

SCCL Gender Pay Gap Report

on 5 April 2025

1. Welcome and Introduction

Supply Chain Coordination Ltd (SCCL) is the company at the heart of NHS Supply Chain. We are committed to creating an inclusive workplace where everyone feels respected, supported, and able to thrive. We encourage colleagues to speak up, develop, and celebrate diversity as part of an equitable and connected community.

This year, we are pleased to report continued reductions in both our mean and median gender pay gaps, now well below national, public sector, and private sector averages. This progress reflects the impact of our reward framework, inclusive recruitment practices, and development pathways.

We recognise that there is more to do. We remain focused on improving representation, particularly in the lower quartile, and ensuring equal access to opportunities for all colleagues. Our People Strategy supports this by fostering an environment where everyone feels valued and able to contribute their best in delivering the NHS Long Term Plan.

To ensure fair and equitable reward, we have implemented robust processes, including:

- A consistent grading structure to support transparent progression.
- A regularly reviewed pay management policy.
- Annual progression salary increases based on skills assessments.
- Compliance with national legislation and statutory entitlements.
- An annual salary review process to ensure consistency.
- A job evaluation tool ensuring pay is based solely on role requirements.

Ultimately, our goal is to make NHS Supply Chain a place where people want to join, grow, and excel.

Angela Goldsmith
People and Engagement Executive Director



2. Gender Pay Gap Reporting

The gender pay gap shows the difference in average earnings between male and female colleagues across an organisation.

As SCCL is a limited company, our reporting is based on the snapshot date of 5 April 2025. This report covers:

- Mean gender pay gap, in hourly pay
- Median gender pay gap, in hourly pay
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of colleagues receiving a bonus
- Gender distribution across hourly-pay quartiles

3. Our Gender Pay Gap Data

3.1 Gender Ratio

Gender	2022-2023	2023-2024	2024-2025
Female	55% (295)	59% (583)	58% (673)
Male	45% (367)	41% (413)	42% (493)

With women representing 58% of our workforce and men 42%, we continue to maintain a strong gender balance. This year, we have closed the workforce gender ratio by 1%, reflecting the positive impact of our ongoing actions to improve representation, progression and equity for all colleagues.

3.2 Mean Gender Pay Gap

Gender	2022-2023	2023-2024	2024-2025
Female	£23.60	£27.09	£30.58
Male	£27.52	£30.07	£32.15
Pay Gap (%)	14.3%	9.9%	4.9%

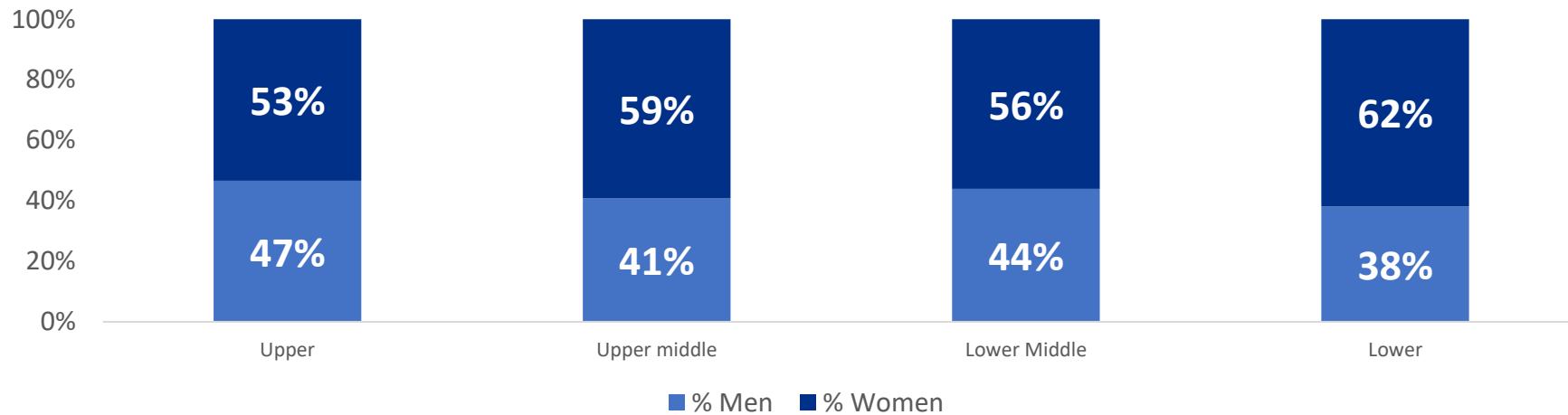
Our mean gender pay gap has reduced from **9.9%** to **4.9%**, remaining well below the current national average of **12.8%**.

3.3 Median Gender Pay Gap

Gender	2022-2023	2023-2024	2024-2025
Female	£21.10	£24.47	£26.81
Male	£22.91	£26.00	£27.42
Pay Gap (%)	7.9%	5.9%	2.2%

Our median gender pay gap has reduced from 5.9% to 2.2%, remaining well below the current national median gender pay gap of 12.8%

3.4 Quartile Analysis



This overall gender balance is broadly reflected across the middle pay quartiles. The lower quartile continues to show the greatest variance, with female representation decreasing from 65% to 62%.

Representation in the upper quartile has improved slightly, with women increasing from 52% to 53%. The lower quartile continues to have a higher proportion of female colleagues, though the variance has reduced from 30% to 24% since 2023–2024.

These year-on-year shifts indicate a modest redistribution of colleagues across quartiles and show continued progress toward a more balanced gender profile at senior levels.

3.5 Drivers of the Change in Our Gender Pay Gap

A combination of actions has contributed to our reduced pay gap:

- The-reward framework, providing consistent grading and reducing legacy pay variation.
- More inclusive recruitment practices, including skills-based assessments and hiring manager training.
- Enhanced maternity and family friendly policies, improving retention.
- Investment in early careers and development programmes, strengthening progression pathways.

3.6 Bonus Pay Gap

The bonus gender pay gap reflects payments made in the 12 months preceding the snapshot date.

Mean Bonus Pay: Gender Pay Gap

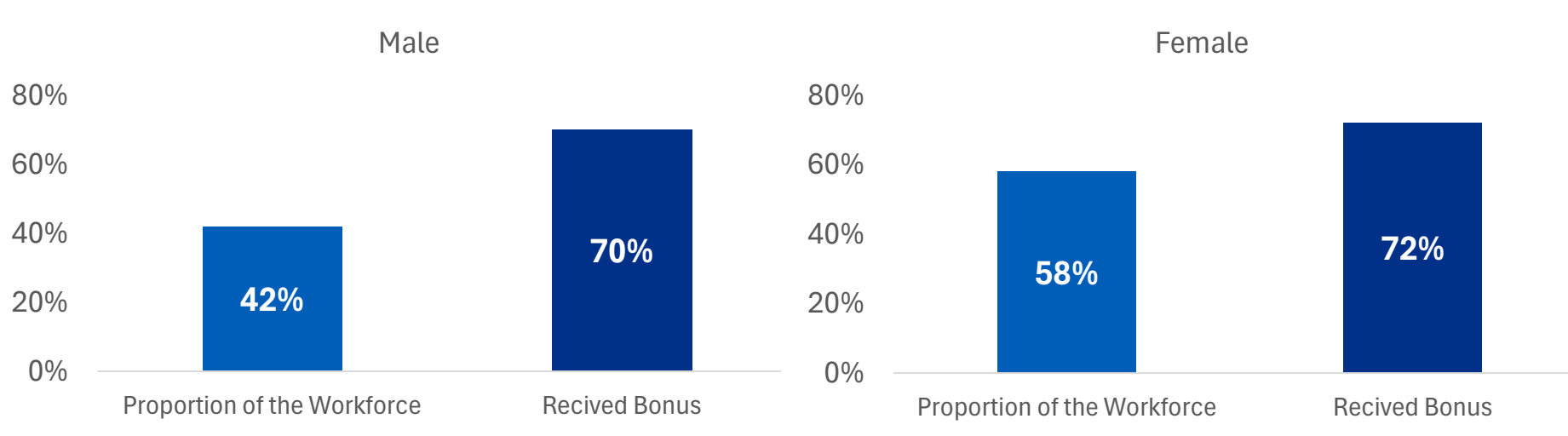
Gender	2022-2023	2023-2024	2024-2025
Female	£2,871.77	£3,524.63	£3,755.59
Male	£3,672.06	£4,163.72	£4,242.82
Pay Gap (%)	21.8%	15.4%	11.5%

Median Bonus Pay: Gender Pay Gap

Gender	2022-2023	2023-2024	2024-2025
Female	£1,990.69	£2,590.00	£2,762.18
Male	£2,322.51	£2,680.65	£2,873.27
Pay Gap (%)	14.3%	3.4%	3.9%

3.7 Understanding the Change in the Median Bonus Gender Pay Gap

Male and Female colleagues in receipt of a bonus payment



This year, our median bonus gender pay gap is 3.9%, compared with 3.4% last year. Great progress was made on closing the gap between 2022-2023 and 2023-2024. Changes in bonus gaps can occur naturally due to shifts in who is eligible for and receives a bonus. Our bonus scheme applies equally to all eligible colleagues, but because the bonus-eligible group is relatively small, even minor changes in eligibility, performance outcomes or workforce turnover can noticeably affect the median. We remain confident that our bonus scheme is fair, consistent and non-discriminatory.

4. How does SCCL Compare?

Sector	Mean		Median	
	2024	2025	2024	2025
Public	12.9%	6.9%	13.5%	11.6%
Private	16%	11.2%	18.3%	8.6%
National	13.8%	12.8%	13.1%	11.2%
SCCL	9.9%	4.9%	5.9%	2.2%

With a mean gap of 4.9% and a median gap of 2.2%, SCCL is well below public-sector averages, highlighting our stronger gender balance across pay and representation compared to the wider sector.

5. What have we done so far?

Our actions focus on three areas:

5.1 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:

- Delivered our annual Listening Strategy survey to gather colleague insights.
- Ensured all roles meet the Real Living Wage as a minimum.
- Embedded colleague networks, including a Women's Network, with senior sponsorship.
- Developed our Inclusion and Belonging Strategy and continued implementation of the People Strategy.
- Expanded our Mental Health First Aider network and introduced Wellbeing Champions.
- Refreshed our organisational values to reflect colleague feedback.

We will:

- Strengthen colleague feedback loops within the Listening Strategy.
- Continue to enhance support for colleague networks.
- Conduct annual reviews of pay and benefits policies with a focus on equity.
- Increase wellbeing support and resources for colleagues and managers.
- Continue embedding our organisational values across behaviours and decision making.
- Evolve our learning and development offer to ensure all colleagues can access flexible, inclusive, and skills-focused learning opportunities.

5.2 Evolving and maintaining a diverse workforce

We have:

- Maintained the existing reward framework to support our ambition to attract and grow the skills, capabilities, and behaviours needed for a fully integrated, efficient, and resilient organisation.
- Expanded hybrid and flexible working opportunities.
- Strengthened maternity and return-to-work support.
- Embedded fair, inclusive and bias-reducing recruitment practices.
- Increased diversity data disclosure to above 75%.
- Welcomed 21 new graduates in 2025, now a community of 46, to support future talent pipelines.
- Piloted inclusive hiring panels.

We will:

- Increase diversity data disclosure to 80%.
- Refresh the Attraction and Recruitment Strategy.
- Strengthen succession planning to ensure fair access to development opportunities.
- Build external partnerships to widen our talent pipeline.

5.3 Leadership commitment

We have:

- Strengthened our early-careers programmes to support and grow future leadership.

- Introduced a 'Personal Leadership Programme' for all People Managers.
- Continued to act on colleague feedback through action plans at all levels.

We will:

- Further embed the 'Personal Leadership Programme' and broaden access to all colleagues to build leadership capability across the organisation.
- Establish an Inclusion and Belonging Action Group with senior sponsor representation.

6. Gender Pay Gap Action Plan 2025/2026

Our priorities for the next 12 months are:

6.1 Recruitment and Attraction

- Refresh the Attraction and Recruitment Strategy.
- Deliver updated Hiring Manager training.

6.2 Reward and Progression

- Conduct annual pay equity reviews.
- Review progression pathways to ensure transparency and access.
- Continue monitoring pay outcomes to address variances early.

6.3 Workforce Representation

- Achieve 80% diversity data disclosure.
- Achieve better gender balance in the lower pay quartile.
- Strengthen pathways for female progression.

6.4 Inclusion, Belonging and Culture

- Deliver targeted Inclusion and Belonging initiatives informed by colleague feedback.
- Establish the Inclusion and Belonging Action Group.

- Enhance support for colleague networks.

6.5 Monitoring and Accountability

- Provide quarterly updates to the Executive Team.
- Strengthen diversity and recruitment dashboards.
- Publish progress updates to maintain transparency.

7. Conclusion

We are pleased with the significant reductions in both our pay and bonus gaps, reflecting the positive impact of the actions we have taken. As SCCL continues to grow, achieving and maintaining equity in pay remains essential to our organisational ambition.

We will continue to strengthen our approach, particularly in improving representation in the lower quartile and embedding consistent reward principles. Although we are now below the national and sector averages, we remain committed to our focus on delivering the range of activities over the next 12 months that will support further reducing our gender pay gap and bonus pay gaps.

8. Accuracy Statement

I confirm that the gender pay gap data contained in this report is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Angela Goldsmith

People and Engagement Executive Director