

Scottish Midland Co-operative Society ("the Society") is Scotland's largest independent co-operative and has been at the heart of Scottish communities since 1859. The Society is committed to continuing to attract, retain and develop a diverse and inclusive workforce and to nurturing a culture where all our colleagues can thrive.

The Society remains committed to promoting equality and inclusion in our workplace. In accordance with UK legal requirements, we are disclosing the findings of our annual gender pay gap report for 2024. The purpose of this report is not only to fulfil our regulatory obligations but also to affirm our commitment to transparency and continuous improvement in identifying and addressing disparities in pay between men and women within the Society.

**Pay Policy**

The Society's pay policy is gender neutral, with over 90% of our roles covered by rate-for-the-job pay scales. The remainder of the roles are benchmarked externally using Willis Towers Watson retail pay survey information. We are committed to increasing opportunities for all colleagues across the Society and are pleased that in 2024 we have continued to attract and retain more female colleagues at senior and leadership levels in the Society, including appointing our first female Chief Executive.

**Pay Quartiles Analysis**

The quartile distribution of pay within the Society reveals that women are the majority representation across all pay quartiles.

**Gender Pay Gap**

There has been a significant positive shift in the gender pay gap, with the difference in average pay between men and women decreasing by 4.6%, from 15.28% in 2023 to 10.67% in 2024. This improvement reflects a notable increase in the representation of women in the top pay quartile and a reduction in the number of women in the lower pay quartile.

Median pay has also seen a positive shift, with the gender pay gap narrowing from 1.71% in 2023 to 1.39% in 2024. While a 0.3% reduction on a relatively low base may seem modest, it is still a positive indicator of progress. Overall, the trend demonstrates continued improvement in gender pay equity, following the positive trajectory observed in years prior to 2023, albeit at an accelerated pace.

Although we are seeing a reduction in the gender pay gap due to more women occupying senior roles and fewer women in the lower quartile, the gap persists. We do not believe this is a result of our pay policy, but rather a reflection of the fact that a significant proportion of the Society's entry-level customer-facing and administrative roles are part-time positions. These roles tend to attract a higher proportion of female applicants, which aligns with trends observed across the wider retail industry

**Bonus Awards Analysis**

In 2024, a higher percentage of women (90.07%) received bonus pay compared to men (86.54%). However, the difference in average bonus payments between men and women has increased, rising from 21.19% in 2023 to 37.94% in 2024. This increase can be attributed to the different approach taken in 2023, where a larger proportion of employees in the lower pay quartile received a bonus, creating an artificial shift in the data. The results for 2024 are more aligned with trends seen prior to 2023, and the wider gap in average bonus pay is primarily due to higher bonus payments being awarded to senior-level males.

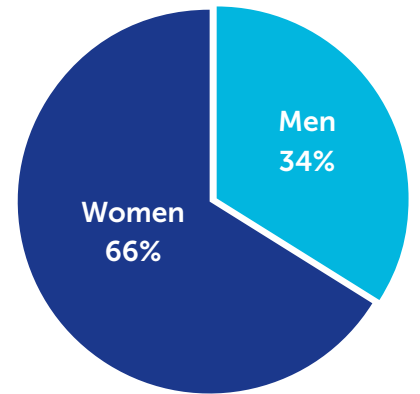
Despite the disparity in average bonus pay, there was no difference in the median bonus payment between men and women, indicating that the middle value of bonus awards is equal for both genders.

**Conclusion and Further Action**

We remain committed to fostering an open and inclusive approach to talent acquisition and career development. The positive overall shift in the gender pay gap across the Society is encouraging, and we are focused on building on this progress. Moving forward, we will continue to prioritise initiatives that ensure fair opportunities for all employees.



**Margaret Anne Clark**  
Chief Operating Officer - Services - April 2025



Quartile	Men 2024	Women 2024
Top	39.8%	60.2%
Upper Middle	34.8%	65.2%
Lower Middle	24.0%	76.0%
Lower	39.0%	61.0%

Difference between men and women	Mean	Median
Gender Pay Gap 2024	10.7%	1.4%
Gender Pay Gap 2023	15.3%	1.7%

Bonus Pay	Men	Women
Those who received bonus pay	86.5%	90.1%

Difference between men and women	Mean	Median
Gender Bonus Gap	37.9%	0.00%