



# GENDER PAY GAP REPORT

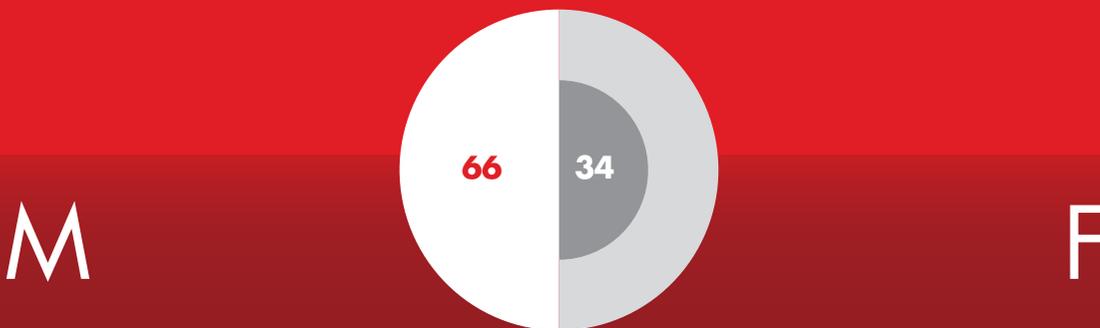
'We are proud of our diverse workforce. In our sector, fair remuneration and opportunity must continue to be a focus.'

*David Knight*

At ScS, we are confident that men and women are paid equally for doing equivalent jobs across our business and we are committed to continuing to improve our Gender Pay Gap figures.

The furniture sector has traditionally been male dominated and at ScS we continue to see roles in retail, distribution and upholstery being more heavily made up of male employees (66%). To combat this, we're bringing in improvements – from reviewing our recruitment processes, to looking at the policies to support females in the workplace – to make the gap smaller.

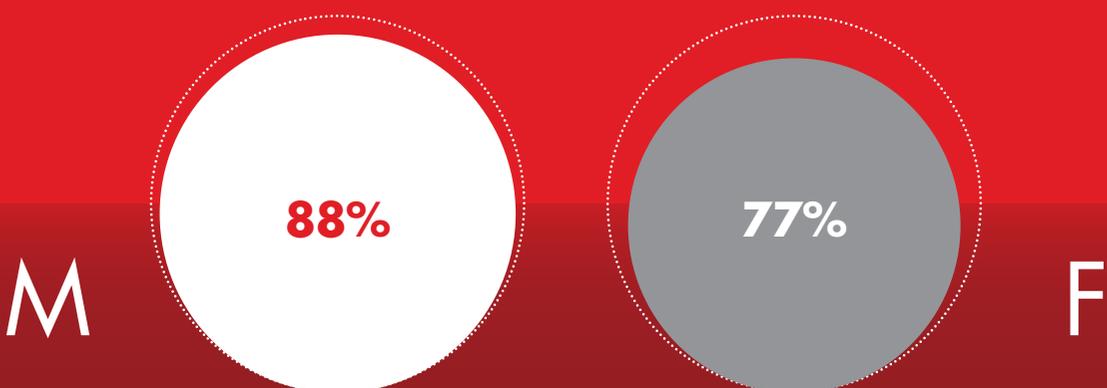
## % MALE/FEMALE EMPLOYEES



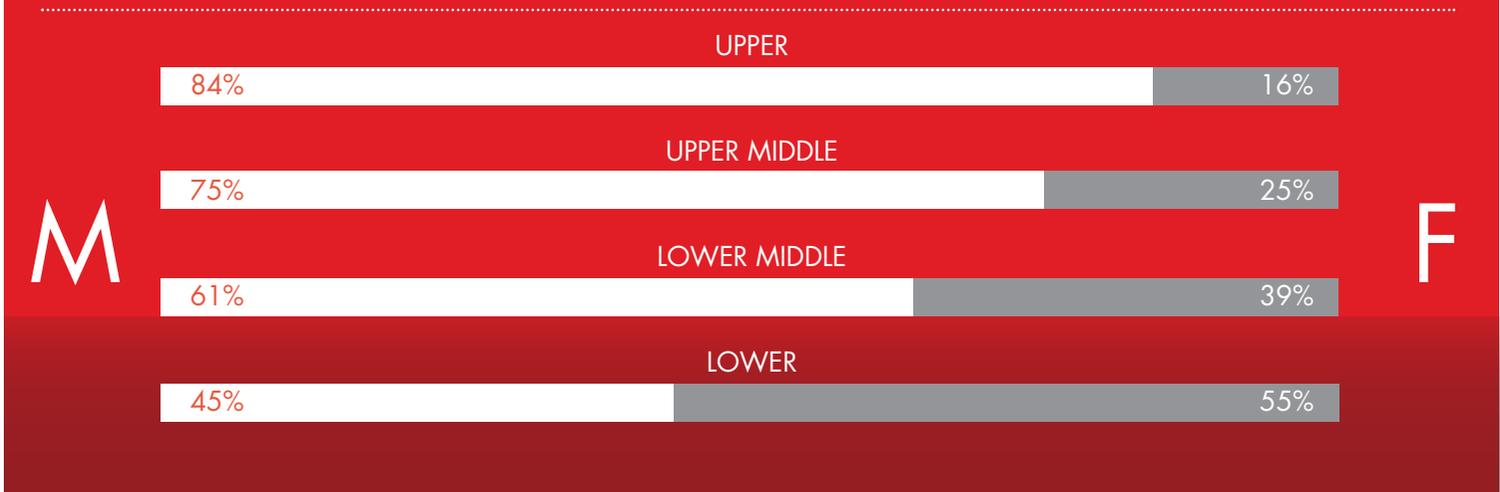
## PAY GAP AND BONUS DIFFERENCE BETWEEN MALE AND FEMALE EMPLOYEES

	MEAN	MEDIAN
Hourly rate of pay	25%	31%
Bonus pay	40%	85%

## PROPORTION OF MALE AND FEMALE EMPLOYEES RECEIVING BONUS PAY



## PROPORTION OF MALE AND FEMALE EMPLOYEES ACCORDING TO QUARTILE PAY BANDS



## MORE DETAIL FROM OUR RESULTS

- Retail sales teams make up the majority of our workforce. If we made the same gender comparison across our sales teams, our mean gender pay gap would decrease to 1%, and 4% median.
- At store manager level our gender pay gap is - 1% mean and - 3% median, indicating that an average female retail manager earns more than a male manager.
- Our mean bonus pay gap is 40% - an improvement on the previous year; and our median pay gap is 85%. These calculations are based not only on bonus payments but include any additional pay such as commission payments, monthly store bonuses and annual bonuses. The reason that our bonus pay gap is higher than our hourly pay gap can be explained as follows:
  - We have significantly more men than women working in retail sales and management roles who are eligible for commission and store bonus payments.
  - For April 2018 to April 2019, there are more women than men working in administrative roles that attract no commission and smaller-bonus opportunities.
  - We have more women than men working part-time and bonus payments are pro rated to reflect part-time working.

## CLOSING THE GAP

**Policies** – HR policies are kept under review to ensure they enable us to work towards an inclusive business. We have developed policies on flexible working to make sure that the process of handling requests and decision making is transparent.

**Training** – Equality and diversity training is a compulsory training module for every member of our team. We have also held the Investors in People standard for 18 years.

**Recruitment** – Our recruitment website and applicant tracking system means we can monitor more effectively the number of female applications we are attracting to the business. We have also recently invested in Regional HR Business Partners to help make sure our recruitment practices are fair and equitable. Adverts are also regularly reviewed to ensure that they appeal equally to male and female applicants. For senior roles we will guarantee interviews to female candidates who meet the basic selection criteria.

**Diversity** – We pride ourselves on being an equal opportunities employer, and we have a diverse workforce across the business. We work to ensure that people are treated fairly regardless of their gender, race, religion, disability, sexual orientation, age, nationality or ethnic origin.