



Gender Pay Gap Report 2021



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Central England Co-operative is one of the largest independent retailers in the UK, with over 400 trading outlets and a family of 7,800 colleagues operating across a diverse range of businesses; including Retail, Distribution and Funeral.

The world of work has undergone rapid and significant change over the last 18 months. The Society's newly launched purpose of creating a sustainable Society for all provides a renewed focus on creating greater equality within the Society. We recognise the importance and benefits of a diverse workforce and will continue to take action to further embed this across our Society.

As a co-operative we are committed to putting the co-operative values and principles into practice in everything we do, including our approach to colleague pay.



Jane Avery President

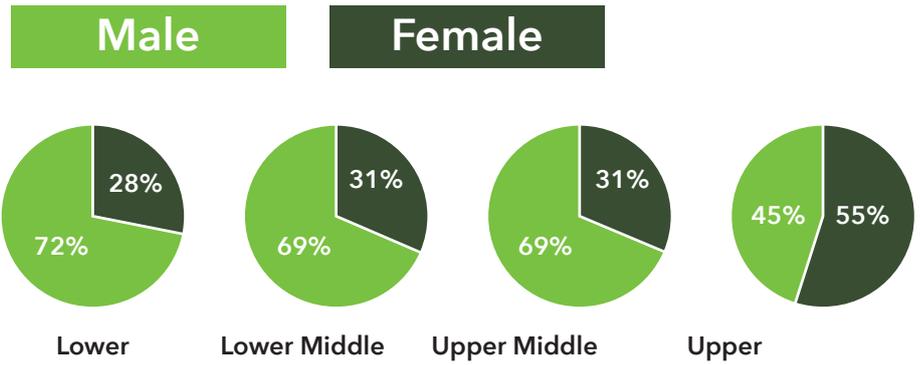
A handwritten signature in black ink that reads "Jane Avery".



Our Gender Pay Gap Results for 2021

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.



Gender Pay Gap

Mean

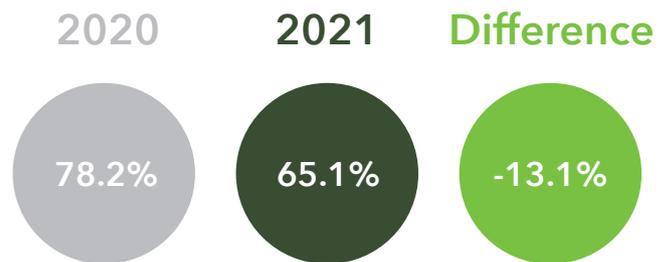


Median



Bonus Pay Gap

Mean



Median



Bonus Participation

% of females receiving a bonus



% of males receiving a bonus



Progress this year and focus for 2022

In 2021, we appointed an **Exec Sponsor** for our Diversity and Inclusion strategy and set up an **Inclusion Working Group** with colleague representatives from across the business to help us shape our action plan.

We are delighted to have formed a partnership with **Diversity in Retail for 2022**, a thought leader and collaborative partner in the area of Diversity and Induction, to enable us to learn from others and to continue to build on our action plan.

We've also built our People Strategy with inclusion at the heart of our agenda. Our strategy launches in 2022 and focuses on 3 key areas:

Get

Attracting the best talent to our Society

Grow

We are a place where our talent thrives

Keep

We are a great place to work for everyone

Let us share more about our progress and key areas of focus:

Get

Attracting the best Talent to our Society

We've designed a **new careers website** and recruitment system which launched in December 2021 to underpin the Society's purpose 'Creating a Sustainable Society for all.' We can now track the diversity of all our talent pipelines through the new system.

Recruitment and promotion data from our new recruitment system will be measured to assess our talent pipelines and highlight opportunities, along with applications to join development programmes and apprenticeships.

Gender balanced interviews remain an integral part of selection processes for all Business Support Centre and certain trading roles. Our commitment to ensuring our recruitment adverts are gender neutral continues. In 2022, we're rolling out training for all our hiring managers on unconscious bias to help our leaders with selection decisions.

A key focus for 2022 will be the creation of our **Early Careers strategy** to ensure we attract, recruit, and retain a diverse talent pool to ensure our colleague base reflects the communities we serve.



Grow

We are a place where our Talent thrives

'Let's Talk', our **new approach to performance and talent management** was launched in January 2021. Inclusivity is at the heart of its design and launch. The new processes have been created to eliminate any bias in the assessment of talent and potential. An inclusive approach to managing talent and performance also ensures that we promote development opportunities and programmes to all colleagues and enables the Society to work towards more diverse representation across our leadership teams.

We've focused on learning and education. Our **Women's Voices Events** are an important part of our agenda to engage and develop our colleagues and members as part of our focus on inclusion. We've also implemented '**Introduction to Inclusion**', a mandatory, online learning module for all colleagues.

We're building on this in 2022, with the launch of a new **Learning Management System (LMS) and Learning App** to transform our colleague development experience. We're excited that this will mean that our inclusion module will be part of our induction for every new colleague and our development options will be more flexible, accessible and inclusive for all our colleagues.

Keep

A great place to work for everyone

We undertook a benchmarking review of our family friendly policies and launched a suite of new, modernised policies, including an **enhanced maternity, paternity and adoption leave** offering, to ensure that female colleagues feel supported throughout their career with us.

Culture is really important to us and we want everyone to feel welcome and valued. In 2022, we will be focusing on building our cultural framework for the Society with inclusivity at the heart of everything we do.

We're launching our '**Colleague Voice**' Forum in each area of our business so that we can keep the focus on our culture, our Bee Heard Survey action planning and removing any barriers that exist for our team.

