

CO-OP PAY GAP REPORT 2024

OUR REPORT ON GENDER, ETHNICITY,
SOCIOECONOMIC BACKGROUND
AND DISABILITY PAY GAPS



OWNED BY YOU.
RIGHT BY YOU.



CHIEF PEOPLE & INCLUSION OFFICER WELCOME

“

**AT CO-OP, WE'RE PROUD TO TAKE
A STANCE AND HOLD OURSELVES
ACCOUNTABLE WHEN IT COMES TO
FAIRNESS AND TRANSPARENCY.**

That's why, alongside our gender pay, we're voluntarily publishing data on socio-economic background, ethnicity and, for the first time, disability.

Importantly, our focus is not just on publishing data, but on taking action to address inequalities when it comes to factors that widen pay gaps. This includes focusing on better representation in higher paid leadership roles and ensuring fair pay in line with the real living wage for colleagues in our entry roles. We'll continue to address this in line with our 2030 Social Mobility, Inclusion and Belonging strategy, which is not just an ambition - it's an action plan to ensure that all colleagues have the opportunity to thrive at our Co-op.

We've made some good progress including increasing the representation of women and ethnic minority colleagues at leadership levels, but we recognise barriers to progress still persist. Our aim is to create a diverse and representative workforce that reflects the diverse communities we serve. We are committed to achieving this and driving meaningful change for colleagues at every level in our organisation.

This report presents our latest pay gap data, reflecting both the progress we've made and the areas where we must continue to drive action.

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Claire Costello
Chief People &
Inclusion Officer

HOW WE CALCULATE OUR PAY GAPS

THE DIFFERENCE BETWEEN GENDER PAY GAP AND EQUAL PAY:

1. Equal pay is where colleagues from all diverse groups' should be paid the same for doing equal work.
2. Pay gaps measure the difference between two groups' average earnings across the whole organisation (it compares all salaries, regardless of the job role, and takes average earnings using different mean and median calculations).

USING GENDER PAY AS AN EXAMPLE:



Following the convention set out by the UK Government, a negative number indicates that women on average earn more than men.

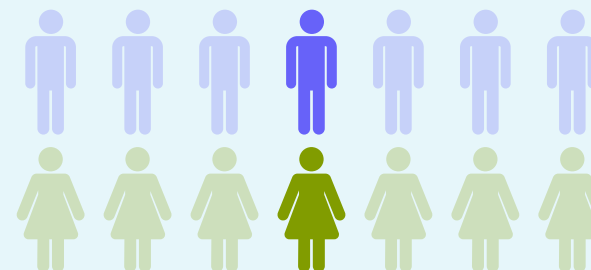


MEAN PAY GAP

The mean gender pay gap is the difference in the hourly pay for women compared to men, within a company.

MEDIAN PAY GAP

The median represents the middle point of a population. If you separately lined up all the women and all the men in a company in order of hourly pay, the median pay gap is the difference between the hourly pay rate for the woman in the middle of the data compared to that of the man in the middle of the data.



GENDER PAY GAP

KEY POINTS IN THIS YEAR'S REPORT

1

OUR PAY GAP CONTINUES TO REDUCE

Our mean pay gap has reduced from 13.2% (2023) to **10.8%**. Our median gap has reduced from 7.5% (2023) to **6.5%**.

4

OUR FOOD BUSINESS PAY GAP IS LOWER THAN CO-OP GROUP OVERALL

Our mean gap is **6.5%** and median gap is **5.5%**.

2

MOST OF OUR COLLEAGUES ARE ON A FIXED RATE OF PAY

85% of our pay-relevant colleagues (people included in the gender pay gap calculations) are on fixed rates of pay for their job. This means that colleagues are on a set hourly rate.

5

HOW WE DEFINE GENDER

We recognise that not all colleagues identify as male or female but, for the purpose of this report, we have used the 'legal sex' data recorded on payroll in line with Government reporting mandates.

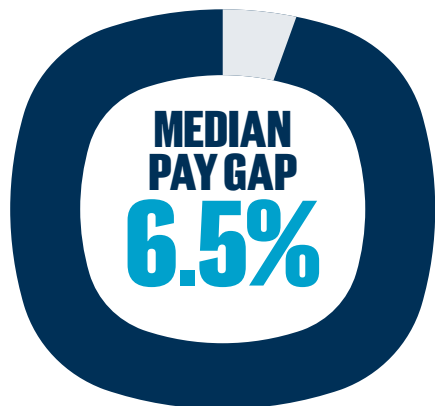
3

REPRESENTATION IS THE BIGGEST DRIVER FOR OUR PAY GAP

The reason we have a pay gap is that we have more men in senior roles where salaries are higher. This is a key focus area for us in our 2030 strategy to achieve gender parity within leadership roles.

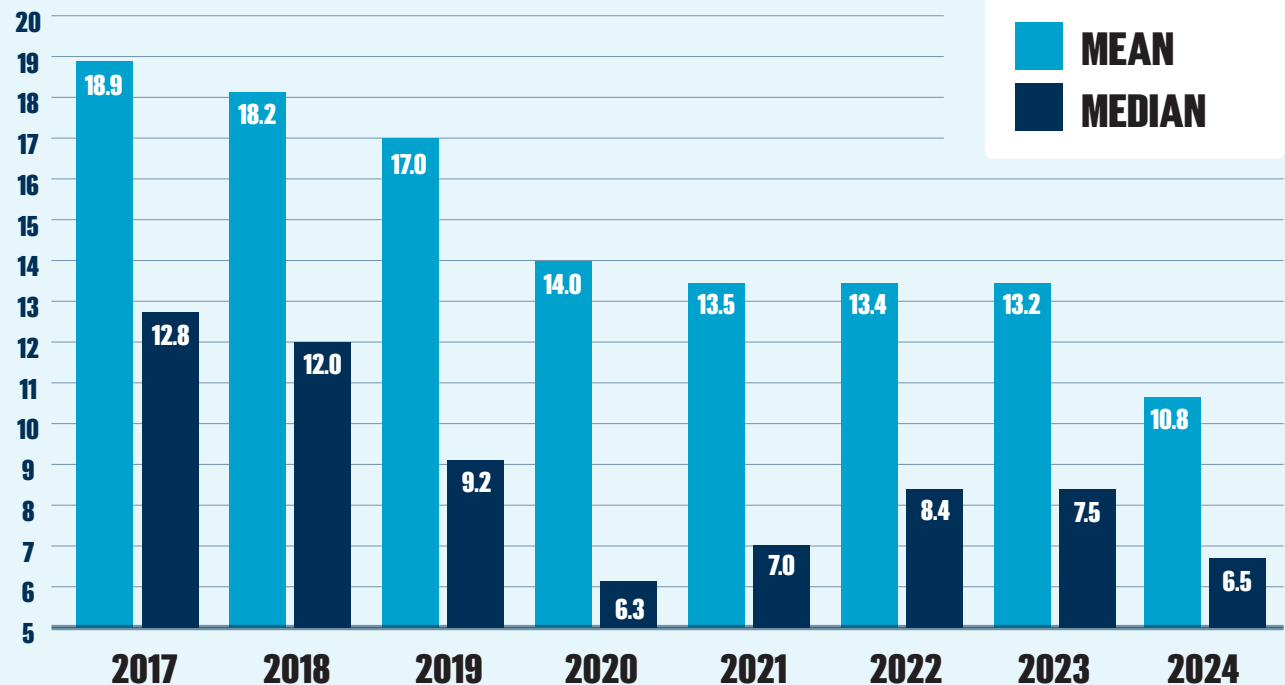


GENDER PAY GAP 2024



We've seen a significant reduction in our gender pay gap since we started to report data in 2017. To further reduce our pay gap, we've been focused on supporting colleagues through the cost of living crisis, investing heavily in pay across our Co-op in 2024. All our Customer Team Members and Team Leaders in our Food stores received a pay increase of 10.1% for the second consecutive year to align their pay to the Real Living Wage rate as set by the Living Wage Foundation and to maintain appropriate pay differentials. This investment is the main reason for the reduction in our mean pay gap as we have a higher proportion of female colleagues within those roles.

OUR PAY GAP HAS BEEN REDUCING SINCE 2017



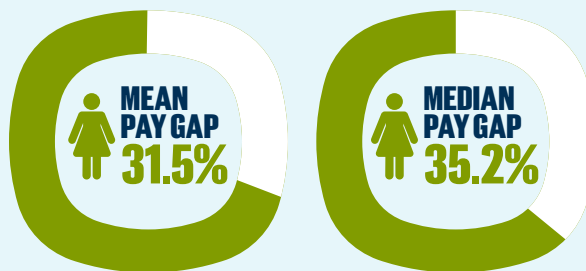
BONUS PAY

APPROXIMATELY 7,000 COLLEAGUES ARE ELIGIBLE TO PARTICIPATE IN OUR BONUS PLAN. THIS INCLUDES COLLEAGUES IN OUR HEAD OFFICE ROLES AND FOOD STORE MANAGERS. OUR OPERATIONAL COLLEAGUES WILL PARTICIPATE IN A SEPARATE BONUS INCENTIVE MOVING FORWARD.

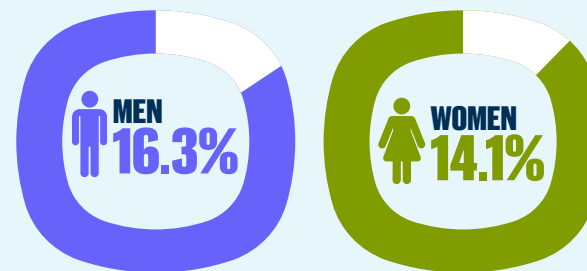
The gender bonus gap is still high. Our variable bonus scheme pays higher percentages for more senior roles. We have a higher proportion of men in senior leadership positions which impacts our pay gaps.

The percentage of males who receive a bonus payment is higher than females. This is driven by lower levels of representation of female colleagues in roles eligible to participate in our bonus plan as a % of our overall headcount.

WOMEN'S BONUS PAY



WHO RECEIVED BONUS PAY



QUARTILES

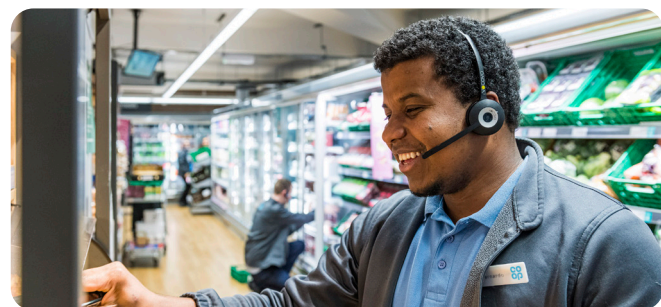
We arranged our colleagues in order from the highest to the lowest paid and then divided them into four groups of equal numbers.

The top quartile shows that we still have more men in our highest paid roles. There has been some movement with women in the top quartile increasing by 1% from 2023.

QUARTILE	MEN	WOMEN
Top Quartile	67.7%	32.3%
Upper Middle Quartile	49.3%	50.7%
Lower Middle Quartile	38.9%	61.1%
Lower Quartile	34.0%	66.0%

REPRESENTATION ACROSS CO-OP

We know that our pay gap is predominantly driven by having more men in senior leadership positions. Looking at representation in different parts of our Co-op helps to show how this impacts our pay gap.



HEAD OFFICE SUPPORT CENTRE AND MANAGEMENT GRADING

ROLE	HEADCOUNT	MALE %	FEMALE %
WL 1	3	33%	67%
WL 2	29	59%	41%
WL 3	90	66%	34%
WL 4	412	61%	39%
WL 5	1,405	55%	45%
WL 6	3,207	44%	56%
TOTAL	5,146	49%	51%

Female representation in our Head Office typically decreases as you move up the grading structure, with the exception of Work Level 1 (WL 1) where our CEO and CFO are female.

FOOD STORES

ROLE	HEADCOUNT	MALE %	FEMALE %
Head of Operations	17	76%	24%
Operations Manager	94	66%	34%
Store Manager	2,305	67%	33%
Team Manager	262	53%	47%
Team Leader	10,848	47%	53%
Customer Team Member	26,433	37%	63%
TOTAL	39,959	42%	58%

Looking at career pathways for our colleagues in Food stores (where 75% of our colleagues work) we can see that 63% of our Customer Team Member colleagues are female. As we move up through the levels to Store Manager and then onto Head of Operations, we can see that the percentage of females in these roles gradually decreases by approximately 10% at each step in the hierarchy.

FOOD BUSINESS GENDER PAY GAP

AVERAGE	MALE	FEMALE	PAY GAP
Mean	£12.61	£11.80	6.5%
Median	£11.90	£11.27	5.3%

It's also important to remember that 85% of our colleagues included in the calculations are on fixed rates of pay for their job. Therefore, if we look at Food stores separately to the rest of the Co-op Group, we can see a smaller pay gap compared to the rest of the Group overall, where salaries vary depending on the seniority of the role.

We've made some positive progress with reducing our gender pay gap, focusing on equitable pay for colleagues in entry roles and better representation in senior roles but, until we have proportional representation within our senior leadership roles, the gap will remain. That's why we're continuing to drive representation to achieve gender parity by 2030.

ETHNICITY PAY GAP

KEY POINTS IN THIS YEAR'S REPORT

1

OUR MEAN PAY GAP HAS DECREASED FROM 2.6% (2021) TO 1.7%

WHAT IS ETHNICITY PAY GAP REPORTING?

The ethnicity pay gap shows the difference in the average pay between all our ethnic minority colleagues and all our white colleagues. We've used the same approach that we took to produce our Gender Pay Gap report, looking at both the mean and median averages.

A negative pay gap means that on average an ethnic minority colleague's hourly rate of pay is higher than the average white colleague's.

COLLEAGUE DATA INCLUDED IN THE REPORT

We have 55,124* pay-relevant colleagues, and 92% of colleagues have shared their ethnicity data with us.

We identify ethnic minority colleagues as people from Black, Asian, Mixed and other ethnic backgrounds.

	2021	2022	2023	2024
White	85.8%	85.5%	85%	83.8%
Ethnically Diverse	14.2%	14.5%	15%	16.2%

*This is based on the number of colleagues employed at the time the data was cut on the 5th April 2024.

2

ETHNIC MINORITY REPRESENTATION IN LEADERSHIP HAS INCREASED FROM 8% (2023) TO 9% (2024)

3

OUR MEAN PAY GAP FOR ETHNIC MINORITY FEMALE COLLEAGUES HAS REDUCED FROM 16.3% (2021) TO 12.7% (2024)

WHAT IS THE DATA TELLING US?

	2021	2022	2023	2024
Mean Pay Gap	2.6%	1.8%	0.9%	1.7%
Median Pay Gap	-4.6%	-6.6%	-6.1%	-5.2%

Our data shows a slight increase in the mean pay gap, rising from 0.9% in 2023 to 1.7% in 2024. While this is still lower than the 2.6% gap recorded in 2021, this is likely the result of recruiting more ethnic minority colleagues in entry and mid-level roles (ethnic minority representation has increased from 16% to 17% over the past 12 months at this level).

Our median pay gap has lessened, shifting from -6.1% in 2023 to -5.2% in 2024, but still shows a higher rate of pay for the ethnic minority median colleague compared to their white counterpart. The reason for this is that, in the data set used, the ethnic minority colleague worked in a store based in London and received an additional London pay weighting, whereas the median white colleague worked outside of London and therefore did not receive the London weighting.

QUARTILES

2024 QUARTILES

2024 QUARTILES	WHITE	ETHNICALLY DIVERSE
Top Quartile	80.79%	19.21%
Upper Middle Quartile	76.00%	24.00%
Lower Middle Quartile	88.88%	11.12%
Lower Quartile	88.62%	11.38%

2023 QUARTILES FOR COMPARISON

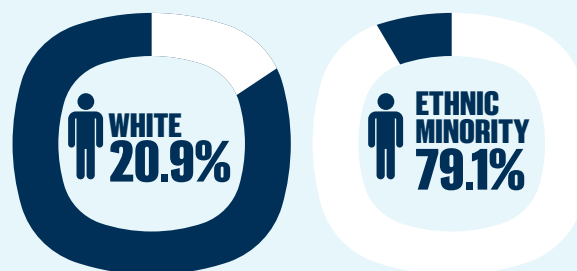
2023 QUARTILES	WHITE	ETHNICALLY DIVERSE
Top Quartile	82.53%	17.47%
Upper Middle Quartile	75.82%	24.18%
Lower Middle Quartile	89.88%	10.12%
Lower Quartile	91.13%	8.87%

WHAT'S THE QUARTILE DATA TELLING US?

The majority of our colleagues are on the same fixed hourly rate. In other words, we pay a set amount per hour for certain roles in the business, such as Team Leaders (TLs) and Customer Team Members (CTMs) in our Food stores. These colleagues make up the first three quartiles in the table (Lower to Upper Middle). The main reason there is an increase in ethnic minorities in the Upper Middle and Top quartiles is due to the additional allowances that we pay our store colleagues who work in London (we employ more ethnic minority colleagues in Store Manager roles in London). The table below shows how our Food store ethnicity profile in London is very different to our national Food store ethnicity makeup:

OVERALL FOOD OPERATIONS DATA:

LONDON



NATIONAL



INTERSECTIONALITY – ETHNICITY AND GENDER:

WOMEN FROM ETHNIC MINORITY BACKGROUNDS

	2021	2022	2023	2024
Mean	16.3%	15%	13.5%	12.7%
Median	0.2%	-1.9%	-0.4%	-0.2%

Our mean pay gap for ethnic minority female colleagues has reduced from 16.3% (2021) to 12.7% (2024).

As in previous reports, we conducted a deep-dive analysis on the intersecting relationship between ethnicity and gender. This is because we know that women of colour are doubly impacted by systemic barriers because of their gender and ethnicity. When we first started to report the data in 2021, we saw that there was a larger pay gap for our ethnic minority female colleagues than for ethnic minority male colleagues. We've seen a reduction in both the mean and median gaps. This is partly driven by the huge investment in pay for colleagues in some of our lower paid operational roles where a big proportion of our ethnic minority female colleagues work.

**IN SUMMARY,
WHILST OUR OVERALL
ETHNICITY PAY GAP
REMAINS RELATIVELY
SMALL, TO CLOSE
THE GAP WE NEED TO
CONTINUE OUR FOCUS
ON INCREASING
REPRESENTATION
WITHIN LEADERSHIP
ROLES TO ACHIEVE
PAY EQUITY.**



SOCIOECONOMIC PAY GAP

KEY POINTS IN THIS YEAR'S REPORT

1

WE'RE COMPARING THE PAY GAP BETWEEN COLLEAGUES FROM PROFESSIONAL AND LOWER SOCIOECONOMIC BACKGROUNDS (SEBs)

As with our first report in 2023, we have chosen to publish the difference in pay between colleagues from professional (or higher) SEBs and their lower SEB counterparts. A smaller percentage of our colleagues identified as coming from an Intermediate background in comparison to the national average, and we'll be further exploring this in 2025. We believe that this is due to colleagues having more of an affiliation with either professional or lower SEBs.

2

COLLEAGUES FROM LOWER SEBS ARE LESS LIKELY TO PROGRESS INTO SENIOR ROLES

However, operational careers can be an enabler for social mobility, particularly in our Food stores. Our representation data shows that colleagues from lower SEBs are less likely to progress into more senior positions. And, where we have senior leaders from a lower SEB, they are generally recruited externally into leadership positions. Our Food store operational leadership roles are an exception and show largely static representation throughout the leadership levels.

3

WOMEN FROM A LOWER SEB EXPERIENCE THE BIGGEST PAY GAP AT CO-OP

Our biggest pay gap is between female colleagues from a lower SEB and their professional counterparts. This intersection of gender and socioeconomic background can create further barriers to both progression and earning potential.

4

WE HAVE A SOCIOECONOMIC PAY GAP AND WE KNOW WHY

Although our representation of colleagues from a lower SEB remains largely consistent at all work levels, we have more colleagues from a Professional background in our most senior leadership roles (which pay more).

WHAT IS SOCIOECONOMIC BACKGROUND?

According to the Social Mobility Commission, an individual's socioeconomic background (SEB) is defined by their highest-earning parent's occupation.

The best measure to assess someone's SEB is to ask: "What was the occupation of your main household earner when you were aged about 14?" The responses can then be categorised as follows:

PROFESSIONAL BACKGROUNDS

Modern professional and traditional occupations; senior or junior managers or administrators

INTERMEDIATE BACKGROUNDS

Clerical and intermediate occupations; small-business owners

LOWER SOCIOECONOMIC BACKGROUNDS

Technical and craft occupations; long-term unemployed; routine, semi-routine manual and service occupations



WHAT IS SOCIOECONOMIC PAY GAP REPORTING?

In the UK, it still pays to be privileged. Professionals from lower SEBs are being paid less than their more privileged peers in the same occupation, by £6,291 – or 12% – less a year. This means that they effectively work 1 in 8 days for free. In 2024, 17th November was declared “Class pay gap day” – or the day on which professionals from lower SEBs effectively stopped earning for the rest of the year.

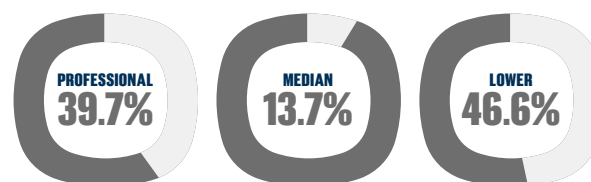
OUR CO-OP'S SEB PROFILE

We've produced our analysis using the same data set and approach that we've used to produce our 2024 Gender and Ethnicity Pay Gap reports.

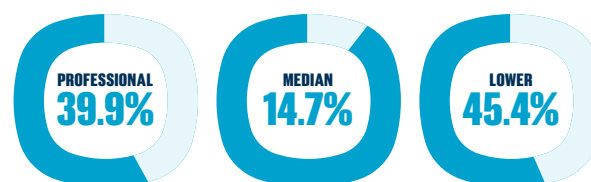
We have 55,124 pay-relevant colleagues. In 2024, 32,483 colleagues shared their SEB with us, which represents 59% of our workforce (an increase of 11% from the previous year). Our completion rate at the time of writing stands at 81% across the organisation.



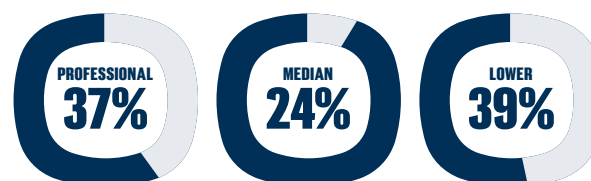
2023 DATA



2024 DATA

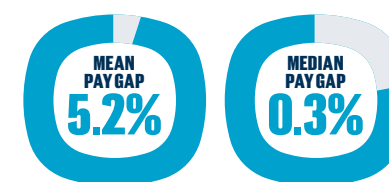


NATIONAL DATA



We have seen some subtle changes to the data due to our increased completion rates. We are still under-represented in the Intermediate category and we will continue to focus on this to understand whether this is due to under-reporting or representation.

WHAT'S THE DATA TELLING US? (2024)



We have a mean pay gap of 5.2% and a median pay gap of 0.3%.

The median compares the hourly rate of the middle Professional SEB colleague role to the Lower Middle SEB colleague role, and the mean compares the average hourly rate of colleagues from a Professional SEB to the average hourly rate for colleagues from Lower SEBs.

In the data set used to complete the analysis the median role for each SEB category is a Team Leader (TL) in a Food store which explains why the gaps are very small.

We pay all our TLs the same fixed hourly rate (85% of our pay-relevant employees are on fixed rates of pay for their job). The small variances are due to the way holiday pay is calculated based on hours worked, as set by legislation.

Having more colleagues from a Professional SEB in our most senior positions than colleagues from a Lower SEB is impacting our mean pay gap.

QUARTILES & INTERSECTIONALITY

2024 QUARTILES	PROFESSIONAL	INTERMEDIATE	LOWER
Top Quartile	41.27%	14.76%	43.98%
Upper Middle Quartile	39.36%	15.49%	45.15%
Lower Middle Quartile	40.53%	14.86%	44.61%
Lower Quartile	38.57%	13.76%	47.68%
Overall	39.9%	14.7%	45.4%

We arranged our colleagues in order from the highest to the lowest paid and then divided them into four groups of equal numbers of people. There has been a slight shift in some of the data since 2023, but the overall representation remains largely consistent.

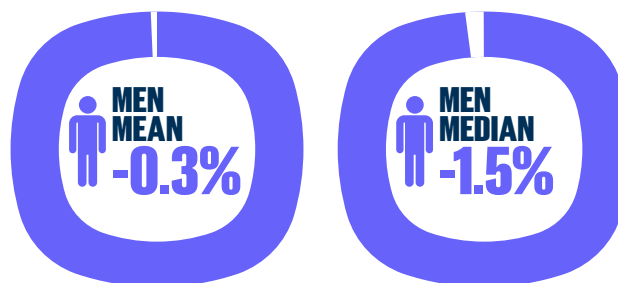
The quartile data shows that we have a slightly higher index of colleagues from a professional SEB in the top quartile when compared to the overall % of our colleagues from a professional SEB (41.27% vs 39.9%). This % gap is more pronounced when you look at representation in our most senior leader cohort, as demonstrated by the analysis below:

ROLE	PROFESSIONAL	INTERMEDIATE	LOWER
Executive	100%	0%	0%
Directors	46%	21%	32%
Heads of Departments	50%	15%	35%
Senior Managers	58%	10%	32%

INTERSECTIONALITY

We know that when a socioeconomic background intersects with a protected characteristic it can mean individuals face further systemic barriers. As with our first report in 2023, we conducted a deep-dive analysis into the intersecting relationships between socioeconomic background and other facets of diversity. The data suggested that the most significant pay gap for our colleagues came in the intersectionality of gender and SEB, although we have seen a small reduction since our last report:

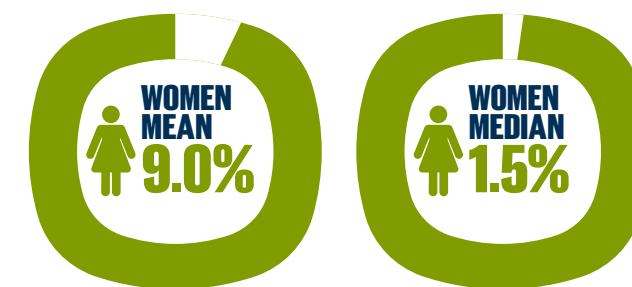
P vs L PAY GAP



23.1% of our male colleagues are from a lower SEB compared to 23.6% of male colleagues from a professional SEB.

When we look at our male representation data, we typically have more male colleagues from a lower SEB in our senior operational roles compared to colleagues from a professional SEB. This is what's driving our small negative pay gap.

P vs L PAY GAP



27.2% of our female colleagues are from a lower SEB, compared to 21.0% of female colleagues from a professional SEB.

When we look at our female representation data, we typically have more female colleagues from a professional SEB in our senior roles compared to colleagues from a lower SEB. This is what's driving our pay gap.



REPRESENTATION IN OUR OPERATIONAL CAREER PATHS

The following analysis shows how representation changes through the career paths in operational roles across our businesses. At Co-op, we define operational roles as those which are directly involved with the service provided by our Food stores, Logistics depots and Funeralcare teams.

FOOD STORE OPERATIONS	PROFESSIONAL	INTERMEDIATE	LOWER
Head of Operations	36%	14%	50%
Operations Manager	39%	12%	49%
Store Manager	37%	12%	51%
Team Manager	31%	13%	56%
Team Leader	38%	15%	47%
Customer Team Member	40%	15%	45%
Total	39%	15%	46%



LOGISTICS OPERATIONS	PROFESSIONAL	INTERMEDIATE	LOWER
Distribution General Manager	71%	0%	29%
Depot Operations Manager	33%	0%	67%
Warehouse Manager	44%	11%	44%
Shift Manager	36%	14%	50%
Team Manager	37%	12%	52%
Warehouse Operative	33%	14%	53%
De-Kit Operative	36%	4%	60%
Total	34%	13%	53%

FUNERALCARE OPERATIONS	PROFESSIONAL	INTERMEDIATE	LOWER
Regional Operations Manager	47%	6%	47%
Care Logistics Manager	34%	23%	43%
Care Logistics Lead	29%	18%	53%
Funeral Director	38%	15%	47%
Funeral Arranger	38%	14%	48%
Funeral Service Crew	39%	15%	47%
Total	38%	15%	47%

Other than in our Food store operations, the general trend is for representation to increase for colleagues from a professional SEB the higher the career path.

This increase in representation is the main driver for our mean pay gap.



DISABILITY PAY GAP

KEY POINTS IN THIS YEAR'S REPORT

1

THIS IS CO-OP'S FIRST DISABILITY PAY GAP REPORT, MARKING A MAJOR STEP TOWARDS ACCOUNTABILITY AND DISABILITY INCLUSION.

2

THE DATA HIGHLIGHTS DISPARITIES IN EARNINGS FOR DISABLED COLLEAGUES. THE MEAN GAP IS 7.6% AND THE MEDIAN GAP 2.39%, REINFORCING THE NEED FOR TARGETED ACTION.

3

THE PAY GAP IS DRIVEN BY UNDER-REPRESENTATION OF DISABLED COLLEAGUES IN SENIOR LEADERSHIP (HIGHER-PAID ROLES).

4

WORKPLACE ADJUSTMENTS ARE A KEY ENABLER TO CLOSING THE GAP. DELAYS OR LACK OF AWARENESS IMPACTS PERFORMANCE AND PROGRESSION.

HOW WE CATEGORISE DISABILITY AT CO-OP

At Co-op, colleagues self-identify as having a disability in line with the Equality Act 2010. A disability is defined as a physical or mental impairment that has a substantial and long-term impact on a person's ability to carry out day-to-day activities. This includes both visible and non-visible disabilities, ensuring that all colleagues who need support and adjustments are recognised, included and valued.

UNDERSTANDING THE DISABILITY PAY GAP AT CO-OP

The disability pay gap measures the difference in average earnings between disabled and non-disabled colleagues.

WHAT'S THE DATA TELLING US?

METRIC	NON-DISABLED COLLEAGUES	DISABLED COLLEAGUES	PAY GAP
Mean (Average) Hourly Pay	£14.10	£13.10	7.6%
Median Hourly Pay	£11.99	£11.71	2.39%

- The mean pay gap of 7.6% suggests that, on average, disabled colleagues earn less than non-disabled colleagues.
- The median pay gap of 2.39% is smaller, indicating that disparities are less pronounced at the midpoint of earnings, but still reflect structural inequalities in role distribution.

It's important to note that this does not indicate unequal pay for equal work, but highlights disparities in the representation of colleagues with disabilities compared with those without. We know from our colleague engagement survey that disability awareness and having the right workplace adjustments in place drives engagement and helps colleagues to thrive at work. This data reinforces the importance of improving career development and accessibility for disabled colleagues so that they have equal opportunities to progress, which in turns helps to close the pay gap.

REPRESENTATION ACROSS PAY QUARTILES

Disabled colleagues are over-represented in lower pay quartiles and under-represented in higher pay quartiles indicating barriers to career progression.

PAY QUARTILE	NON-DISABLED COLLEAGUES	DISABLED COLLEAGUES
Upper Quartile (Highest Pay)	81.8%	18.2%
Upper- Middle Quartile	79.6%	20.4%
Lower- Middle Quartile	74.5%	25.5%
Lower Quartile (Lowest Pay)	72.2%	27.8%

Our aim is for our colleagues to be representative in line with UK national data, and to reflect the demographic makeup of the communities we serve at each level within our organisation.



PROGRESS MADE AND ACTIONS TO FURTHER REDUCE OUR PAY GAPS

REDUCING PAY GAPS FOR MARGINALISED GROUPS IS A CRITICAL STEP TOWARDS FOSTERING AN INCLUSIVE AND THRIVING WORKPLACE. WE HAVE FOCUSED ON UNDERSTANDING WHERE THERE IS UNDER-REPRESENTATION AND ENSURING THAT OUR SYSTEMS AND PROCESSES ARE FAIR AND EQUITABLE.

We have introduced a range of interventions, led by the principle that, while there is no quick fix to overcoming the inequities that different groups face in society and the workplace, we can ensure that we are aware of any disparities and put in place actions to address them. The data-rich environment that we have created within Co-op Group has helped us to define and target interventions in a meaningful and measurable way.

The interventions we put in place are holistic and aim to address things with intersectionality in mind, as we know that individuals don't just fit into one box.



OUR ACTIONS:

A DATA-DRIVEN & ACCOUNTABLE APPROACH

We have achieved a 92% completion rate for our colleague diversity data. This enables us to track trends, identify gaps and take action where needed.

INCLUSIVE HIRING

We audited our end-to-end recruitment process and have been working to continuously improve it.

Our interventions include:

- Mandating inclusive hiring training for all managers to raise awareness of bias in decision-making and how to overcome it.
- Refreshing our interview assessment packs to further mitigate bias during the interview stage of the process.
- Redesigning our interview questions and assessment tools to make them more inclusive.
- Piloting diverse interview panels for our senior leadership roles to support with fair decision-making when hiring.

We're continuing to focus on candidate attraction campaigns in those parts of the business where applicant diversity is low. Some of these areas are reflective of sectoral challenges, but we will

continue to target under-represented groups and drive better representation.

We send interview questions in advance to help candidates prepare, as we know this can particularly support people with neurodivergent conditions, and for those who speak English as a second language.

STRENGTHENING EXTERNAL PARTNERSHIPS

Co-op is proud to work with external organisations that advocate for inclusion and employment equity.

Our partnerships include Bright Future Co-op, Tent, New Futures Network, and Working Chance, all of which support social mobility.

We also work with the Business Disability Forum and AccessAble to drive disability inclusion, and we've continued our partnership with Black Young Professionals to support with addressing the under-representation of black people at our Co-op.

REDUCING DISADVANTAGE FROM OUR PROCESSES AND PRACTICES

Improving workplace accessibility

We're introducing a new workplace adjustment passport to ensure colleagues get the adjustments needed to help them do their best work.

Flexible working

We know that some marginalised groups are more likely to have caring responsibilities which can impact individuals at work. That's why we continue to offer flexible working to support colleagues wherever we can.

Inclusive policies

We strive to role model best practice when it comes to our policies. Last year we launched a standalone sexual harassment policy to reinforce our zero tolerance approach to harassment.

Supporting Career Progression

Our focus remains on reducing barriers to promotion and supporting internal mobility. In 2024, we successfully rolled out three cohorts of our Elevating Women in Leadership programme, and one cohort for ethnic minority colleagues. The programmes target areas which research has identified as key barriers to holding colleagues back in their career development.

We also launched a new women's apprenticeship scheme in Logistics, as we know this is a sector where women are under-represented.

In light of the success of the programmes, we will continue rolling out further cohorts in 2025, focusing on addressing under-representation of marginalised groups, and particularly the impact of intersectionality that is demonstrated through the pay gap data.

OUR ACTIONS:

VISIBLE REPRESENTATION IN SENIOR LEADERSHIP

It's often said that you can't be what you can't see. We're proud of the following:

- **Ranked No.1** of the Top 50 Largest Private Companies with Women on Boards.
- **Ranked 6th** place in our sector for Women on Boards and in Leadership.
- One third of our most senior leaders come from a lower SEB background.
- We're the only major retailer to have a female CEO from an ethnic minority background.

COLLEAGUE NETWORKS

Our networks help raise awareness and amplify colleague voices, and they work in collaboration with the business to address barriers.

WE HAVE 6 COLLEAGUE NETWORKS:

Women



Parents and Carers



Ethnicity



Disability



LGBTQ+



Youth



EXTERNAL COMMITMENTS

We believe it's important to hold ourselves to account externally. We have put a spotlight focus on social mobility and published commitments that are reviewed annually to define the next phase of our social mobility strategy. Our activity is insight-led, and we continually adapt as required to ensure maximum impact. You can read our commitments [here](#).

