

SCCL 2023 Gender Pay Gap Report

Introduction

SCCL's aim is to create an environment where colleagues feel motivated to come to work and feel able to grow. We are committed to eliminating unlawful discrimination and promoting equality of opportunities for all SCCL colleagues. To that end, we respect diversity and will continue to promote a culture which allows each colleague to succeed regardless of any aspect of their identity. We aim to ensure that no job applicants, colleagues, contractors, or customers receive less favourable treatment on any grounds.

We are confident that our colleagues are rewarded equitably through several measures including:

- ✓ A pay management policy that is consistently applied and regularly reviewed.
- ✓ Ensure that all salaries comply with national legislation and statutory entitlements.
- ✓ Annual salary review process encompassing a process to ensure consistency across the organisation.
- ✓ Job evaluation tool in place to support a fair and equitable pay structure based on the role requirements and no other characteristic.
- ✓ For our Agenda for Change colleagues, we have honoured the pay deal that was in place when colleagues TUPE transferred into SCCL.

Gender Pay Gap Reporting

The gender pay gap is a measure that shows the difference in average earnings (mean or median) between male colleagues and female colleagues across the organisation.

As SCCL is a limited company a snapshot date of 5 April 2023 has been used to report on the gender pay gap.

This report provides information on:

- **Mean gender pay gap in hourly pay** - calculated by adding together the hourly pay rates of all male or female full-pay relevant colleagues and dividing this by the number of male or female colleagues. The gap is calculated by subtracting the results for female colleagues from results for male colleagues and dividing by the mean hourly rate for male colleagues. This number is multiplied by 100 to give a percentage.
- **Median gender pay gap in hourly pay** - The median gap is calculated by arranging the hourly pay rates of all male or female colleagues from highest to lowest and find the point that is in the middle of the range.
- **Mean bonus gender pay gap** – calculate both mean bonus payments for male and female colleagues. The gap is calculated by subtracting the mean bonus payment for female colleagues from the mean bonus payment for male colleagues and divide by the mean bonus payment for male colleagues. This number is multiplied by 100 to give a percentage.
- **Median bonus gender pay gap** – arranging the bonus payments of all male or female colleagues from highest to lowest and find the point that is in the middle of the range.

- **Number of colleagues receiving a bonus** - Proportion of male and female colleagues receiving a bonus payment and the proportion of male and female colleagues in each pay quartile

Our Gender Pay Gap Data

SCCL Gender Ratio

The below table provides the gender split of the organisation with the headcount included at the snapshot date in 2022/2023.

Gender	2018-2019	2019-2020	2020-2021	2021-2022	2022 - 2023
Female	48.6%	55% (193)	56% (221)	54% (245)	55% (295)
Male	51.4 %	45% (159)	44% (176)	46% (213)	45% (367)

Mean Gender Pay Gap

The mean hourly rate is calculated for each colleague based on 'ordinary pay' which includes basic pay and any contractual allowances.

Gender	2018-2019	2019-2020	2020-2021	2021-2022	2022/2023
Female	£19.71	£22.76	£18.54	£21.32	£23.60
Male	£21.76	£23.20	£22.15	£24.69	£27.52
Pay Gap (%)	9.42%	1.91%	11.7%	13.6%	14.3%

Our mean gender pay gap has increased to 14.3% compared to 13.6% in the previous year. This is above the national average of 13.2%.

Median Gender Pay Gap

The median hourly rate is calculated for each colleague based on "ordinary pay" which includes basic pay and any contractual allowances.

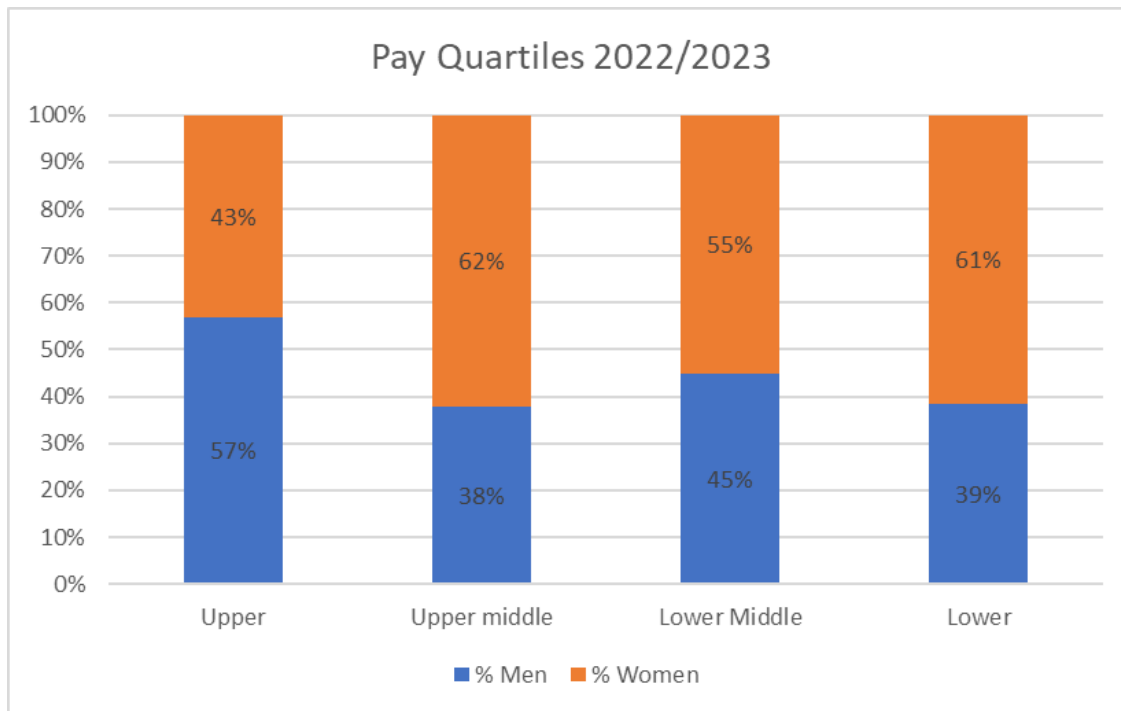
Gender	2018-2019	2019-2020	2020-2021	2021-2022	2022 - 2023
Female	£18.13	£19.70	£16.67	£18.57	£21.10
Male	£18.34	£19.78	£19.36	£20.89	£22.91
Pay Gap (%)	1.15%	0.40%	13.9%	11%	7.9%

Our median gender pay gap is 7.9% compared to 11% in the previous year. This is below the national average of 14.3% for 2023.

The rationale for the change in our mean and median gender pay gap is provided in the pay quartile analysis and section 6 of this report.

Quartile Analysis of hourly rates

The data below ranks our full-pay relevant colleagues from highest to lowest paid, divided this into four equal parts (quartiles) and then works out the percentage of male and female colleagues in each quartile.



The overall SCCL gender ratio is 45% male colleagues and 55% female colleagues. The only quartile, which is representative of the overall organisational gender mix, is the lower middle quartile. The other quartiles have a percentage variance between male and female colleagues varying from 14% to 22%, with the upper middle and lower quartiles showing the biggest variances.

Similar to previous years, there is a higher concentration of female colleagues compared to male colleagues in the lower quartile, and a higher concentration of male colleagues compared to female colleagues in the upper quartile.

We have however seen areas of improvements compared to last year:

- In the lower quartile, the proportion of female colleagues has reduced from 64% to 61%.
- In the upper middle, we are seeing more female colleagues, with the proportion rising from 54% to 62%.

Bonus Pay Gap

This data outlines the gender pay gap in relation to bonus payments in the preceding 12 months of the “snapshot date” and outlines the percentage of male and female colleagues who received a bonus payment.

Mean Bonus Pay Gender Pay Gap

Gender	2019-2020	2020-2021	2021-2022	2022/2023
Female	£1,136.92	£3465.18	£3496.19	£2,871.77
Male	£992.89	£4560.29	£4424.32	£3,672.06
Pay Gap (%)	-14.50%	24%	21%	21.8%

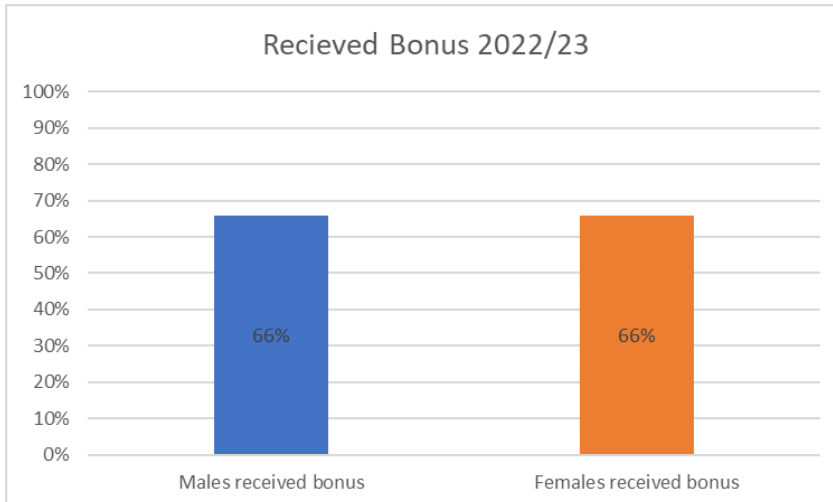
Median Bonus Pay Gender Pay Gap

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Gender	2019-2020	2020-2021	2021-2022	2022/2023
Female	£778.39	£2457.50	£2401.09	£1,990.69
Male	£737.69	£2873.67	£2873.67	£2,322.51
Pay Gap (%)	-5.50%	14.5%	16%	14.3%

Male and Female colleagues in receipt of a bonus payment



In the 12 months preceding to the “snapshot date”, 66% of the male population and 66% of the female population received a bonus. Though the proportion of male and female colleagues receiving a bonus was equal, the male mean and median bonus payment was higher than female.

An annual performance-related bonus scheme was introduced in April 2019, which is applicable to all colleagues, except for those on protected Agenda for Change terms and conditions (~25 employees). There is also an eligibility criterion within the bonus scheme rules and colleagues who did not meet the criteria will not have received a bonus payment. We are confident that we have a fair and robust bonus scheme in place that does not discriminate between male and female colleagues.

How does SCCL Compare?

According to the latest Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) 2023, the gender pay gap (median) for all employees across the economy decreased to 14.3% in 2023 from 14.9% in 2022.

The public sector mean gender pay gap for all employees is reported as 11.5% and a median gender pay gap of 14%. The mean has decreased from 13.6% in 2022 and the median gap decreased from 15.9% in 2022.

The private sector mean gender pay gap for all employees is reported as 15.6% and median gender pay gap as 18.9%. The mean has decreased from 16.7% in 2022 and the median pay gap has slightly decreased from 19.6% in 2022.

The SCCL mean gender pay gap is below the economy and private sector averages for 2023 but sits slightly above the 2023 public sector mean. However, the SCCL median gender pay gap is below the economy, public and private averages for 2023.

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What have we done so far?

We're taking a range of actions to close our gender pay gap, specifically focusing on creating an equitable and inclusive workplace where diversity is not only valued but celebrated.

Our actions fall into 3 key areas:

1. Creating and support an inclusive culture
2. Evolving and maintaining a diverse workforce
3. Leadership commitment

Creating and supporting an inclusive culture

We are committed to creating an inclusive culture where people are treated fairly so we can encourage and retain diverse talent at all levels of our organisation.

We have:

- conducted an annual survey to give us insights into what our people think, help inform our decisions and take action to meet our cultural ambition.
- improved our diversity data collection form and process to provide us with better data about the diversity of our workforce.
- reviewed our pay and ensured all our roles meet the Real Living Wage as a minimum.
- introduced a dedicated ED&I and wellbeing role to progress our actions to create an inclusive culture.

We will:

- implementation of a refreshed reward framework to support in talent attraction as well as maintain equity across diverse groups.
- embed a Listening Strategy to amplify colleague voice and ensure feedback is understood and acted upon.
- introduce colleague networks (including a Women's Network) to better understand the different lived experiences of our people and help drive equity and inclusion for all.
- continue to make SCCL a menopause inclusive workplace by creating opportunities to share lived experiences, upskill managers and support people impacted by the menopause.

Evolving and maintaining a diverse workforce

We will make our practices more inclusive to attract a pipeline of diverse talent and provide fair development opportunities to actively grow and retain diverse talent at all levels of our organisation.

We have:

- continued to monitor our performance-related pay structures to ensure they continue to be relevant for our organisation.

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- used structured interviews that ask the same questions for all candidates in a pre-determined order and format. Those responses are then graded using an objective criterion which reduces the impact of any unconscious bias.
- created a Hybrid Working policy and continued to offer hybrid and flexible working opportunities to attract a diverse set of candidates and support our commitment to valuing wellbeing and work-life balance.
- expanded our People and Engagement team to include Talent and Succession and Skills Development to enrich our career progression opportunities.
- continued to provide support for colleagues prior to, during and on return of maternity leave in particular offering enhanced maternity pay to encourage women to take time off without being at a financial detriment and encouraging women to return to work following their leave.

We will:

- review our recruitment and attraction processes to ensure they are fair, inclusive and eliminate bias, including improving our interview training for managers and enhancing our data capture process throughout the candidate experience.
- review the language we use in our adverts to ensure we are attracting as wide an audience as possible, particularly being conscious of gender biased language.
- review and improve our work experience programme to ensure we are creating opportunities for a diverse range of people and have a positive impact across our local communities.

Leadership commitment

Our leaders are committed to leading by example through their behaviours and will role model our values to support the development of our inclusive culture and support the progression of diverse talent.

We have:

- developed Equality, Diversity, and Inclusion eLearning for all colleagues to increase awareness and set out our zero-tolerance approach to bullying, harassment and discrimination.
- introduced values-driven behaviours and skills-based performance and recruitment assessments (Success Profiles) to reduce the chance for unconscious bias in our recruitment and progression processes.

We will:

- introduce Executive Sponsors for all our colleague networks to help champion our work to improve equity, diversity, and inclusion.
- introduce a level 5 Women in Leadership apprenticeship programme, aimed at supporting emerging female leaders to gain the skills and confidence they need to move into senior leadership roles.

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- encourage the next generation of female leaders through our early careers programme.
- embed inclusive leadership principles into our leadership academy and Lead for Success training programme.

Conclusion

We are pleased with the decrease in both the median pay gap and mean bonus pay gap and is a positive indicator that the measures we have implemented are making a difference. However, we acknowledge that there is still room for improvement and will continue to strengthen our focus here.

SCCL has continued to grow as an organisation in line with our target operating model ambition, with 178 colleagues joining SCCL from CPP and DHL in 2022. Achieving equity across pay for colleagues is a key enabler to this ambition. As a result of growth to date we have seen an increase in female colleagues in the upper quartile.

We will continue to take action to improve our pay quartile demographic and explore best practice across the sector and beyond. Our new reward framework seeks to unify colleagues onto one pay framework with consistent principles that over time will alleviate pay discrepancies.

Although we remain below the national and sector averages, we are committed to maintain our focus on delivering the range of activities over the next 12 months that will support in improving our mean gender pay gap and further reducing the median gap.