

GENDER PAY GAP REPORT

2021 edition

By Don Morris, CEO

An overview

This is our annual gender pay gap report for the snapshot date of 5th April 2021. The report details the difference between the average earnings of men and women, expressed relative to men's earnings.

Where a gender pay gap is reported, it does not mean women are paid less than men for doing the same job, it does show that, on average men occupy higher-paying roles than women.

The six measures used to produce this report are:

- **Median gender pay gap;** the difference between the middle point of hourly rate of pay of male and female full pay relevant employees
- **Mean gender pay gap;** the difference between the average rate of pay of male and female full pay relevant employees
- **Median bonus gap;** the difference between the middle point of bonus pay, paid to male relevant employees versus that paid to female relevant employees
- **Mean bonus gap;** the difference between the average bonus pay gap paid to male relevant employees versus that paid to female relevant employees
- **Bonus proportions;** the proportion of male and female relevant employees who were paid a bonus during the relevant period
- **Quartile pay bands;** the proportions of male and female full-pay relevant employees in the four equal groups, lower, lower-middle, upper-middle, and upper pay bands.

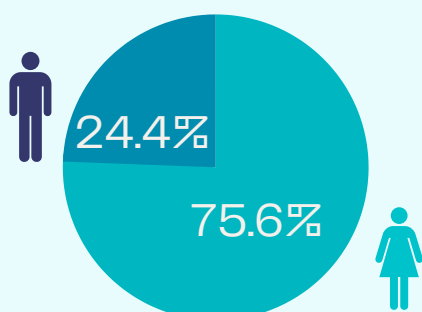


Pay quartiles by gender

The charts below show our workforce divided into four equal-sized groups based on hourly pay rate.

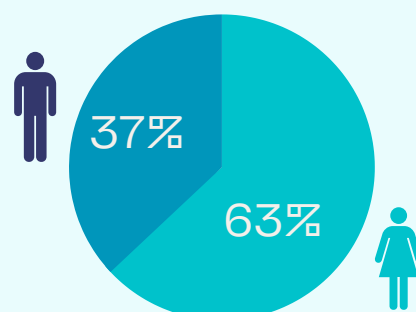
BAND 1

All employees whose standard hourly rate is within the lower quartile, mostly Customer Service Roles



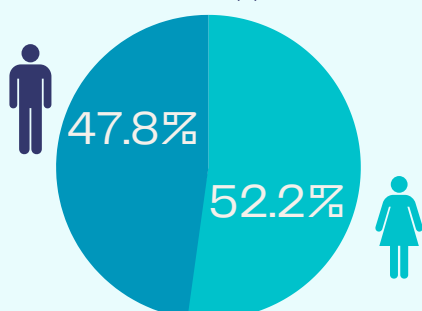
BAND 2

All employees whose standard hourly rate is more than the lower quartile but the same or less than the median.



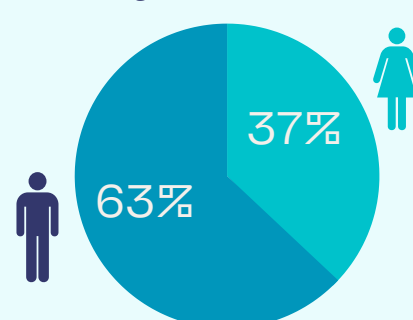
BAND 3

All employees whose standard hourly rate is more than the median but the same or less than the upper quartile. Roles include administration & support



BAND 4

All employees whose standard hourly rate is within the upper quartile, includes management & Senior / Executive management roles



Band one includes the lowest-paid 25% of employees (the lower quartile) and band four covers the highest-paid 25% (the upper quartile).

The most senior roles within the Society are in Band 4, the upper quartile. Across the UK economy, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations).

This data shows a higher female gender split in Band 1, 2 and 3. Band 4 the highest earners, has seen an increase in the female split by 1.8% from the last report.

Our data at a glance:

MEDIAN GENDER PAY GAP



MEAN GENDER PAY GAP



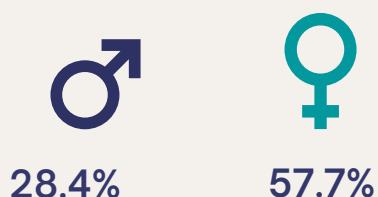
MEDIAN GENDER BONUS GAP



MEAN GENDER BONUS GAP



PROPORTION OF MALE & FEMALE COLLEAGUES RECEIVING A BONUS



From the snapshot data of the 5 April 2021 the total number of the workforce was apportioned as 144 males to 286 females.

As females hold the majority of the positions in bands 1-3 this has resulted in a median gender pay gap difference of 6.7 %.

The mean gender pay gap, which is the average pay gap between males and females has increased slightly from 2020 at 21% to 21.3%.

For every £1 earned by males females earn on average 78.7pence.

As a medium sized business any change does impact the data output. This is exemplified by a decision to streamline the Senior Management team as part of an organisational design change which has increased the gender pay gap by 0.3%.

The top two highest paid positions, CEO and Head of Retail Operations, are held by males. When this pay is excluded the mean gender pay gap falls to around 12.1% with the median at just 0.2%. This evidences the impact on the gender pay gap report within the context of a medium sized business.

The Society awarded a bonus to all colleagues who were in permanent employment in April 2021 in recognition of their hard work and commitment throughout the Covid-19 pandemic. The Society does not have a bonus structure and this was a one off payment.

More females received a bonus than males as a percentage, the bonus payment was based on a percentage of salary which is reflected in the increased bonus gap from 2020.

How does our gender pay gap compare with that of others?

The data below shows the mean gender pay gap for the whole economy (according to the November 2021 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures).

Our Society is higher compared to the overall economy however as 64.8% of the top quartile is male this is what has significantly impacted on the mean gender pay gap. The median gender pay gap of 6.7% is a positive comparison and significantly lower than the whole economy and the retail sector.

	Our Society	2021 ONS ASHE <i>whole economy</i>	2021 ONS ASHE <i>retail trade, except motor vehicles & motorcycles</i>
Mean gender pay gap	21.3%	14.9%	11.8%
Median gender pay gap	6.7%	15.4%	7.5%

Why do we have a gender pay gap?

Legally, men and women must receive equal pay for:

- the same or broadly similar work
- work rated as equivalent under a job evaluation scheme; or
- work of equal value

The Society is committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or anything else listed above).

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

“**A gender-equal society would be one where gender does not exist.**

Gloria Steinem, writer, lecturer, political activist

Closing the gender pay gap

The Society remains committed to doing everything we can to reduce the gap which centres around the following areas of action.



Pay transparency & understanding

Continue with our internal progression plan to monitor the gender split and ensure a fair and equitable process.

Pay reviews are conducted annually and we have transparent conversations around how pay is calculated.

In addition to this, colleagues who work in the support areas of the Society shall continue to have their pay benchmarked against external comparable businesses whether that is other co-operatives or those in the geographical area.



Policies & Processes

We continue to keep recruitment under review to ensure that the personal information around a shortlisted candidate remains excluded from the process where possible to reduce unconscious bias.

We have an Equal Opportunities policy & procedure which underpins our Dignity at Work policy and our recruitment processes.

We continue to analyse exit information to extract learnings that may indicate any gender based decisions to leave the Society.



Other initiatives

We have guidelines for managers on supporting colleagues, before, during and after maternity and paternity. We are introducing part-time Supervisor positions to support females back into the workforce and progress their career in retail.

We will explore linking up with education establishments to explain career opportunities within the retail sector and to help dispel any myths and stereotypes.

A long-term commitment

There are no quick and easy fixes when it comes to closing the pay gap. With many societal reasons why more men than women tend to occupy the highest paid roles closing the gender pay gap requires a meaningful shift in cultural norms more widely.

As COVID-19 has impacted health, wellbeing and education across families and communities, we've seen how the challenge of caring for others while fulfilling a job still falls predominantly to women. Achieving and sustaining greater balance in the distribution of women and men across our organisations will take time.

The Society Head office is located in Radstock, with a high proportion of retail stores situated in a 5 mile radius of this area. The town has a history steeped in coal mining and has become a commuter town with most people travelling to work in Bath or Bristol. We see a split in the educational attainments of students in the area into two extreme categories; 23.4% leaving education with no qualifications and 20.4% achieving level 4 and above. These external factors remain a challenge to our business to encourage females into the retail profession.

By themselves, none of the initiatives we are taking will remove the gender pay gap - and it may be several years before some have any impact at all.

In the meantime, we shall continue to work hard to endeavour to erode the differential and every year we shall continue to update you with the positive steps we have taken and share the progress that we are making.



A handwritten signature in blue ink that reads "Don Morris". The signature is fluid and cursive.

DON MORRIS
CEO