Diversity & Inclusion report
2020

co-op

It's what we do

Executive summary

1.

Representation of diverse identities is on the rise in leadership roles, though further opportunities exist.

- One in two colleagues at the Co-op are women, reflecting a largely gender representative workforce. Yet, at a leadership level women colleagues remain under-represented compared to the wider population. This is observed in all business areas apart from CPSO. The gap in representation also further widens between A-D leaders (16pts) and A-C leaders (20pts).

- However, there are encouraging signs of change, with the proportions of women in leadership positions increasing between 2019 and 2020 by 3pts across A-D leaders, with a rise observed in all business areas apart from CPSO (where they are already slightly over-represented).

- A similar trend is starting to emerge for Black, Asian, Minority Ethnic colleagues. While the representative proportion of White colleagues is higher than the UK Census 2011 results (+2.4pts), the proportion of Black, Asian, Minority Ethnic colleagues is below the norm, with Black colleagues currently the most under-represented (-1.5%).

- Although, Black, Asian, Minority Ethnic identities are currently under-represented across A-D leadership roles in all business areas apart from CMCO, and despite drops in Funeralcare and Legal & Life Planning, the proportion of Black, Asian, Minority Ethnic leaders is on the rise and has increased by 1pt overall since 2019. Incremental rises are observed across most business areas, most notably CFO (+3.5%).
What can be done to build on this forward momentum?

2.

Leaders from certain diverse identities have a different experience working at the Co-op.

- Black, Asian, Minority Ethnic colleagues tend to be more engaged and positive across a range of metrics. Black, Asian, Minority Ethnic A-D leaders however, are less likely to feel involved, able to give their opinion or make mistakes, compared to their White colleagues.

- This stark contrast to the broader colleague base could suggest that there are pockets of negative experiences for Black, Asian, Minority Ethnic colleagues specifically in A-D leadership roles.

- Women at most organisations respond more positively, and this trend holds up at the Co-op. However, while men become more likely to recommend their manager as they become more senior, the reverse is true for women at the Co-op.

- Women in A-D and A-C leadership roles are more likely to say they want a little or a lot more support from their manager across a range of themes in comparison to their male counterparts.

- Interestingly, the reverse of this trend is observed for other minorities e.g. LGBT+ A-D leaders, who are generally more positive than non-LGBT+ leaders in contrast to the experiences in the general colleague base.

3.

Bullying, harassment and discrimination (BHD) experience is more likely to occur for LGBT+ identities.

- Where BHD occurs at the Co-op, most incidents are perpetrated by customers, with bullying and harassment more prevalent than discrimination.

- Overall, LGBT+ colleagues are less positive than their straight peers across most aspects of working at the Co-op. In particular, they are significantly more likely to have experienced BHD or incidents which make them feel more unsafe than their non-LGBT+ colleagues.

- Non-binary and Transgender colleagues are the most likely to have personally experienced some form of BHD in the last 12 months. This equates to more than one third of non-binary colleagues experiencing BHD as well as over a quarter of Transgender colleagues.

- The views of Transgender and non-binary colleagues who have not experienced BHD are similar to those of their non-LGBT+ colleagues, suggesting that these incidents have a strong effect on their general experience.

- Sentiment towards their manager also improves significantly for the non-BHD group, suggesting that good management plays a strong role in reducing incidences of BHD and/or dealing with related issues.

- Compared to other demographics and identities, colleagues are also least likely to disclose their sexual orientation, what more can be done to support these identities?

Other notable identity insight

Disability

- Disabled colleagues score more negatively than non-disabled colleagues on all aspects of working at the Co-op. This is most notable in disabled colleagues' experience of BHD, or incidents at work which make them feel unsafe.

- Disabled colleagues are under-represented in A-D and A-C leadership populations and the scores for disabled colleagues also indicate an experience where disabled colleagues feel less able to speak up and give their opinion, and notably fewer colleagues feel involved and prepared for changes.

- While disabled colleagues say that support for colleague wellbeing is their highest priority and the most important aspect of working at the Co-op, only a quarter noted it as something the Co-op does well.

Age

- There are significant differences in the experience of colleagues depending on their age.

- In general, colleagues aged 65 or over are more positive than their younger colleagues. They are more engaged, more aware of the resources available to them, and are more likely to be empowered to manage their own wellbeing. Working as a team is important to them, along with the difference the Co-op is making to members and communities.

- For colleagues under 35, there are no areas where they score significantly higher than their older colleagues and their pressing concern when compared to their older colleagues is having opportunities to learn and develop.

Our demographic makeup

Breakdown of populations across the Co-op

- The proportions of colleagues from diverse and non-diverse populations are shown, along with their engagement score.
- One in two colleagues at the Co-op are women, reflecting a largely gender representative workforce. Women at most organisations respond more positively, and this trend holds up at the Co-op, where engagement remains strong at 81%.
- Transgender colleagues' engagement scores have dropped by 14pts, but the large difference in the number of responses between the two years suggests the data may not be comparable.

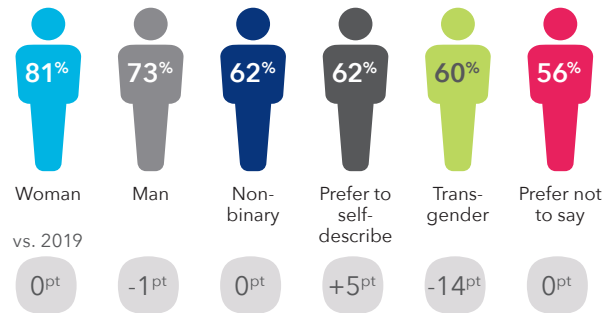Total responses to these demographic questions
52,492
out of a potential **52,801** who responded to the survey

Gender
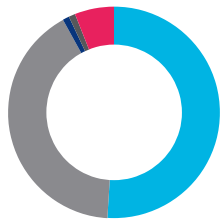
Proportion	vs. 2019		Responses
52%	+1pt	Woman	27,521
41%	-1pt	Man	21,561
<1%	0pt	Non-binary	162
<1%	0pt	Prefer to self-describe	154
<1%	-1pt	Transgender*	112
6%	0pt	Prefer not to say	2,982

Engagement

Woman	Man	Non-binary	Prefer to self-describe	Trans-gender	Prefer not to say
81%	73%	62%	62%	60%	56%

vs. 2019

0pt	-1pt	0pt	+5pt	-14pt	0pt

Sexual orientation

Proportion	vs. 2019		Responses
81%	-1pt	Heterosexual	42,271
4%	+1pt	Bisexual	2,004
3%	0pt	Gay / lesbian	1,419
1%	0pt	Prefer to self-describe	426
12%	0pt	Prefer not to say	6,372

Engagement

Hetero-sexual	Bisexual	Gay / lesbian	Prefer to self-describe	Prefer not to say
78%	75%	77%	66%	67%

vs. 2019

0pt	-2pt	-2pt	0pt	0pt
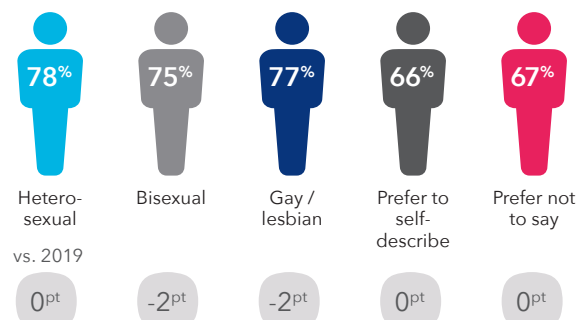
Caring responsibility
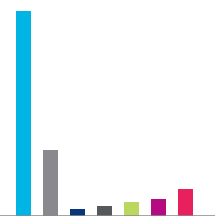
Proportion	vs. 2019		Responses
62%	0pt	None	32,440
		Primary carer of…	
20%	+1pt	a child / children (under 18)	10,316
2%	0pt	child or children under 18 with long-term ill health or a disability	818
3%	0pt	an adult or adults with conditions related to old age	1,714
4%	0pt	an adult with long-term ill health or a disability	2,000
5%	0pt	Secondary carer	2,560
8%	-1pt	Prefer not to say	4,402

Engagement

vs. 2019

None	a child / children (under 18)	child or children under 18 with long-term ill health or a disability	an adult or adults with conditions related to old age
77% -1pt	79% 0pt	76% 0pt	77% +1pt

an adult with long-term ill health or a disability	Secondary carer	Prefer not to say
74% 0pt	75% 0pt	63% 0pt
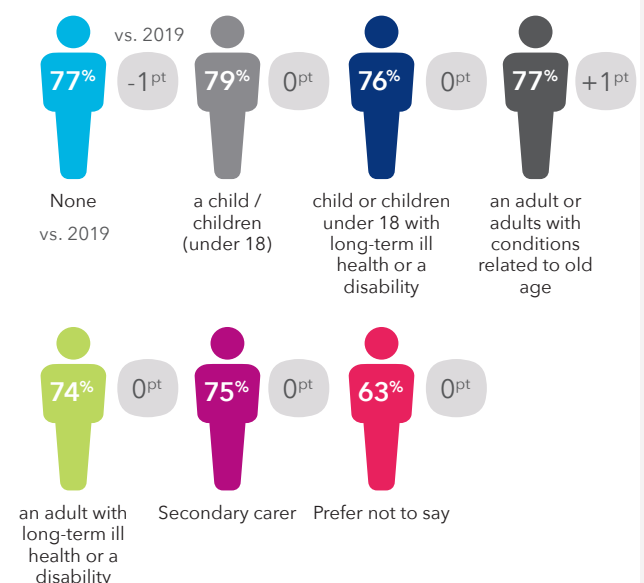
*451 colleagues identified as transgender in 2019, significantly higher than in 2020. This suggests the results may not be directly comparable for this group.
NB: proportions may not add up to 100% due to rounding methods used.

- There has been very little change in the demographic makeup of colleagues across the Co-op in the last year, with the most notable difference being that the proportion of colleagues who say they have no religion has increased by 5pts since 2019.
- Engagement has also stayed broadly stable among the groups, except for Jewish colleagues, whose engagement has decreased by 7pts to 65%. Engagement among Muslim colleagues has also declined (down 4pts to 81%).

Total responses to these demographic questions

52,492

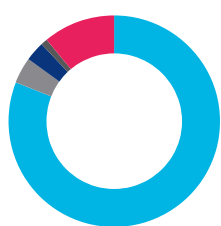out of a potential **52,801** who responded to the survey

Disability
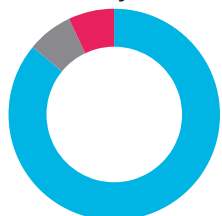
Proportion	vs. 2019		Responses
87%	-1pt	Non-disabled	45,432
7%	+1pt	Disabled	3,552
7%	+1pt	Prefer not to say	3,508

Engagement

Non-disabled	Disabled	Prefer not to say
78%	70%	64%

vs. 2019

0pt	0pt	+3pt

Faith

Proportion	vs. 2019		Responses
52%	+5pt	None	27,526
31%	-3pt	Christian	16,043
3%	0pt	Muslim	1,606
3%	0pt	Hindu	1,505
1%	0pt	Buddhist	332
<1%	0pt	Jewish	81
<1%	0pt	Sikh	226
2%	-1pt	Other	842
8%	0pt	Prefer not to say	4,331

Engagement

None	Christian	Muslim	Hindu	Buddhist
75%	80%	81%	88%	77%

vs. 2019

0pt	+1pt	-4pt	-1pt	0pt

Jewish	Sikh	Other	Prefer not to say
65%	81%	70%	66%

-7pt	-3pt	+1pt	0pt
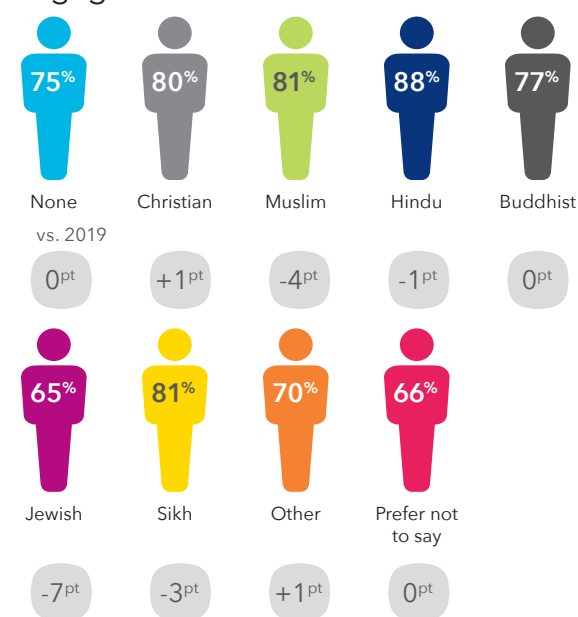
Age
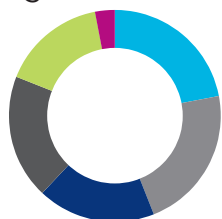
Proportion	vs. 2019		Responses
22%	+2pt	24 or under	11,389
22%	-1pt	25 to 34	11,631
18%	0pt	35 to 44	9,324
19%	-1pt	45 to 54	10,011
17%	+1pt	55 to 64	8,786
3%	0pt	65 and above	1,638

Engagement

24 or under	25 to 34	35 to 44	45 to 54	55 to 64	65 and above
75%	73%	77%	78%	78%	84%

vs. 2019

-2pt	-1pt	0pt	+1pt	+1pt	+1pt
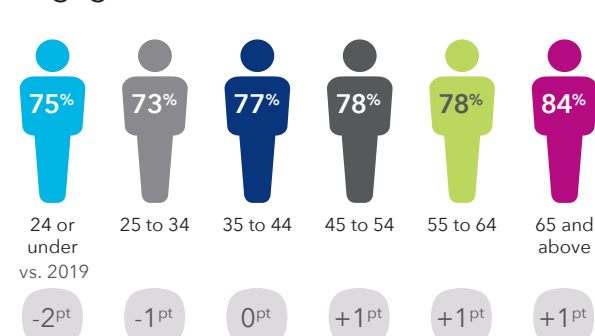
Breakdown of populations across the Co-op (cont.)

- Black, Asian, Minority Ethnic-identity colleagues tend to be more engaged and positive across a range of metrics, although score less favourably around incidents of bullying, harassment and discrimination.

Total responses to these demographic questions

52,492

out of a potential **52,801** who responded to the survey

Ethnicity

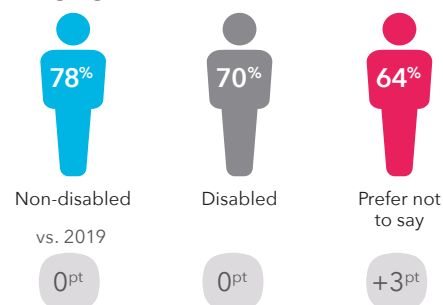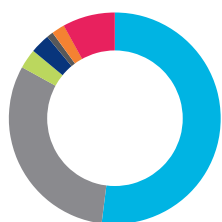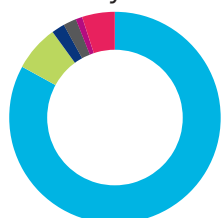| Proportion	vs. 2019		Responses
84%	-1pt	White	44,110
11%	0pt	Black, Asian, Minority Ethnic	5,766
7%	0pt	Asian	3,707
2%	0pt	Black	902
1%	0pt	Other	297
2%	+1pt	Mixed / multiple ethnic background	860
5%	0pt	Prefer not to say	2,616

Engagement

76%	82%	85%	79%
White	Black, Asian, Minority Ethnic	Asian	Black
vs. 2019			
0pt	-2pt	-2pt	-3pt

76%	77%	61%
Mixed multiple ethnic background	Other	Prefer not to say
+2pt	+1pt	0pt

Detailed ethnicity

Proportion	vs. 2019		Responses	Engagement	vs. 2019
79.5%	0.3pt	White British (English / Welsh / Scottish / NI / British)	41,735	76%	-1pt
1.0%	0.1pt	White Irish	523	80%	1pt
0.2%	-0.1pt	White Gypsy / Irish Traveller	92	56%	-9pt
3.4%	-0.7pt	White other background	1,760	71%	2pt
0.4%	0.1pt	White and Black Caribbean	214	70%	-1pt
0.4%	0.2pt	White and Black African	188	74%	-2pt
0.5%	0.3pt	White and Asian	280	80%	-1pt
0.3%	0.0pt	Any other mixed or multiple ethnic background	178	78%	5pt
2.6%	0.3pt	Asian or Asian British – Indian	1,373	87%	-1pt
1.0%	0.0pt	Asian or Asian British – Pakistani	544	82%	-3pt

Proportion	vs. 2019		Responses	Engagement	vs. 2019
1.1%	0.1pt	Asian or Asian British – Bangladeshi	589	81%	-5pt
0.2%	0.0pt	Chinese	93	74%	4pt
2.1%	0.0pt	Other Asian Background	1,108	86%	-3pt
1.1%	0.0pt	Black or Black British – African	572	81%	-4pt
0.4%	-0.1pt	Black or Black British – Caribbean	220	71%	-4pt
0.2%	0.1pt	Any other Black / African / Caribbean background	110	82%	-3pt
0.1%	0.0pt	Other ethnic groups – Arab	58	74%	5pt
0.5%	-0.7pt	Any other ethnic group	239	77%	0pt
5.0%	0.2pt	Prefer not to say	2,616	61%	0pt

- While the ethnicity of the Co-op is broadly in line with UK proportions, the representative proportion of White colleagues at the Co-op is higher than the UK Census 2011 results (+2.4pts), and the proportion of Black, Asian, Minority Ethnic colleagues is below the norm, with Black colleagues currently the most under-represented (-1.5%).

- Compared to other demographics and identities, colleagues are least likely to disclose their sexual orientation.

How does the ethnicity representation within the Co-op reflect the wider population?

Representation at the Co-op compared to UK Census 2011*

-1.5pt	Black	
-0.4pt	Other	
-0.3pt	Mixed / multiple ethnic background	
-0.1pt	Asian	
	White	2.4pt
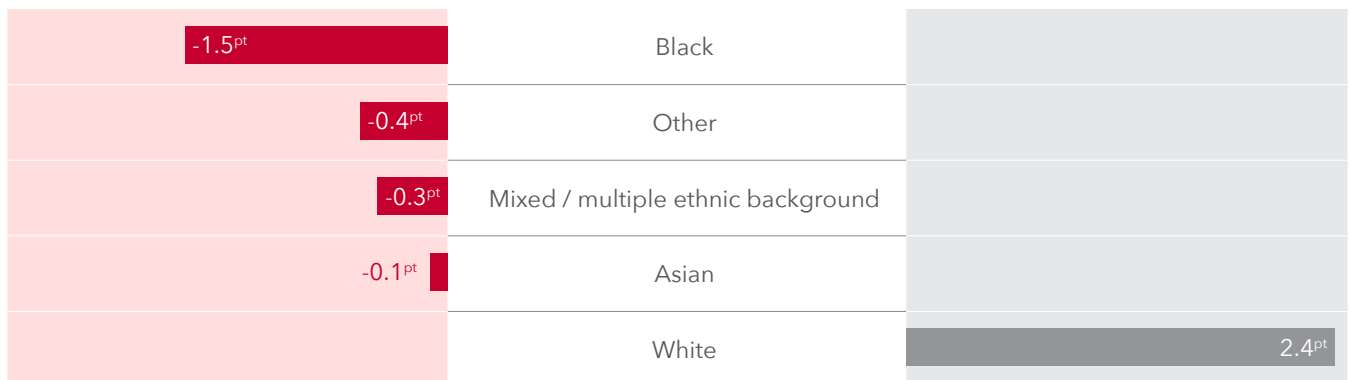
Colleagues are least likely to disclose their sexual orientation compared to other identity characteristics

Proportion of 'prefer not to say' responses by demographic type

	Proportion (%)
Sexual orientation	12%
Faith	8%
Caring responsibilities	8%
Disability	7%
Gender	6%
Ethnicity	5%
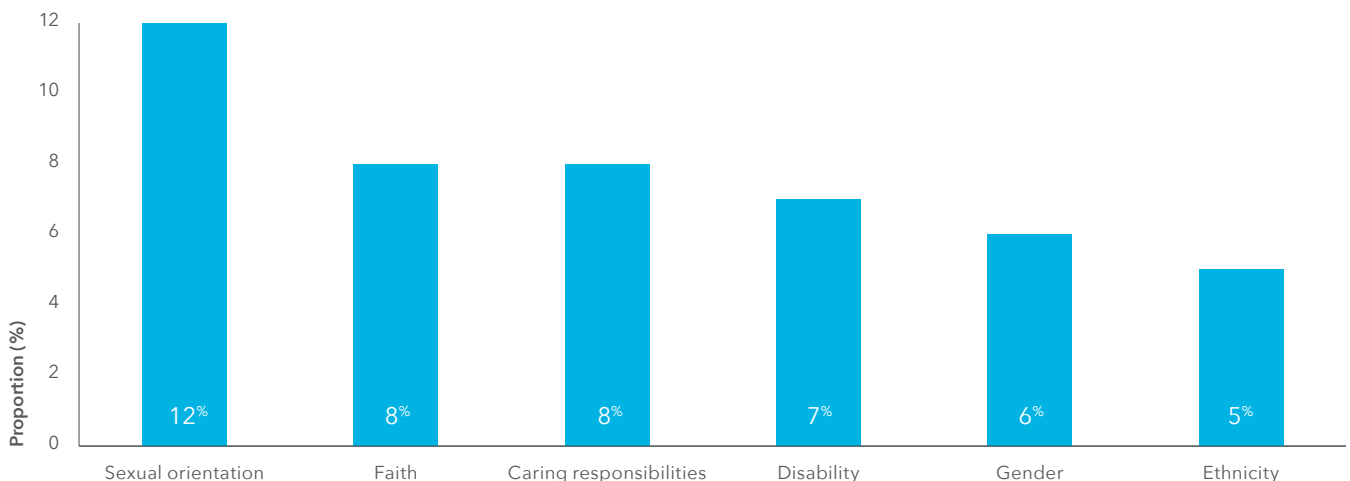
*For this calculation only, Co-op proportion percentages have been reanalysed to EXCLUDE 'Prefer Not To Say' from the base for a like-for-like comparison with the census.

Does our leadership population represent our demographic makeup?

co op

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- The demographics which are over-represented in the Grades A–D leadership population when compared to the broader colleague base are men, Christian, straight, White, primary carer of a child under 18 or a secondary carer. Colleagues aged 35-44 are also over-represented in this population.

- Since 2019, there has been a 3pt increase in female leaders in Grades A to D, a 6pt increase in those caring for a child under 18, and a 4pt decline in leaders without caring responsibilities. Otherwise, there has been broadly no change in representation.

Which demographics are under-represented in Grade A-D leader populations?

Key:
- Proportion of this demographic in the colleague population (Grade E and below) n= 50,999
- Proportion of this demographic in the leader population (Grade A-D) n= 1,802

Proportion (%) — scale: 0, 20, 40, 60, 80, 100

	Demographic	Colleague population	Leader population	Gap	Gap between proportion of A-D leaders in 2019 (n=1,668) and 2020 (n=1,802)
Under-represented in leader population	24 or under	22%	0%	-22pt gap	=0
	Female	53%	37%	-16pt gap	+3
	No caring responsibilities	62%	47%	-15pt gap	-4
	55 to 64	17%	9%	-8pt gap	+1
	Black, Asian, Minority Ethnic	11%	4%	-7pt gap	+1
	Prefer not to say – sexual orientation	12%	6%	-6pt gap	-1
	Prefer not to say – disability	7%	2%	-5pt gap	-1
	Prefer not to say – caring responsibilities	9%	4%	-5pt gap	-1
	Asian	7%	3%	-4pt gap	+1
	Disabled	7%	3%	-4pt gap	=0
Over-represented in leader population	35 to 44	17%	38%	21pt gap	=0
	Primary carer of a child / children (under 18)	19%	39%	20pt gap	+6
	Male	40%	59%	19pt gap	-2
	45 to 54	18%	34%	16pt gap	+1
	Christian (all denominations)	30%	42%	12pt gap	-1
	Non-disabled	86%	95%	9pt gap	=0
	Heterosexual / straight	80%	89%	9pt gap	+1
	White	84%	92%	8pt gap	=0
	Secondary carer	5%	9%	4pt gap	=0

NB: Gaps are called out to highlight the difference between the proportion of each demographic in the colleague population and the proportion of each demographic in the A-D leader population.

- The over-representation becomes greater in the more senior grades, with the gaps between Grades A-C and the broader colleague base wider than those seen for Grades A-D.

- Women are 20pts less likely to be represented in Grades A-C, compared to the wider colleague base.

Which demographics are under-represented in Grade A-C leader populations?

Key:
- Proportion of this demographic in the colleague population (Grade E and below) n= 50,999
- Proportion of this demographic in the leader population (Grade A-C) n= 327

Proportion (%)

Under-represented in leader population

Demographic	Colleague %	Leader %	Gap
24 or under	22%	0%	-22pt gap
Female	53%	33%	-20pt gap
No caring responsibilities	62%	43%	-19pt gap
25 to 34	22%	7%	-15pt gap
No religion	53%	45%	-8pt gap
Black, Asian, Minority Ethnic	11%	4%	-7pt gap
Prefer not to say - sexual orientation	12%	5%	-7pt gap
55 to 64	17%	11%	-6pt gap
Asian	7%	2%	-5pt gap
Prefer not to say - disability	7%	2%	-5pt gap
Disabled	7%	2%	-5pt gap

Over-represented in leader population

Demographic	Colleague %	Leader %	Gap
45 to 54	18%	51%	32pt gap
Carer combined	29%	54%	25pt gap
Male	40%	64%	24pt gap
Christian (all denominations)	30%	49%	19pt gap
Primary carer of a child / children (under 18)	19%	38%	19pt gap
35 to 44	17%	31%	14pt gap
Non-disabled	86%	97%	11pt gap
Heterosexual / straight	80%	91%	11pt gap

NB: Gaps are called out to highlight the difference between the proportion of each demographic in the colleague population and the proportion of each demographic in the A-C leader population.

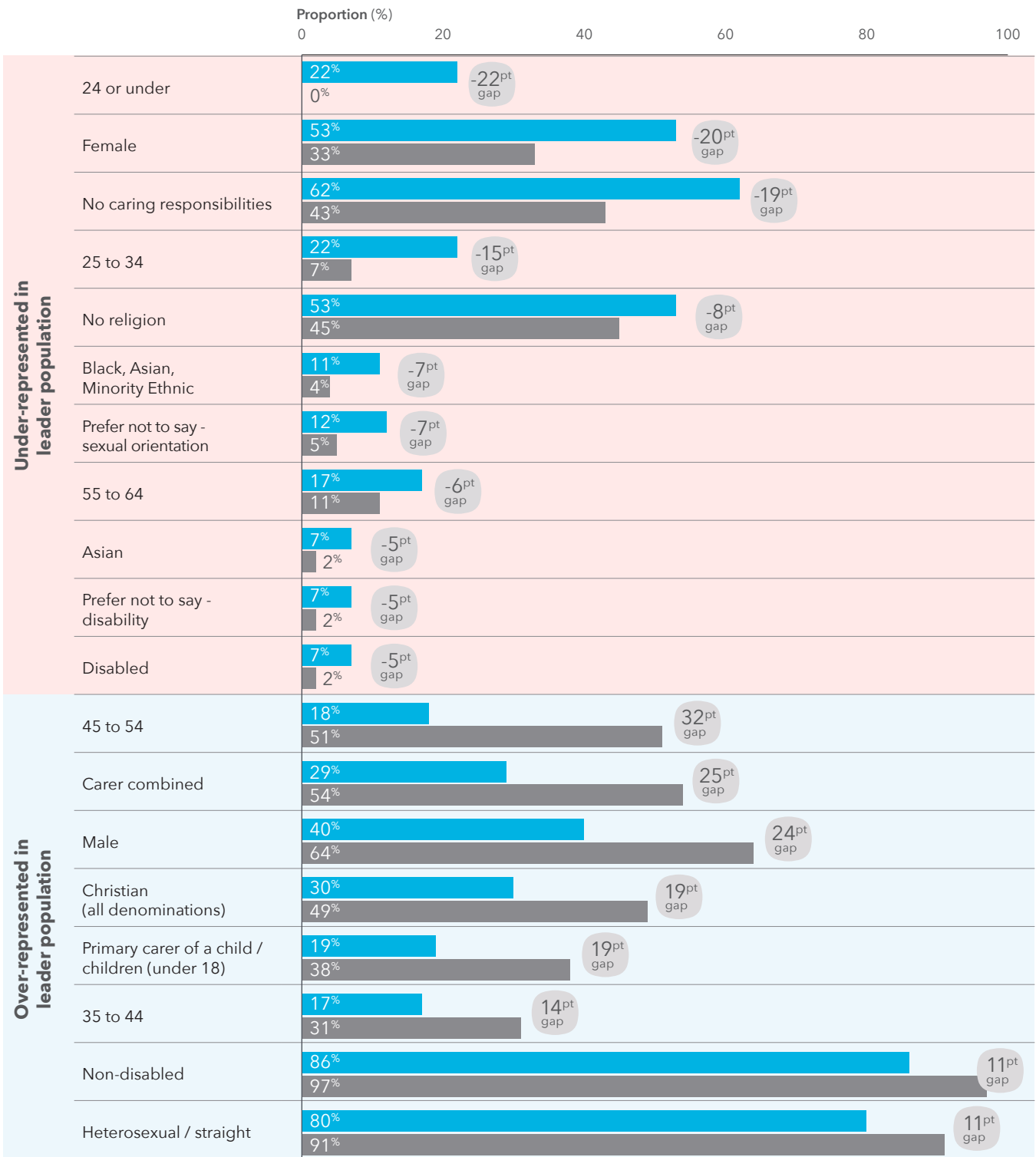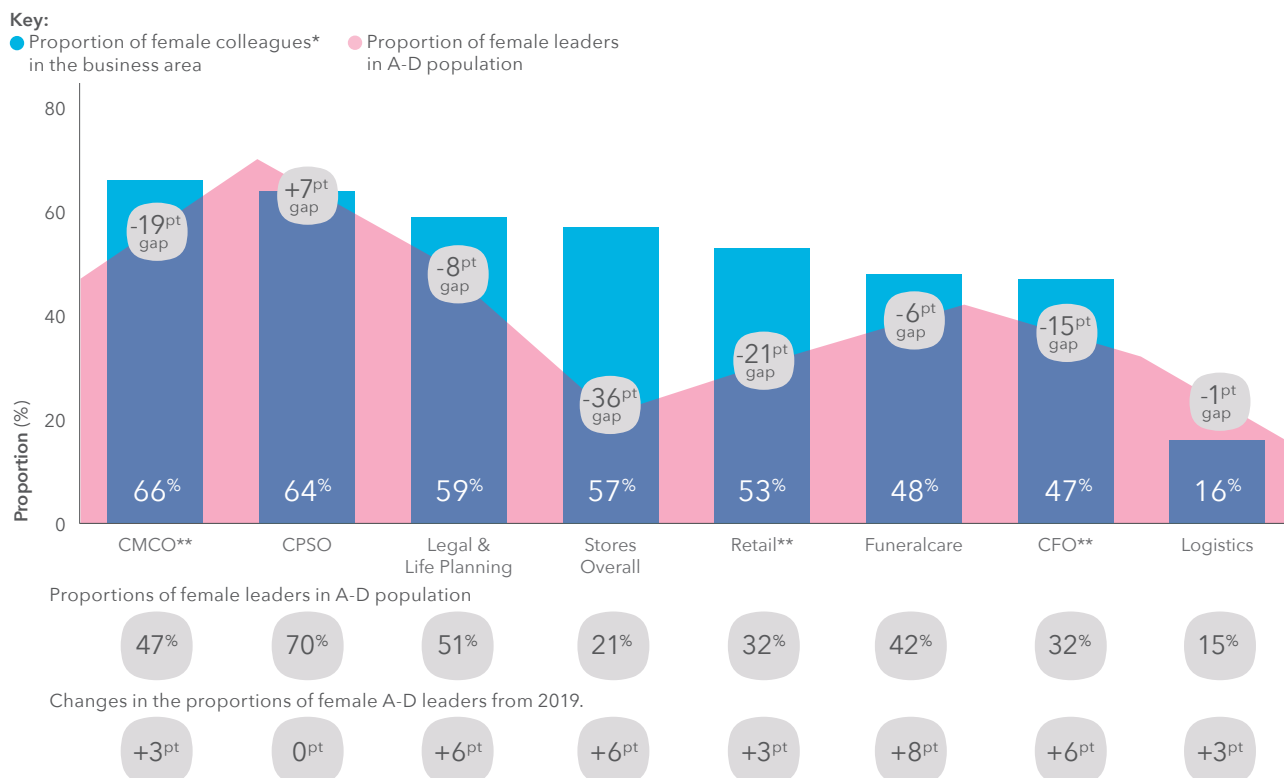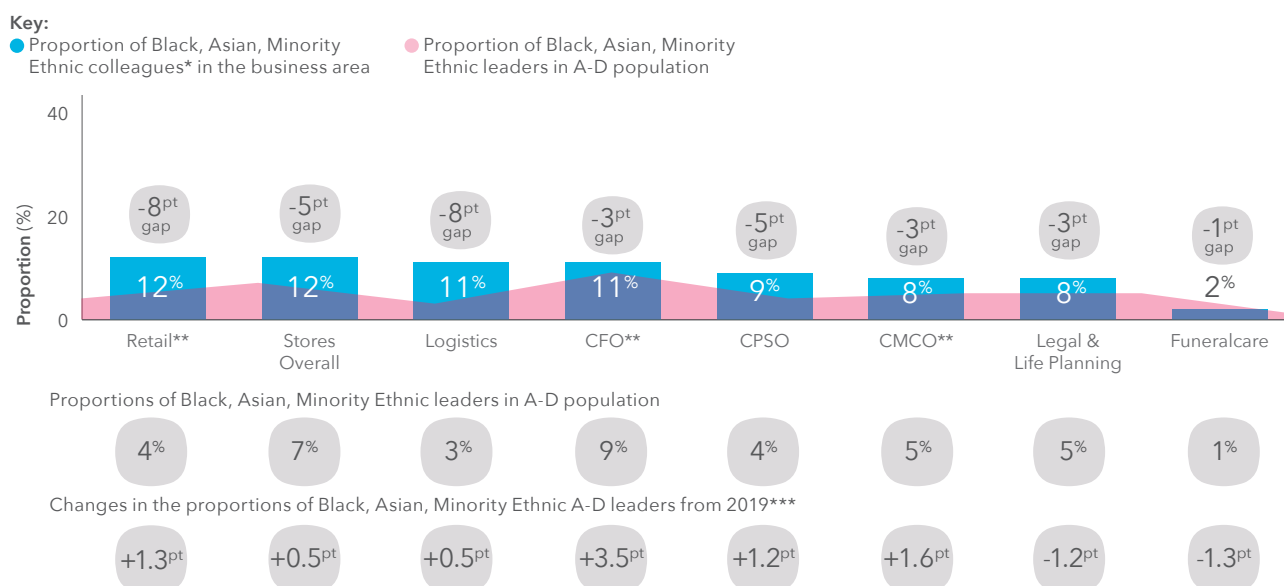# Representation in A-D leaders

- Based on the survey response, when compared to the broader colleague base, women are under-represented in leadership in all business areas apart from CPSO.
- However, there are signs of change, with the proportions of women in leadership positions increasing between 2019 and 2020 in all business areas apart from CPSO, where they are already slightly over-represented.

- Based on the survey response, when compared to the broader colleague base, Black, Asian, Minority Ethnic colleagues are under-represented in leadership in all business areas apart from CMCO.
- There are potentially some signs of change, with the proportion of Black, Asian, Minority Ethnic leaders increasing very slightly between 2019 and 2020 in most business areas, although there has also been a small drop in Funeralcare and Legal & Life Planning.

Where are women less represented in the A-D leadership population?

Key:
- Proportion of female colleagues* in the business area
- Proportion of female leaders in A-D population

Proportion (%)

	CMCO**	CPSO	Legal & Life Planning	Stores Overall	Retail**	Funeralcare	CFO**	Logistics
Gap	-19pt gap	+7pt gap	-8pt gap	-36pt gap	-21pt gap	-6pt gap	-15pt gap	-1pt gap
Proportion of female colleagues	66%	64%	59%	57%	53%	48%	47%	16%

Proportions of female leaders in A-D population

47%	70%	51%	21%	32%	42%	32%	15%

Changes in the proportions of female A-D leaders from 2019.

+3pt	0pt	+6pt	+6pt	+3pt	+8pt	+6pt	+3pt

Where are the Black, Asian, Minority Ethnic individuals less represented in the A-D leadership population?

Key:
- Proportion of Black, Asian, Minority Ethnic colleagues* in the business area
- Proportion of Black, Asian, Minority Ethnic leaders in A-D population

Proportion (%)

	Retail**	Stores Overall	Logistics	CFO**	CPSO	CMCO**	Legal & Life Planning	Funeralcare
Gap	-8pt gap	-5pt gap	-8pt gap	-3pt gap	-5pt gap	-3pt gap	-3pt gap	-1pt gap
Proportion	12%	12%	11%	11%	9%	8%	8%	2%

Proportions of Black, Asian, Minority Ethnic leaders in A-D population

4%	7%	3%	9%	4%	5%	5%	1%

Changes in the proportions of Black, Asian, Minority Ethnic A-D leaders from 2019***

+1.3pt	+0.5pt	+0.5pt	+3.5pt	+1.2pt	+1.6pt	-1.2pt	-1.3pt

*Colleagues include Grade E and below
**NB: Retail, CFO and CMCO 2019 numbers and proportions have been recalculated to reflect changes in structures
***Changes between 2019 and 2020 need to be interpreted with caution, as the number of Black, Asian, Minority Ethnic leaders in each business area is small and changes could be a function of difference in survey response, rather than an actual change in representation.

Gender at the Co-op

- The experiences of women in the Co-op are similar to that of men, especially in the more junior grades.
- However, women in senior levels are more likely to want more support from their manager in comparison to their male counterparts – and while men become more likely to recommend their manager as they become more senior, the reverse is true for women.

- Wanting their manager to do more to help them build their career, and showing an awareness of their impact on team members, is important for both genders at all grades. However, the gap becomes wider for women in senior positions.
- Addressing behaviours which have a negative impact on others, and encouraging people to speak up, are both requested more often by women than men – in particular at the senior grades.

Spotlight on gender experience for colleagues and leaders

Women - all colleagues		vs. Male colleagues
Engagement	81%	+9pt
My manager regularly gives me feedback which helps to improve my performance	72%	0pt
Where I work, colleagues can give their opinion without the fear of negative consequences	72%	+1pt
I have appropriate involvement in decisions which affect me at work	68%	+2pt

Women - A-D leaders		vs. Male A-D leaders
Engagement	90%	+2pt
Where I work, colleagues can give their opinion without the fear of negative consequences	79%	+2pt
My manager regularly gives me feedback which helps to improve my performance	73%	-2pt
I have appropriate involvement in decisions which affect me at work	71%	+1pt

Women - A-C leaders		vs. Male A-C leaders
Engagement overall	88%	-2pt
I have appropriate involvement in decisions which affect me at work	83%	+4pt
Where I work, colleagues can give their opinion without the fear of negative consequences	82%	0pt
My manager regularly gives me feedback which helps to improve my performance	68%	-7pt

Women leaders want more support from their managers than men

	Support team members to learn and grow*	Help team members see how they can build and/or progress their career*	Show awareness of how their thoughts and actions can impact team members*	Address behaviours in the team that have a negative impact on others*
Women - all colleagues vs. men who are colleagues	-2pt	-2pt	+2pt	+4pt
A-D Leaders - Women who are colleagues vs. men who are colleagues	+3pt	+5pt	+7pt	+6pt
A-C Leaders - Women who are colleagues vs. men who are colleagues	+6pt	+9pt	+12pt	+14pt

*I want a little / a lot more of this from my manager

Are we building an inclusive leadership pipeline?

- Black, Asian, Minority Ethnic colleagues are more positive than their White colleagues about their manager's input into their career development. In particular, Asian colleagues are also more likely to be positive, with Black, White and Mixed White colleagues generally very similar.

- Of colleagues who disclosed their ethnic identity, the least positive are those who are White and Black African, Caribbean Black British, and colleagues who are White with a non-specified background, or White Gypsy / Irish Traveller.

Do colleagues of all ethnic backgrounds feel equally supported to develop at the Co-op?

Key:
- White (n= 42,453)
- Black, Asian, Minority Ethnic (n= 5,686)
- Asian (n= 3,662)
- Mixed / multiple ethnic background (n= 841)
- Black (n= 92)
- Other ethnic background (n= 291)

My manager regularly gives me feedback which helps to improve my performance

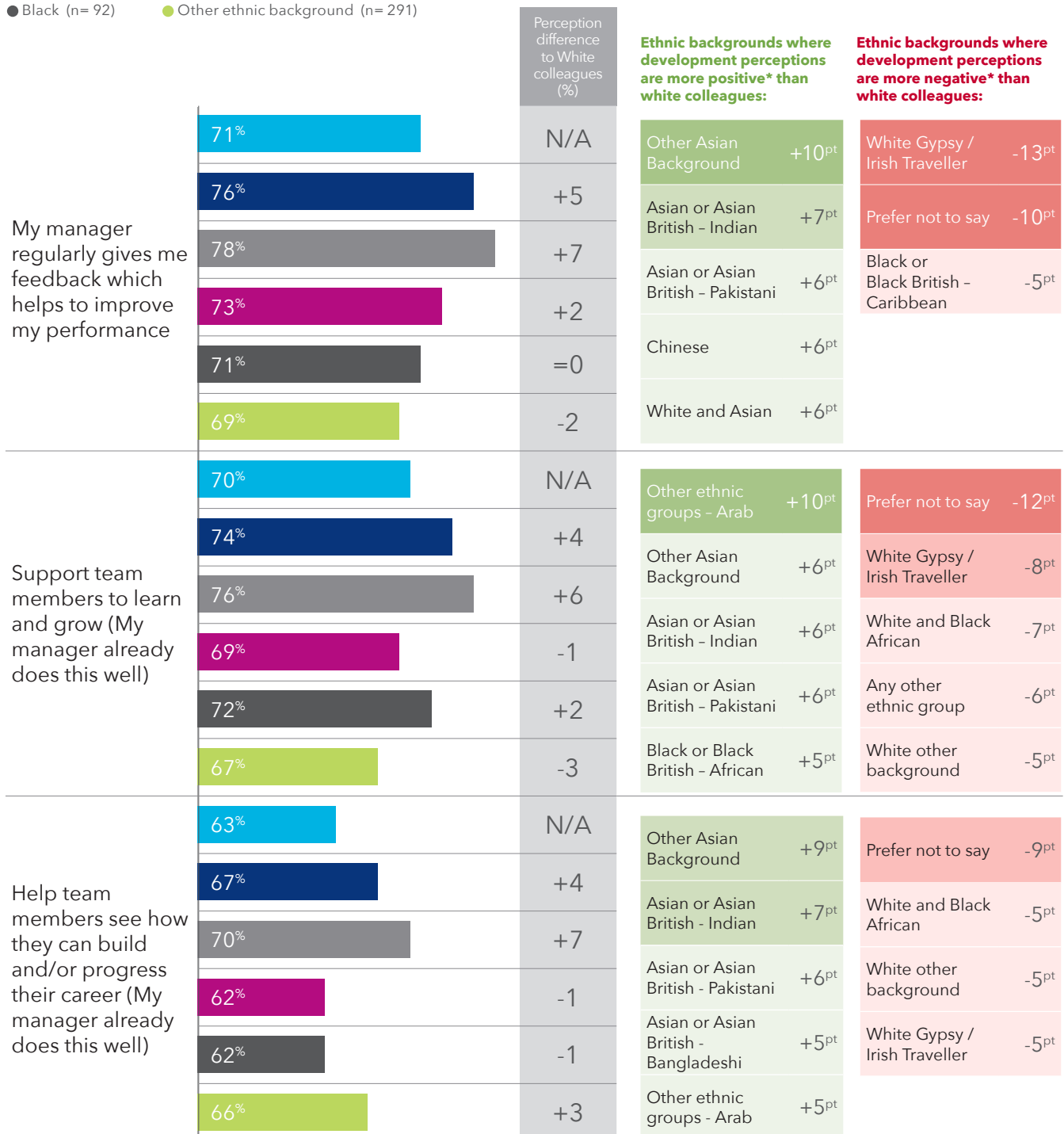| Group	%	Perception difference to White colleagues (%)
White	71%	N/A
Black, Asian, Minority Ethnic	76%	+5
Asian	78%	+7
Mixed / multiple	73%	+2
Black	71%	=0
Other ethnic background	69%	-2

Ethnic backgrounds where development perceptions are more positive* than white colleagues:

Other Asian Background	+10pt
Asian or Asian British – Indian	+7pt
Asian or Asian British – Pakistani	+6pt
Chinese	+6pt
White and Asian	+6pt

Ethnic backgrounds where development perceptions are more negative* than white colleagues:

White Gypsy / Irish Traveller	-13pt
Prefer not to say	-10pt
Black or Black British – Caribbean	-5pt

Support team members to learn and grow (My manager already does this well)

Group	%	Perception difference to White colleagues (%)
White	70%	N/A
Black, Asian, Minority Ethnic	74%	+4
Asian	76%	+6
Mixed / multiple	69%	-1
Black	72%	+2
Other ethnic background	67%	-3

Ethnic backgrounds where development perceptions are more positive* than white colleagues:

Other ethnic groups – Arab	+10pt
Other Asian Background	+6pt
Asian or Asian British – Indian	+6pt
Asian or Asian British – Pakistani	+6pt
Black or Black British – African	+5pt

Ethnic backgrounds where development perceptions are more negative* than white colleagues:

Prefer not to say	-12pt
White Gypsy / Irish Traveller	-8pt
White and Black African	-7pt
Any other ethnic group	-6pt
White other background	-5pt

Help team members see how they can build and/or progress their career (My manager already does this well)

Group	%	Perception difference to White colleagues (%)
White	63%	N/A
Black, Asian, Minority Ethnic	67%	+4
Asian	70%	+7
Mixed / multiple	62%	-1
Black	62%	-1
Other ethnic background	66%	+3

Ethnic backgrounds where development perceptions are more positive* than white colleagues:

Other Asian Background	+9pt
Asian or Asian British - Indian	+7pt
Asian or Asian British - Pakistani	+6pt
Asian or Asian British - Bangladeshi	+5pt
Other ethnic groups - Arab	+5pt

Ethnic backgrounds where development perceptions are more negative* than white colleagues:

Prefer not to say	-9pt
White and Black African	-5pt
White other background	-5pt
White Gypsy / Irish Traveller	-5pt

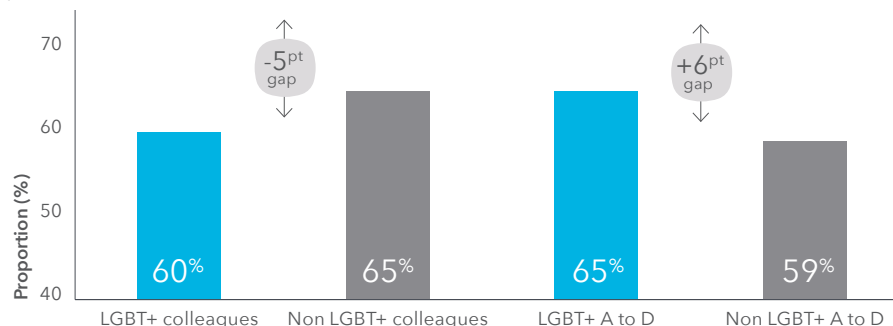*Differences of more than 5% are displayed.

Where the leader experience differs

- Across all demographics, incidences causing colleagues to feel unsafe (and experiences of BHD) decrease significantly in the more senior grades.

- While perspectives are generally more positive overall when compared to more junior colleagues, the differences in the experiences of certain demographics when compared to their non-minority counterparts differ when in leadership.

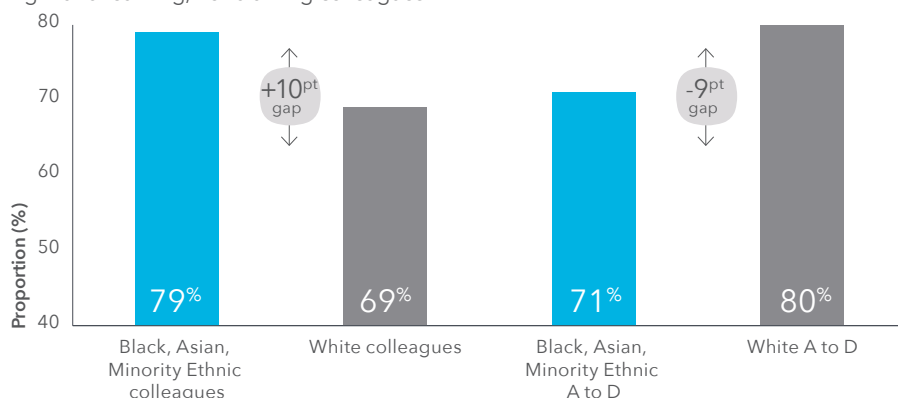## LGBT+ A-D leaders are more likely to receive career support

Help team members see how they can build and/or progress their career (my manager does this well)

Proportion (%)

-5pt gap

+6pt gap

LGBT+ colleagues	Non LGBT+ colleagues	LGBT+ A to D	Non LGBT+ A to D
60%	65%	65%	59%

- LGBT+ leaders are generally more positive than non-LGBT+ leaders – a flip from the experiences in the general colleague base. They are more likely to receive career support, more regular feedback than their colleague counterparts and are less likely to experience BHD.

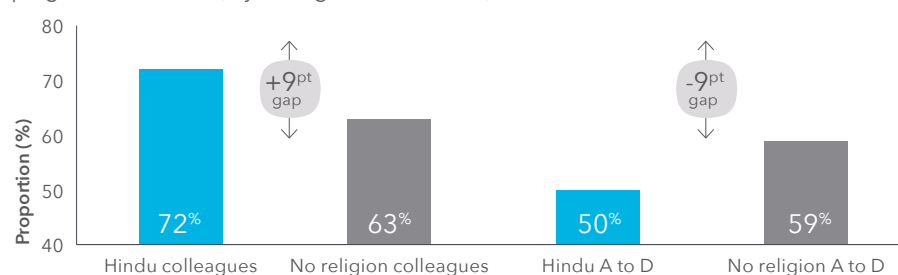## Black, Asian, Minority Ethnic A-D leaders feel less able to make mistakes

When mistakes happen, the focus is on putting things right and learning, not blaming colleagues

Proportion (%)

+10pt gap

-9pt gap

Black, Asian, Minority Ethnic colleagues	White colleagues	Black, Asian, Minority Ethnic A to D	White A to D
79%	69%	71%	80%

- The reverse is true for Black, Asian, Minority Ethnic colleagues. While they are still more likely to feel a strong sense of belonging, they are less likely to be involved, and less likely to feel able to give their opinion, compared to their white colleagues. This flip in comparison to the broader colleague base could suggest that there are pockets of negative experiences for Black, Asian, Minority Ethnic colleagues specifically in leadership roles.

Hindu A-D leaders feel less likely to receive career and development support

Help team members see how they can build and/or progress their career (my manager does this well)

Proportion (%)

+9pt gap

-9pt gap

Hindu colleagues	No religion colleagues	Hindu A to D	No religion A to D
72%	63%	50%	59%

- Hindu leaders, although typically more positive than their non-religious counterparts, are less likely to say their manager is good at giving career development support, and are also more likely to have experienced BHD than non-religious colleagues.

There are also key differences for Jewish and other faith colleagues and leaders when compared to their non-minority counterparts. Other leaders are more positive across key metrics but also more likely to experience an incident which made them feel unsafe. Jewish leaders are more engaged and less likely to experience BHD but feel less supported and involved relative to colleagues.

How our diverse populations experience the Co-op

Diverse populations: overview of experience

- Women and Black, Asian, Minority Ethnic colleagues are generally more positive about their experience. A higher proportion of Black, Asian, Minority Ethnic colleagues report feeling safe at work, although more Black, Asian, Minority Ethnic colleagues experience BHD incidents (compared to White colleagues).

- The largest gaps are between disabled and non-disabled colleagues, most notably in disabled colleagues' experience of BHD, or incidents at work which make them feel unsafe. The scores for disabled colleagues indicate that some colleagues feel left out of discussion of decisions which affect them, and a higher proportion feel unable to speak up and give their opinion.

How diverse populations perform on key metrics

Gender

Perceptions of colleagues who are women		vs. Male colleagues
I [HAVE NOT] experienced any type of BHD	87%	+2pt
Engagement overall	81%	+8pt
My manager shows that they care	77%	0pts
Colleagues can give their opinion without fear	72%	+1pt
I feel safe in my current working environment	71%	+1pt
Involvement in decisions which affect me	68%	+2pt
Helps team members see how to build/progress career*	65%	+2pt

Ethnicity

Perceptions of colleagues who are Black, Asian, Minority Ethnic		vs. White colleagues
I [HAVE NOT] experienced any type of BHD	84%	-2pts
Engagement overall	82%	+6pt
My manager shows that they care	80%	+4pt
Colleagues can give their opinion without fear	77%	+7pt
I feel safe in my current working environment	73%	+3pt
Involvement in decisions which affect me	70%	+4pt
Helps team members see how to build/progress career*	67%	+4pt

Caring responsibility

Perceptions of colleagues who are Carers		vs. Non-carer
I [HAVE NOT] experienced any type of BHD	85%	-2pt
Engagement overall	78%	+1pt
My manager shows that they care	76%	-2pt
Colleagues can give their opinion without fear	69%	-4pt
I feel safe in my current working environment	68%	-4pt
Involvement in decisions which affect me	65%	-3pt
Helps team members see how to build/progress career*	63%	-1pt

Sexuality

Perceptions of colleagues who are LGBT+		vs. Non LGBT+
I [HAVE NOT] experienced any type of BHD	78%	-9pt
My manager shows that they care	76%	-2pt
Engagement overall	75%	-3pt
Colleagues can give their opinion without fear	72%	0pt
I feel safe in my current working environment	69%	-2pt
Involvement in decisions which affect me	68%	0pt
Helps team members see how to build/progress career*	60%	-5pt

Disability

Perceptions of colleagues who have a Disability		vs. Not Disabled
I [HAVE NOT] experienced any type of BHD	73%	-14pt
My manager shows that they care	71%	-6pt
Engagement overall	70%	-8pt
Colleagues can give their opinion without fear	63%	-9pt
I feel safe in my current working environment	60%	-11pt
Involvement in decisions which affect me	59%	-9pt
Helps team members see how to build/progress career*	56%	-8pt

Proportion (%)

*My manager does this well

Diverse populations: overview of experience

- Key questions on general experience have been selected to give a broad picture of the differences in experience colleagues may face based on their individual identity. This analysis continues on the following page.

- Hindu colleagues are significantly more positive across a range of metrics, compared to colleagues who stated that they do not have a religion. In particular, Hindu colleagues are more engaged, feel a stronger sense of belonging at the Co-op, and feel more able to share their opinions without fear.

How faith identities compare against key metrics

Hindu

Metric	Proportion (%)	vs. no religion
Engagement overall	88%	+13pt
I [HAVE NOT] experienced any type of BHD	87%	+1pt
I feel a strong sense of belonging to the Co-op	86%	+11pt
My manager shows that they care	85%	+9pt
Colleagues can give their opinion without fear	84%	+13pt
I feel safe in my current working environment	79%	+8pt
Involvement in decisions which affect me	76%	+9pt
Helps team members see how to build/progress career*	72%	+9pt

Muslim

Metric	Proportion (%)	vs. no religion
I [HAVE NOT] experienced any type of BHD	83%	-3pt
Engagement overall	81%	+6pt
I feel a strong sense of belonging to the Co-op	81%	+6pt
My manager shows that they care	80%	+4pt
Colleagues can give their opinion without fear	77%	+6pt
I feel safe in my current working environment	71%	0pt
Involvement in decisions which affect me	70%	+3pt
Helps team members see how to build/progress career*	68%	+5pt

Sikh

Metric	Proportion (%)	vs. no religion
I [HAVE NOT] experienced any type of BHD	85%	-1pt
Engagement overall	81%	+6pt
I feel a strong sense of belonging to the Co-op	80%	+5pt
My manager shows that they care	80%	+4pt
I feel safe in my current working environment	72%	+1pt
Colleagues can give their opinion without fear	69%	-2pt
Helps team members see how to build/progress career*	67%	+4pt
Involvement in decisions which affect me	65%	-2pt

Christian (all denominations)

Metric	Proportion (%)	vs. no religion
I [HAVE NOT] experienced any type of BHD	86%	0pt
Engagement overall	80%	+5pt
I feel a strong sense of belonging to the Co-op	79%	+4pt
My manager shows that they care	77%	+1pt
Colleagues can give their opinion without fear	71%	0pt
I feel safe in my current working environment	71%	0pt
Involvement in decisions which affect me	66%	-1pt
Helps team members see how to build/progress career*	64%	+1pt

Proportion (%)

*My manager does this well

Diverse populations: overview of experience

- The analysis shown below is continued from the previous page.
- Colleagues who are Jewish or identify as 'other religion' are less positive than their non-religious colleagues, with a higher likelihood of experiencing BHD, and incidents which make them feel unsafe. Colleagues in these groups are also less likely to say they feel a strong sense of belonging at the Co-op.

How faith identities compare against key metrics (cont.)

Buddhist

Metric	Proportion	vs. no religion
I [HAVE NOT] experienced any type of BHD	81%	-5pt
Engagement overall	77%	+2pt
I feel a strong sense of belonging to the Co-op	77%	+2pt
My manager shows that they care	73%	-3pt
Colleagues can give their opinion without fear	72%	+1pt
I feel safe in my current working environment	70%	-1pt
Involvement in decisions which affect me	64%	-3pt
Helps team members see how to build/progress career*	59%	-4pt

Jewish

Metric	Proportion	vs. no religion
I [HAVE NOT] experienced any type of BHD	78%	-8pt
My manager shows that they care	73%	-3pt
I feel safe in my current working environment	68%	-3pt
Engagement overall	65%	-10pt
Colleagues can give their opinion without fear	65%	-6pt
I feel a strong sense of belonging to the Co-op	63%	-12pt
Involvement in decisions which affect me	62%	-5pt
Helps team members see how to build/progress career*	58%	-5pt

Other

Metric	Proportion	vs. no religion
I [HAVE NOT] experienced any type of BHD	79%	-7pt
Engagement overall	70%	-5pt
My manager shows that they care	70%	-6pt
I feel a strong sense of belonging to the Co-op	68%	-7pt
Colleagues can give their opinion without fear	64%	-7pt
I feel safe in my current working environment	59%	-12pt
Involvement in decisions which affect me	57%	-10pt
Helps team members see how to build/progress career*	56%	-7pt

Proportion (%)

*My manager does this well

Disability at the Co-op

- Disabled colleagues score more negatively on all aspects of working at the Co-op.
- In particular, they are more likely to feel unsafe at work and to experience BHD and safety incidents. Disabled colleagues feel that their voices are heard less often, with notably fewer colleagues feeling involved in decisions and prepared for planned changes (compared to their non-disabled colleagues).

- Disabled colleagues say that support for colleague wellbeing is their highest priority and the most important aspect of working at the Co-op. However, just 25% noted it as something the Co-op does well.

Biggest differences in colleague experience between colleagues with and without a disability

Has a disability		Does not have a disability	Difference (% point)
24%	I have experienced any type of BHD	11%	+13
36%	In the last 12 months, I have experienced an incident which made me feel unsafe at work	25%	+11
60%	I feel safe in my current working environment	71%	-11
56%	When changes are planned, I feel involved and am prepared for the change	67%	-11
59%	I have appropriate involvement in decisions which affect me at work	68%	-9
68%	I feel a strong sense of belonging to the Co-op	77%	-9
68%	I would recommend the Co-op as a place to work to my family and friends	77%	-9
63%	Where I work, colleagues can give their opinion without the fear of negative consequences	72%	-9
63%	When mistakes happen, the focus is on putting things right and learning, not blaming colleagues	72%	-9
56%	I am confident that feedback from this survey will be listened to and acted upon	65%	-9
65%	I have a balance between my work and home life that works for me	74%	-9
73%	I enjoy working at the Co-op	80%	-7

Most important aspects of working at the Co-op

39%	Support for colleague wellbeing	31%	+8

What the Co-op does well

25%	Support for colleague wellbeing	30%	-5

Age at the Co-op

- In general, colleagues aged 65 or over are more positive than their younger colleagues. Working as a team is important to them, along with the difference the Co-op is making to members and communities.
- For colleagues under 35, their pressing concern when compared to their older colleagues is having opportunities to learn and develop. There are no areas where they score significantly higher than their older colleagues.

- Colleagues aged 35–64 tend to either be less positive than their younger or older colleagues, or to have views that were between the less positive younger group and the more positive older group. This suggests that the best mentoring would be between the youngest and oldest colleagues.

How does colleague experience differ by age?

34 or under* (n=23,020)		65 or over (n=1,638)	Difference (% point)
59%	I am aware of resources to manage physical health	73%	-14
62%	I am confident survey feedback will be listened to and acted upon	74%	-12
63%	I am aware of the new Co-op vision	74%	-11
74%	Engagement index	84%	-10
64%	I am informed and empowered to manage my own wellbeing	74%	-10
66%	I am aware of resources to manage mental wellbeing	75%	-9
74%	I have not experienced an incident which made me feel unsafe	83%	-9

What older colleagues are more likely to think their manager should do more of

15%	Nurture a team with diverse backgrounds and opinions	22%	-7

What younger colleagues are more likely to think their manager should do more of

28%	Help team members see how they can build / progress their career	20%	+8

What is more important to older colleagues

24%	Working together as a team	36%	-12
12%	The difference we make to our members and communities	22%	-10

What is more important to younger colleagues

38%	Opportunities to develop and learn	17%	+21
20%	Opportunities for career progression	4%	+16

NB: Questions that fall into each theme can be found in the appendix.
*Age response categories for colleagues under 34 have been combined for the purposes of this analysis due to similar response trends.

LGBT+ colleagues at the Co-op

- Overall, LGBT+ colleagues are less positive than their straight peers across most aspects of working at the Co-op.
- Colleagues who stated 'prefer to self-describe' have notably lower positivity on several metrics, including feeling unsafe, BHD incidents, and managers creating a supportive and inclusive team environment.
- Among bisexual and gay / lesbian colleagues, the largest differences are around experiencing BHD, with incidents most likely relating to customers.

How LGBT+ colleagues perform against key metrics

Bisexual

Metric	Proportion	vs. Non LGBT+
I [HAVE NOT] experienced any type of BHD	79%	-8pt
My manager shows that they care	77%	-1pt
Engagement overall	75%	-3pt
Create an environment where team members can be themselves*	75%	-5pt
Colleagues can give their opinion without fear	72%	0pt
I feel safe in my current working environment	70%	-1pt
Nurture a team with diverse backgrounds and opinions*	69%	-5pt
Address behaviours in the team that have a negative impact on others*	61%	-3pt
Helps team members see how to build/progress career*	60%	-5pt

Gay / lesbian

Metric	Proportion	vs. Non LGBT+
Create an environment where team members can be themselves*	81%	+1pt
My manager shows that they care	78%	0pt
I [HAVE NOT] experienced any type of BHD	78%	-9pt
Engagement overall	77%	-1pt
Nurture a team with diverse backgrounds and opinions*	77%	+3pt
Colleagues can give their opinion without fear	74%	+2pt
I feel safe in my current working environment	70%	-1pt
Helps team members see how to build/progress career*	63%	-2pt
Address behaviours in the team that have a negative impact on others*	62%	-2pt

Prefer to self-describe

Metric	Proportion	vs. Non LGBT+
I [HAVE NOT] experienced any type of BHD	74%	-13pt
My manager shows that they care	72%	-6pt
Create an environment where team members can be themselves*	70%	-10pt
Colleagues can give their opinion without fear	67%	-5pt
Engagement overall	66%	-12pt
Nurture a team with diverse backgrounds and opinions*	65%	-9pt
I feel safe in my current working environment	64%	-7pt
Helps team members see how to build/progress career*	56%	-9pt
Address behaviours in the team that have a negative impact on others*	54%	-10pt

Proportion (%)

*My manager does this well

- Colleagues who are non-binary or transgender are less positive about their working experience at the Co-op. In particular, they are significantly more likely to have experienced BHD or incidents which make them feel more unsafe than their non-LGBT+ colleagues.

- The views of transgender and non-binary colleagues who have not experienced BHD are similar to those of their non-LGBT+ colleagues, suggesting that these incidents have a strong effect on their general experience.

- The appraisal of their manager also improves significantly for the non-BHD group, suggesting that good management plays a strong role in reducing incidences of BHD and/or dealing with related issues.

How LGBT+ colleagues perform against key metrics (cont.)

vs. Non LGBT+

Non-Binary

Metric	Proportion	vs. Non LGBT+
Create an environment where team members can be themselves*	69%	-11pt
My manager shows that they care	66%	-12pt
I [HAVE NOT] experienced any type of BHD	64%	-23pt
Engagement overall	62%	-16pt
Colleagues can give their opinion without fear	61%	-11pt
I feel safe in my current working environment	61%	-10pt
Nurture a team with diverse backgrounds and opinions*	60%	-14pt
Helps team members see how to build/progress career*	54%	-11pt
Address behaviours in the team that have a negative impact on others*	50%	-14pt

Transgender

Metric	Proportion	vs. Non LGBT+
My manager shows that they care	76%	-2pt
I [HAVE NOT] experienced any type of BHD	73%	-14pt
Create an environment where team members can be themselves*	71%	-9pt
Nurture a team with diverse backgrounds and opinions*	71%	-3pt
Colleagues can give their opinion without fear	64%	-8pt
Engagement overall	60%	-18pt
Helps team members see how to build/progress career*	54%	-11pt
Address behaviours in the team that have negative impact on others*	54%	-10pt
I feel safe in my current working environment	52%	-19pt

Trans and non-binary who HAVE NOT experienced BHD

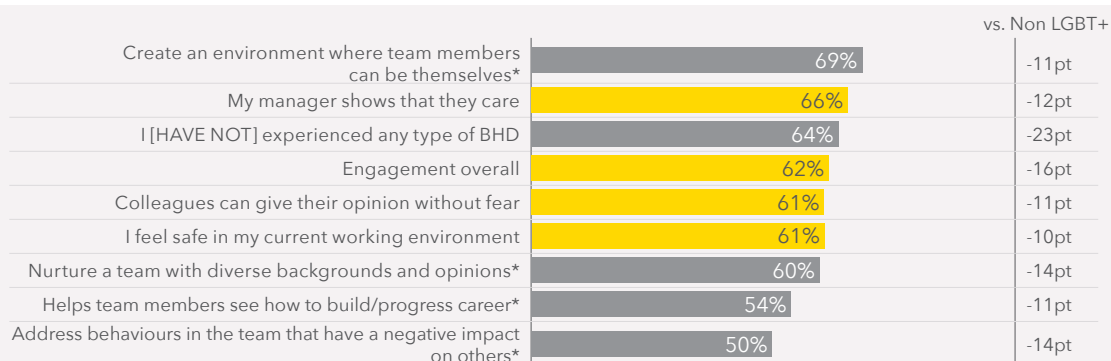| Metric	Proportion	vs. Non LGBT+
I [HAVE NOT] experienced any type of BHD	100%	+13pt
Create an environment where team members can be themselves*	82%	+2pt
Nurture a team with diverse backgrounds and opinions*	77%	+3pt
My manager shows that they care	75%	-3pt
Colleagues can give their opinion without fear	72%	0pt
Engagement overall	71%	-7pt
I feel safe in my current working environment	69%	-2pt
Helps team members see how to build/progress career*	63%	-2pt
Address behaviours in the team that have a negative impact on others*	62%	-2pt

Proportion (%)

*My manager does this well

- As a group, Black, Asian, Minority Ethnic colleagues are more positive than their White colleagues. The level of bullying and harassment is on par with their White colleagues, suggesting that there is no indication of race-related bullying. However, Black, Asian, Minority Ethnic colleagues experience more discrimination, mostly from customers.

- When split out into individual ethnic groups, some differences do occur. Asian colleagues are the most positive, though this could also be partly due to cultural differences in survey response.

Black, Asian, Minority Ethnic colleagues typically more positive than their White colleagues

Key:
- White colleagues (n= 4,4110)
- Black, Asian, Minority Ethnic colleagues (n= 5,766)

Question	White %	BAME %	Difference (% point)	Higher in*	Lower in*
I am confident that feedback from this survey will be listened to and acted upon	63%	77%	+14	Other Asian Background; Asian or Asian British - Indian; Asian or Asian British - Pakistani; White and Asian	White Gypsy / Irish Traveller; Prefer not to say
When changes are planned, I feel involved and am prepared for the change	65%	75%	+10	Other Asian Background; Asian or Asian British - Indian; Asian or Asian British - Pakistani	White Gypsy / Irish Traveller
Where I work, colleagues can give their opinion without the fear of negative consequences	70%	77%	+7	Other Asian Background; Asian or Asian British - Indian	White Gypsy / Irish Traveller; Prefer not to say
When mistakes happen, the focus is on putting things right and learning, not blaming colleagues	70%	79%	+9	Other Asian Background; Asian or Asian British - Indian; Chinese	White Gypsy / Irish Traveller; Prefer not to say
I have a balance between my work and home life that works for me	72%	79%	+7	Asian or Asian British - Indian	White Gypsy / Irish Traveller; Prefer not to say
Engagement index	76%	82%	+6	Asian or Asian British - Indian; Other Asian Background	White Gypsy / Irish Traveller; Prefer not to say
I am clear on my options for raising any concerns about bullying, harassment or discrimination	85%	83%	-2		Prefer not to say; White and Black African
I [HAVE NOT] experienced any type of BHD	81%	81%	0		Any other Black / African / Caribbean; Prefer not to say; White and Black African; Black or Black British - Caribbean; White other background; Other ethnic groups - Arab; White and Black Caribbean; Black or Black British - African
I [HAVE NOT] personally experienced discrimination within the last 12 months	91%	84%	-7		Black or Black British - Caribbean; Prefer not to say; White and Black African

*Differences between ethnicity identities and the 'White' colleague comparator of more than 10% are displayed

Colleague experience of BHD in the last 12 months

- Non-binary colleagues are the most likely to have personally experienced some form of BHD in the last 12 months, with more than one-third experiencing it.
- The majority of incidents are perpetrated by customers, with bullying and harassment more prevalent than discrimination.

- Analysis was conducted on the different minority groups to assess how perceptions differed between those who had experienced any BHD, and those who had not. Incidences of BHD by managers have the largest negative impact, followed by colleagues and then customers.
- Notably, only half of those who experience BHD by a manager know what their options are for raising concerns, compared to over 80% of those who experience issues with customers.

Where are colleagues most likely to experience BHD?*

I have personally experienced bullying and/or harassment within the last 12 months

Key: BH by a Customer ● BH by a Colleague ● BH by a Manager ● D by a Customer ● D by a Colleague ● D by a Manager

Proportion of BHD experienced:		BH by a Customer	BH by a Colleague	BH by a Manager	D by a Customer	D by a Colleague	D by a Manager
14%	Co-op overall	8%	4%	3%	2%	2%	
36%	Non-binary gender	19%	10%	5%	10%	4%	4%
29%	Arab	12%	10%	9%	3%	5%	3%
27%	Transgender	17%	5%	3%	13%	4%	2%
27%	Disability	13%	8%	6%	5%	3%	5%
22%	Jewish	10%	9%	5%	5%	5%	6%
22%	Chinese	10%	8%	3%	8%	6%	2%
22%	Black or Black British - Caribbean	10%	6%	3%	11%	3%	1%
21%	Gay / lesbian	10%	5%	4%	7%	2%	2%
21%	Any other Black / African / Caribbean background	11%	4%	5%	6%	5%	3%
21%	White other background	9%	6%	5%	5%	3%	4%

What impact does BHD have on colleague experience?

	Have not experienced BHD	Experienced BHD	Customer only BHD	Colleague only BHD	Manager only BHD
I feel safe in my current working environment	75%	-31pt	-28pt	-21pt	-40pt
Engagement overall	80%	-19pt	-9pt	-16pt	-37pt
I am clear on my options for raising any concerns about bullying, harassment or discrimination	88%	-17pt	-6pt	-15pt	-36pt

*Colleagues are able to select more than one type of BHD, so the total % of BHD across all types may be higher than the proportion of colleagues experiencing BHD for each identity. This graph is a representation to see the proportional differences between BH & D, as well as by source.

Appendix

Experience heatmap

- Responses to key experience metrics for each of the Co-op identity groups are visualised over the following pages.
- Green circles indicate that identifying with a particular diversity characteristic positively influences answers to a given question compared to a relevant norm group.
- Red circles indicate that a particular identity negatively influences against that question. The size of the circles indicates the strength of the influence, positive or negative when compared to each norm group.

Key: ● 10%+ ● 5 - 9% ● 4% to -4% ● -5 to -9% ● -10%+

	Responses	Engaged — Engagement overall	Integrated — I feel a strong sense of belonging to the Co-op	Integrated — I am aware of the new Co-op vision "Co-operating for a fairer world"	Speaking up — I have appropriate involvement in decisions which affect me at work	Psychological safety — Where I work, colleagues can give their opinion without the fear of negative consequences	Psychological safety — When mistakes happen, the focus is on putting things right and learning, not blaming colleagues	Psychological safety — I am confident that feedback from this survey will be listened to and acted upon
Co-op overall	52,801	76%	75%	65%	66%	71%	70%	64%
Gender								
Male	21,561	73%	73%	63%	66%	71%	70%	61%
Female	27,521	green	green	green	grey	grey	grey	green
Non-Binary	162	red	pink	red	pink	red	red	red
Transgender	112	red	red	red	pink	pink	red	red
Prefer to self-describe	154	red	red	red	pink	pink	pink	red
Ethnicity								
White	44,110	76%	76%	65%	66%	70%	70%	63%
Black, Asian, Minority Ethnic	5,766	green	green	green (large)	grey	green	green	green
Asian	3,707	green	green	green (large)	green	green (large)	green (large)	green (large)
Black	902	grey	grey	grey	grey	grey	green	green
White mixed	860	grey	grey	grey	grey	grey	grey	grey
Other	297	grey	grey	green	grey	grey	grey	green
Other Asian Background	1,108	green (large)	green (large)	green (large)	green	green (large)	green (large)	green (large)
Asian or Asian British - Indian	1,373	green (large)	green	green (large)	green	green	green	green
Asian or Asian British - Pakistani	544	green	green	green	green	green	green	green
Asian or Asian British - Bangladeshi	589	green	grey	green (large)	grey	green	green	green
White and Asian	280	grey	grey	green	green	grey	grey	green
Any other Black / African / Caribbean background	110	green	grey	grey	green	green	green	green (large)
Black or Black British - African	572	green	grey	green	grey	grey	green	green (large)
Chinese	93	grey	pink	grey	grey	green (large)	green	green
Other ethnic groups - Arab	58	grey	grey	green (large)	green	grey	green	green
White Irish	523	grey	grey	grey	grey	grey	grey	grey
Any other ethnic group	239	grey	grey	green	grey	grey	grey	green
Any other mixed or multiple ethnic background	178	grey	grey	grey	grey	grey	grey	grey
White British (English / Welsh / Scottish / NI / British)	41,735	grey	grey	grey	grey	grey	grey	grey
White and Black African	188	grey	grey	grey	pink	pink	grey	grey
White and Black Caribbean	214	pink	pink	grey	grey	grey	grey	grey
White other background	1,760	pink	pink	pink	pink	grey	grey	grey
Black or Black British - Caribbean	220	pink	pink	pink	pink	grey	grey	grey
White Gypsy / Irish Traveller	92	red	red	pink	pink	red	red	red
Disability								
No	45,432	78%	77%	67%	68%	72%	72%	65%
Yes	3,552	pink	pink	pink	pink	pink	pink	pink

Experience heatmap

- Responses to key experience metrics for each of the Co-op identity groups are visualised over the following pages.
- Green circles indicate that identifying with a particular diversity characteristic positively influences answers to a given question compared to a relevant norm group.
- Red circles indicate that a particular identity negatively influences against that question. The size of the circles indicates the strength of the influence, positive or negative when compared to each norm group.

Key: 10%+ (green) · 5 - 9% (light green) · 4% to -4% (grey) · -5 to -9% (light red) · -10%+ (red)

	Responses	Wellbeing — My manager shows that they care about my wellbeing	Wellbeing — Using the resources that the Co-op provides, I feel well-informed and empowered to be able to manage my own wellbeing	Wellbeing — I have a balance between my work and home life that works for me	Be themselves — Create an environment where team members can be themselves (my manager does this well)	Safe — I feel safe in my current working environment	Safe — In the last 12 months, [I HAVE NOT] experienced an incident which made me feel unsafe at work	Safe — I [HAVE NOT] experienced any type of BHD
Co-op overall	52,801	76%	66%	72%	78%	69%	74%	86%
Gender								
Male	21,561	77%	66%	70%	78%	70%	73%	85%
Female	27,521	● grey	● grey	● lt-green	● grey	● grey	● grey	● grey
Non-Binary	162	● red	● pink	● red	● pink	● pink	● red	● red
Transgender	112	● grey	● red	● red	● pink	● red	● red	● pink
Prefer to self-describe	154	● grey	● red	● pink	● grey	● pink	● pink	● red
Ethnicity								
White	44,110	76%	67%	72%	79%	70%	74%	86%
Black, Asian, Minority Ethnic	5,766	● grey	● grey	● lt-green	● grey	● grey	● grey	● grey
Asian	3,707	● lt-green	● lt-green	● green	● grey	● lt-green	● grey	● grey
Black	902	● grey	● grey	● grey	● pink	● grey	● grey	● grey
White mixed	860	● grey	● grey	● grey	● grey	● grey	● grey	● grey
Other	297	● grey	● grey	● grey	● pink	● grey	● grey	● grey
Other Asian Background	1,108	● lt-green	● lt-green	● lt-green	● grey	● lt-green	● grey	● grey
Asian or Asian British - Indian	1,373	● lt-green	● lt-green	● green	● grey	● lt-green	● grey	● grey
Asian or Asian British - Pakistani	544	● lt-green	● grey	● lt-green	● grey	● grey	● grey	● grey
Asian or Asian British - Bangladeshi	589	● grey	● grey	● lt-green	● grey	● grey	● grey	● grey
White and Asian	280	● grey	● grey	● lt-green	● grey	● lt-green	● grey	● grey
Any other Black / African / Caribbean background	110	● grey	● lt-green	● lt-green	● pink	● grey	● grey	● grey
Black or Black British - African	572	● grey	● grey	● grey	● grey	● grey	● grey	● grey
Chinese	93	● grey	● grey	● grey	● grey	● grey	● grey	● grey
Other ethnic groups - Arab	58	● lt-green	● green	● grey	● grey	● lt-green	● grey	● red
White Irish	523	● grey	● grey	● grey	● grey	● grey	● grey	● grey
Any other ethnic group	239	● grey	● grey	● grey	● pink	● grey	● grey	● grey
Any other mixed or multiple ethnic background	178	● grey	● grey	● grey	● grey	● grey	● pink	● grey
White British (English / Welsh / Scottish / NI / British)	41,735	● grey	● grey	● grey	● grey	● grey	● grey	● grey
White and Black African	188	● grey	● grey	● grey	● pink	● grey	● grey	● pink
White and Black Caribbean	214	● grey	● pink	● grey	● grey	● grey	● pink	● grey
White other background	1,760	● grey	● pink	● grey	● pink	● grey	● grey	● pink
Black or Black British - Caribbean	220	● pink	● pink	● grey	● pink	● pink	● grey	● grey
White Gypsy / Irish Traveller	92	● red	● red	● red	● red	● pink	● grey	● red
Disability								
No	45,432	77%	68%	74%	79%	71%	75%	87%
Yes	3,552	● pink	● pink	● pink	● pink	● red	● red	● pink

Experience heatmap

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Key: ● 10%+ ● 5 - 9% ● 4% to -4% ● -5 to -9% ● -10%+

| | Responses | Career development | | | |
		My manager helps team members see how they can build and/or progress their career well	The Leadership Behaviours have helped me identify my areas for personal growth	Support team members to learn and grow (my manager does this well)	My manager regularly gives me feedback which helps to improve my performance (my manager does this well)
Co-op overall	**52,801**	**63%**	**71%**	**70%**	**71%**
Gender					
Male	21,561	63%	70%	69%	72%
Female	27,521	● grey	● grey	● grey	● grey
Non-Binary	162	● pink	● grey	● dark red	● grey
Transgender	112	● pink	N/A	● grey	● pink
Prefer to self-describe	154	● grey	● grey	● grey	● pink
Ethnicity					
White	44,110	63%	71%	70%	71%
Black, Asian, Minority Ethnic	5,766	● grey	● grey	● grey	● light green
Asian	3,707	● light green	● light green	● light green	● light green
Black	902	● grey	● grey	● grey	● grey
White mixed	860	● grey	● dark red	● grey	● grey
Other	297	● grey	● dark green	● grey	● grey
Other Asian Background	1,108	● light green	● grey	● light green	● dark green
Asian or Asian British - Indian	1,373	● light green	● dark green	● light green	● light green
Asian or Asian British - Pakistani	544	● light green	● pink	● light green	● light green
Asian or Asian British - Bangladeshi	589	● light green	● dark green	● grey	● grey
White and Asian	280	● grey	● dark red	● grey	● light green
Any other Black / African / Caribbean background	110	● grey	N/A	● grey	● grey
Black or Black British - African	572	● grey	● dark red	● grey	● grey
Chinese	93	● grey	● dark green	● grey	● light green
Other ethnic groups - Arab	58	● grey	● dark green	● light green	● grey
White Irish	523	● grey	● dark green	● grey	● grey
Any other ethnic group	239	● grey	● dark green	● pink	● grey
Any other mixed or multiple ethnic background	178	● grey	● pink	● grey	● grey
White British (English / Welsh / Scottish / NI / British)	41,735	● grey	● grey	● grey	● grey
White and Black African	188	● pink	N/A	● pink	● grey
White and Black Caribbean	214	● grey	● dark red	● grey	● grey
White other background	1,760	● pink	● grey	● pink	● grey
Black or Black British - Caribbean	220	● grey	● light green	● grey	● pink
White Gypsy / Irish Traveller	92	● pink	● dark green	● pink	● dark red
Disability					
No	45,432	64%	71%	71%	72%
Yes	3,552	● pink	● dark red	● pink	● pink

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Key: ● 10%+ ● 5 - 9% ● 4% to -4% ● -5 to -9% ● -10%+

	Responses	Engaged	Integrated		Speaking up	Psychological safety		
		Engagement overall	I feel a strong sense of belonging to the Co-op	I am aware of the new Co-op vision "Co-operating for a fairer world"	I have appropriate involvement in decisions which affect me at work	Where I work, colleagues can give their opinion without the fear of negative consequences	When mistakes happen, the focus is on putting things right and learning, not blaming colleagues	I am confident that feedback from this survey will be listened to and acted upon
Co-op overall	52,801	76%	75%	65%	66%	71%	70%	64%
LGBT+								
Non LGBT+	41,503	78%	78%	67%	68%	72%	72%	66%
LGBT+	3,966	● grey	● lt red	● grey	● grey	● grey	● grey	● grey
Bisexual	2,004	● grey	● grey	● grey	● grey	● grey	● grey	● grey
Gay / lesbian	1,419	● grey	● grey	● grey	● grey	● grey	● grey	● grey
Heterosexual / straight	42,271	● grey	● grey	● grey	● grey	● grey	● grey	● grey
Prefer to self-describe	426	● red	● red	● red	● lt red	● lt red	● red	● red
Caring responsibilities								
Not a carer	32,440	77%	77%	66%	68%	73%	73%	66%
Carer	15,650	● grey	● grey	● grey	● grey	● grey	● grey	● grey
Primary carer of a child / children (under 18)	10,316	● grey	● grey	● grey	● grey	● grey	● grey	● grey
Primary carer of child or children under 18 with long-term ill health or a disability	818	● grey	● grey	● grey	● lt red	● lt red	● lt red	● grey
Primary carer of an adult or adults with conditions related to old age	1,714	● grey	● grey	● grey	● lt red	● lt red	● grey	● grey
Primary carer of an adult with long-term ill health or a disability	2,000	● grey	● lt red	● grey	● lt red	● lt red	● lt red	● lt red
Secondary carer (another person carries out the main caring role)	2,560	● grey	● grey	● grey	● grey	● lt red	● lt red	● lt red
Religion								
No religion	27,526	75%	75%	63%	67%	71%	69%	61%
Buddhist	332	● grey	● grey	● lt green	● grey	● grey	● grey	● grey
Christian (all denominations)	16,043	● lt green	● grey	● lt green	● grey	● grey	● grey	● lt green
Hindu	1,505	● green	● green	● green	● lt green	● green	● green	● green
Jewish	81	● red	● red	● grey	● lt red	● lt red	● lt red	● lt red
Muslim	1,606	● lt green	● lt green	● green	● grey	● lt green	● green	● green
Sikh	226	● lt green	● lt green	● lt green	● grey	● grey	● lt green	● green
Other (please specify)	842	● lt red	● lt red	● lt red	● red	● lt red	● lt red	● lt red
Age								
Co-op overall	52,801	76%	75%	65%	66%	71%	70%	64%
24 or under	11,389	● grey	● grey	● grey	● lt green	● grey	● grey	● grey
25 - 34	11,631	● grey	● grey	● grey	● grey	● grey	● grey	● lt red
35 - 44	9,324	● grey	● grey	● grey	● grey	● grey	● grey	● grey
45 - 54	10,011	● grey	● grey	● grey	● grey	● grey	● grey	● grey
55 - 64	8,786	● grey	● grey	● grey	● grey	● grey	● grey	● grey
65 or over	1,638	● lt green	● lt green	● lt green	● grey	● grey	● lt green	● green
Grade								
Co-op overall	52,801	76%	75%	65%	66%	71%	70%	64%
Grade A to C	327	● green	● green	● green	● lt green	● green	● green	● green
Grade A to D	1,802	● green	● green	● green	● grey	● lt green	● lt green	● lt green
Colleagues	50,999	● grey	● grey	● grey	● grey	● grey	● grey	● grey

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	Responses	Wellbeing			Be themselves	Safe		
		My manager shows that they care about my wellbeing	Using the resources that the Co-op provides, I feel well-informed and empowered to be able to manage my own wellbeing	I have a balance between my work and home life that works for me	Create an environment where team members can be themselves (my manager does this well)	I feel safe in my current working environment	In the last 12 months, [I HAVE NOT] experienced an incident which made me feel unsafe at work	I [HAVE NOT] experienced any type of BHD
Co-op overall	52,801	76%	66%	72%	78%	69%	74%	86%
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Secondary carer (another person carries out the main caring role)	2,560							
Religion								
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Key: ● 10%+ ● 5 - 9% ● 4% to -4% ● -5 to -9% ● -10%+

	Responses	Career development			
		My manager helps team members see how they can build and/or progress their career well	The Leadership Behaviours have helped me identify my areas for personal growth	Support team members to learn and grow (my manager does this well)	My manager regularly gives me feedback which helps to improve my performance (my manager does this well)
Co-op overall	52,801	63%	71%	70%	71%
LGBT+					
Non LGBT+	41,503	65%	71%	72%	72%
LGBT+	3,966	(red)	(grey)	(red)	(grey)
Bisexual	2,004	(red)	(red)	(red)	(grey)
Gay / lesbian	1,419	(grey)	(grey)	(grey)	(grey)
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