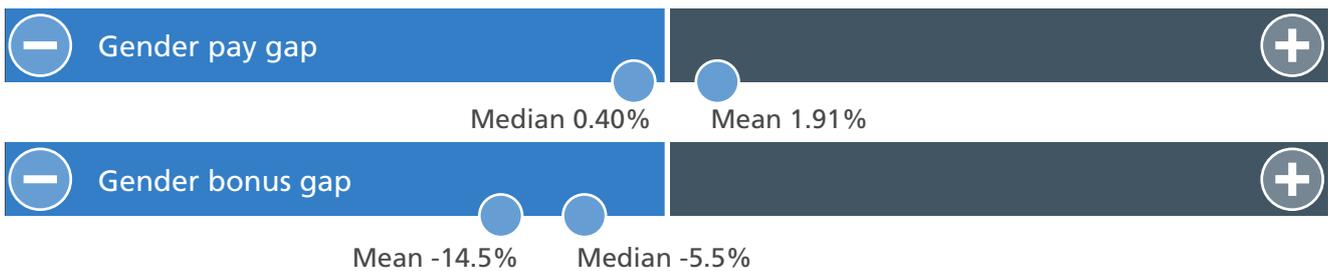


SCCL's aim is to create an environment where colleagues feel motivated to come to work and feel able to grow. We are committed to eliminating unlawful discrimination and promoting equality of opportunities for all SCCL colleagues. To that end, we respect diversity and will continue to promote a culture which allows each colleague to succeed regardless of their nationality, gender, sexual orientation or age. 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 ensure that pay awards are processed in line with the AfC framework.

## What is a gender pay gap?

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



## Proportion of males and females per earnings quartile:

The highest variances in our pay quartiles are in the upper quartiles and lower quartile. This is the result of the roles in which males and females work within the organisation and the salaries that these roles typically attract.

### Upper



### Upper middle



### Lower middle



### Lower



Female Male

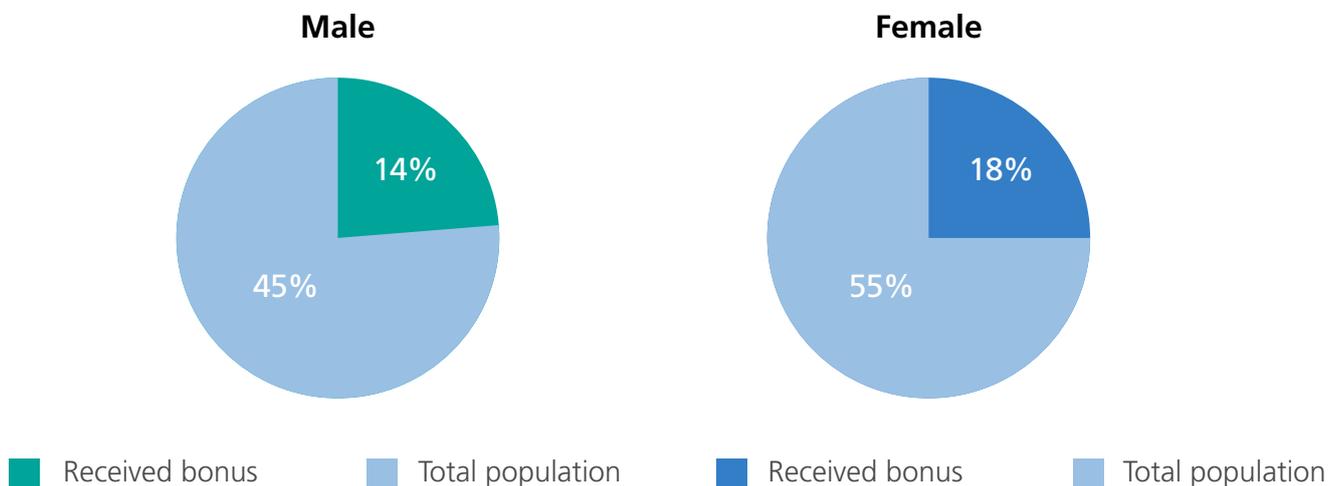
## Statement

I confirm that the information and data provided is accurate and in line with mandatory requirements

Lorraine Nicholls  
Human Resources Director

## Proportion of colleagues in SCCL who received a bonus

We are confident that the difference in men and women receiving a bonus in this period relates to objective eligibility criteria, in particular the protected transfer of terms and conditions for colleagues who TUPE transferred to SCCL with contractual bonus arrangements. An annual performance-related bonus scheme was introduced in April 2019, which is applicable to all colleagues, except for those on protected AfC terms and conditions (~35 employees). The bonus payments received under this scheme will be reported in next year's report. SCCL is confident that it has a fair and robust bonus scheme in place that does not discriminate between men and women.



## Supporting Information

SCCL is proud to have a low mean and median gender pay gap, well below national and public sector average. Some of the steps we have taken to advance gender pay and awareness include:

- All new roles within SCCL have salary review including reviewing the salaries of those of the same grade and similar role, where possible we hire within the same salary parameters to ensure equal pay between men and women.
- Using structured interviews that the same questions of all candidates in a pre-determined order and format. Those responses are then graded using an objective criteria which reduces the impact of any unconscious bias.
- Support for colleagues prior to, during and on return of maternity leave, offering enhanced maternity pay to encourage women to take time off without being at a financial detriment as well encouraging women to return to work following their leave.
- Refreshing our equality, diversity and inclusion strategy.

## Next Steps for SCCL

We acknowledge that improvement is required based on the pay quartile analysis. We will endeavour to develop a range of activities over the next 12 months to improve this, including:

- Exploring how we can better promote our vacancies in senior positions to women and reaching women at various stages of their career including returning to work from a period of parental or carer leave.
- Exploring how we can better support women into middle and senior management roles and encourage the next generation of female leaders through our leadership and talent management programme.
- Ensure that our colleagues who take maternity leave also have adequate opportunity and are actively encouraged to apply for any internal promotions.

### Statement

I confirm that the information and data provided is accurate and in line with mandatory requirements

**Lorraine Nicholls**  
Human Resources Director