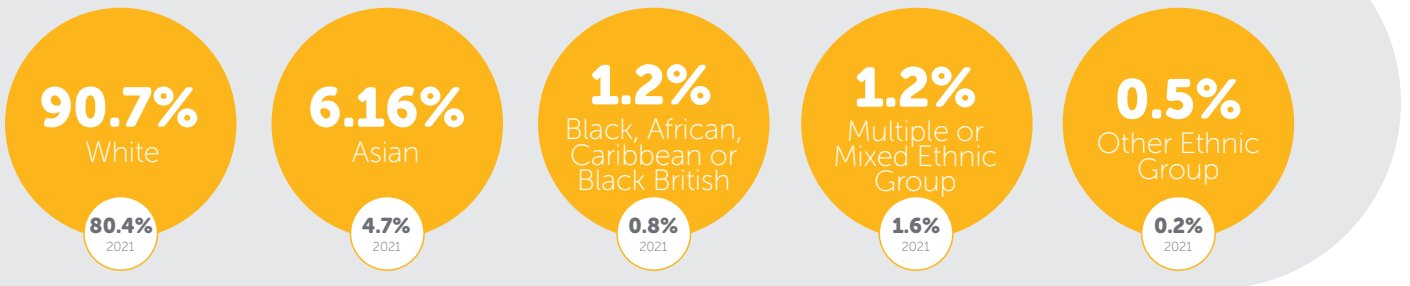
## Top Quartile



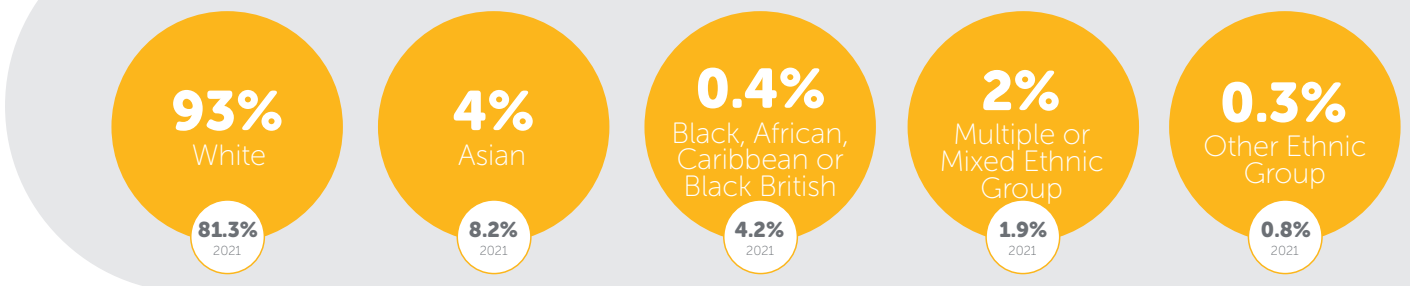
## Upper Middle Quartile



## Lower Middle Quartile



## Lower Quartile



It is not mandatory for colleagues to declare their ethnicity in the way it is for gender, so this means we might not have the full picture. We encourage colleagues to feel safe and comfortable to share their data with us and we currently have 94.7% of active colleagues declaring their ethnicity.





What we have  
done and what  
we plan to do

# What we have done and what we plan to do

One of our Co-operative DOES values is "Equality". We are committed building a diverse, inclusive and supportive working environment that encourages the development, progression and retention of our colleagues.



Our colleagues, members, customers and stakeholders will receive the same treatment regardless of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, ethnic or national origin, religion or belief, sex or sexual orientation.

Outlined below are some of the actions we have already taken and that we plan to do this year.

## Our Ways of working



### What we have done

We have launched our Ethnic Minority working group (EmbRACE) whose mission is to 'Promote a greater understanding of different ethnicities and cultures through awareness and education. That will empower our colleagues, members, customers and stakeholders to develop and support an inclusive environment which we can all be proud of.' The group have implemented a reverse mentoring programme to give our leaders an insight into the experiences and challenges faced by our colleagues, enabling our leaders to reflect on their own leadership to ensure they are being inclusive within the way that they lead and work with others.

As part of our Women in Retail programme we have delivered two career roadshows, which have since created a number of job shares. These job shares have enabled colleagues with caring responsibilities to continue with their career paths whilst working hours to suit those responsibilities. We now advertise flexible working arrangements for all our Store Manager positions and when recruiting for those positions have a gender balanced interview panel.

### What we are going to do

We will continue with our Retail career roadshows and this year will see the first external session. We are also in the process of creating a talent pool with the vision of having an additional manager in each district that will be fully trained and supported through their career progression in readiness for the next suitable vacancy.

In partnership with Business in the Community we will be trialling a Schools and community programme. This programme will support with our vision to be representative of the communities we serve and enable us to attract and employ a more diverse workforce across the Society.

We will be rolling out the use of pronouns, by including pronouns in email signatures and on name badges Midcounties will bring awareness and demonstrate inclusivity internally and externally and show consideration and respect that pronouns are an important part of gender identity.

## Recruitment



### What we have done

The recruitment team have been trained in unconscious bias and we have introduced name blinding of candidate's applications across all of our businesses, which has strengthened our position to combat unconscious bias in our selection process.

We have developed talent pipelines for our largest two trading groups, Childcare and Food Retail, where we have started to build relationships with community partners, local schools and colleges and job centres to support under-represented and disadvantaged candidates to gain work experience and access to our application and selection process.

We have delivered two campaigns across our two largest trading groups, to encourage more males into Childcare to address the balance of females to males in the lower quartile of earnings. As well as inspiring more women to pursue a senior leader role within retail, to balance the female to male ratio at a senior level.

### What we are going to do

We are continuing to drive the Men in Childcare and Women in Retail campaigns, building them into our day-to-day attraction and selection approach.

We have engaged with BITC to review our attraction and selection material, to ensure our language, attraction and methods are diverse and inclusive to support us to engage and recruit a diverse workforce.

## Benchmarking and Pay



### What we have done

We are continuing to drive the Men in Childcare and Women in Retail campaigns, building them into our day-to-day attraction and selection approach.

We have engaged with BITC to review our attraction and selection material, to ensure our language, attraction and methods are diverse and inclusive to support us to engage and recruit a diverse workforce.

### What we are going to do

We continue to develop the reward proposition aimed at delivering a range of new and different benefits for all our colleagues and will be tailored to our many demographics. We are committed to continuing to increase the differential between our lowest pay rates and the National Minimum Wage.

## Colleague Development



### What we have done

We continue to invest in colleague learning and development at all levels. We have introduced 'skills scans' aligned to apprenticeship standards to understand key development needs and to ensure relevant and accessible solutions are provided, either through skills and knowledge training events or via our LEAP apprenticeship programmes, ranging from intermediate (level 2) and advanced (level 3) to degree (levels 5-7).

Our Career Framework Roadmap demonstrates these development opportunities, ensuring potential career paths are visible within and across our Trading Groups.

We continue to consistently and objectively identify colleagues with the potential to progress by embedding our new approach to assessing talent, with colleagues and their line managers having regular career and development check ins and creating personalised development plans to support colleagues with their career ambitions.

### What we are going to do

Continue to develop our personalised and targeted approach to facilitate opportunities across the Society to stretch and develop our colleagues with high potential, such as secondments and project work.

We will openly promote and invite colleagues to join our LEAP (Learning, Earning, Achieving, Progressing) training programmes, introducing assessment centre as part of our selection process and ensure all applicants receive developmental feedback to support their personal development plans.

We will continually review our methodology to ensure it is inclusive and accessible for all colleagues.

your  
COOP

The Midcounties Co-operative