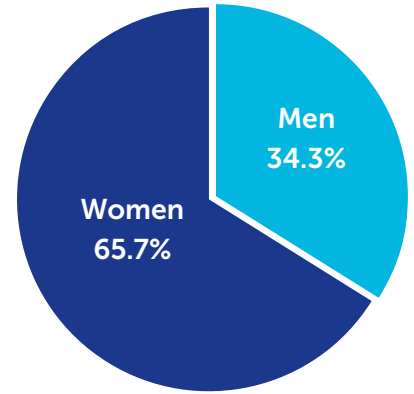


The Scottish Midland Co-operative Society (“the Society”) is Scotland’s largest independent co-operative and has been at the heart of Scottish communities since 1859. We remain committed to attracting, retaining and developing a diverse and inclusive workforce, and to fostering a culture where all colleagues feel supported and able to thrive.

Promoting equality, diversity and inclusion is a key priority for the Society. This report outlines our Gender Pay Gap data for the snapshot date of 5 April 2025, in line with the UK Government’s Gender Pay Gap reporting requirements.

At this date, the Society employed 3,409 relevant employees, of whom 2,240 (65.7%) were women and 1,169 (34.3%) were men. This gender profile reflects the typical workforce composition within the convenience retail sector, where women represent a significant proportion of colleagues working across store and operational roles.



**Pay Policy**

The Society operates a gender-neutral pay policy. Over 90% of roles are paid using ‘rate-for-the-job’ pay scales, ensuring colleagues are paid consistently for the roles they perform. The remaining roles are benchmarked externally using Willis Towers Watson retail pay survey data to ensure our pay remains competitive within the sector.

We are committed to increasing opportunities for all colleagues across the Society. During 2025 we have continued to attract, retain and develop more women into senior and leadership roles, supporting greater gender balance across our organisation.

**Gender Pay Gap**

Our mean gender pay gap for 2025 is 7.94%, with a median pay gap of 1.13%. This represents a continued reduction in the gender pay gap, with the mean gap decreasing by over 7 percentage points since 2023. This demonstrates sustained progress in narrowing the difference in average earnings between men and women across the Society.

The median pay gap remains very small, indicating that when comparing the midpoint of our pay distribution, men and women earn broadly similar hourly rates.

The remaining pay gap is not a result of differences in pay for the same roles, but is influenced by the distribution of roles and working patterns across the organisation. As is common within the retail sector, a significant proportion of our entry-level customer-facing and administrative roles are part-time, and these roles continue to attract a higher proportion of female applicants. Encouragingly, we are seeing more women progressing into senior roles, which is contributing to the ongoing reduction in the gender pay gap.

Difference between men and women	Mean	Median
Gender Pay Gap 2025	7.94%	1.13%
Gender Pay Gap 2024	10.67%	1.39%

**Pay Quartiles Analysis**

Women represent the majority of employees across all pay quartiles within the Society. The top pay quartile includes 58.13% women, reflecting strong female representation in senior and higher-paid roles.

The upper middle and lower middle quartiles are also predominantly female, reflecting the high proportion of women working in middle management, professional and store management roles across the Society.

Overall, the quartile distribution reflects the gender profile of the wider workforce, while also demonstrating continued progress in improving gender balance across higher-paid roles.

Quartile	Men	Women
Top	41.87%	58.13%
Upper Middle	32.81%	67.19%
Lower Middle	26.17%	73.83%
Lower	37.43%	62.57%

**Bonus Awards Analysis 2025**

In 2025, 92.14% of women received bonus pay compared to 89.05% of men, meaning women were slightly more likely to receive a bonus.

The mean bonus gap decreased from 37.94% in 2024 to 28.25% in 2025, representing a positive shift following the temporary increase reported last year. This improvement reflects the growing number of women receiving bonus payments at more senior levels of the organisation. The median bonus gap remains 0%, meaning the midpoint bonus payment is the same for both men and women.

Bonus Pay	Men	Women
Those who received bonus pay	89.05%	92.14%

Difference between men and women	Mean	Median
Gender Bonus Gap	28.25%	0.00%

**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 2026