



# Gender pay gap report 2020

ScS - BECOMING A MORE INCLUSIVE EMPLOYER





## A message from Steve

At ScS, we understand the importance of a truly inclusive culture, so much so that 'Inclusive' is one of our values. It's important to us because having a diverse team supports better decision making, but also means we're reflecting the customers we serve in every way.

As my first Gender Pay Gap Report as ScS Chief Executive, it's good to see that our current pay gap sits close to the rest of our sector and that the numbers for our business are indicative of trends seen in the market. Having said that, there is significant work to do to keep on improving.

As we continue to change and adapt as an employer after Covid-19, reviewing ways of working, developing more flexible policies and changing the way we support our teams must be our focus in order to help drive further change and improve the pay gap.

Here at ScS, the development of a new strategy for the next three to five years, gives us the opportunity to make sure that our people focus stays front and centre. We need to make sure our team can be their best selves at work and feel valued, developed and encouraged in their role. This will shape a lot of our activity.

We know that our people are the key to our business being successful so it's important for us to keep on improving and drive forward our diversity and inclusion work, and that's what we intend to do.

*Steve Carson*

**Steve Carson**  
Chief Executive Officer at ScS



# ScS at a glance

(APRIL 2020 DATA)

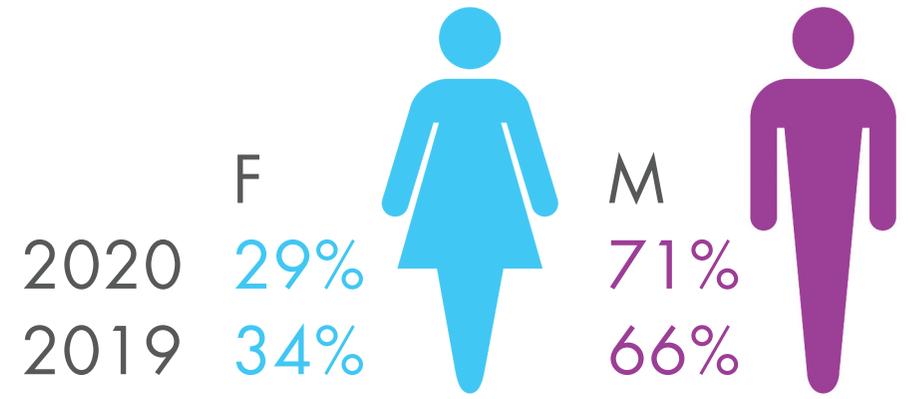


ScS has 100 showrooms, supported by nine distribution centres across England, Scotland and Wales.

- ScS stores
- Distribution centres

# 1,587

ScS TEAM MEMBERS



While our figures show a reduction of females up to April 2020, we have seen this number return closer to the 2019 figure.

Centralising our administration functions from across the store network (and the removal of administration teams within stores), led to this temporary reduction.



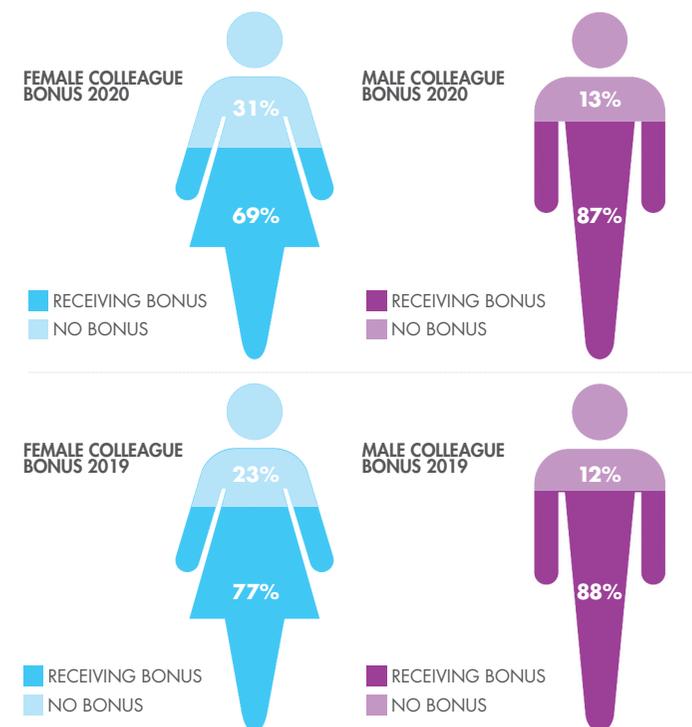
# What is the gender pay gap?

\*The gender pay gap is the difference in average pay between male and female colleagues in a business, regardless of their role.  
 \*It's different to equal pay, and here at SCS we are confident men and women are paid equally for doing equivalent jobs across our business.

PAY AND BONUS DIFFERENCE BETWEEN MALE AND FEMALE EMPLOYEES 2020		MEAN	MEDIAN
HOURLY RATE OF PAY	2020 2019	10% 25%	5% 31%
BONUS PAY	2020 2019	17% 40%	18% 85%

QUARTILE BREAKDOWN 2020		MALE	FEMALE
UPPER	2020 2019	77% 84%	23% 16%
UPPER MIDDLE	2020 2019	73% 75%	27% 25%
LOWER MIDDLE	2020 2019	75% 61%	25% 39%
LOWER	2020 2019	61% 45%	39% 55%

- Overall we are pleased that our gender pay gap has reduced over this period
- We have further work to do in relation to the bonus opportunity of our female colleagues. The changes shown through our figures are largely due to changes within the customer experience team where we have removed the bonus and opted for a higher competitive market salary.
- Recruiting females within our senior teams has supported our upper and middle quartile pay bands for females to increase.
- While removing our store administration roles has reduced females in our lower quartiles, this remains an area of focus for us.





## Becoming a more inclusive employer OUR JOURNEY SO FAR

### Development and progression

– We have developed a programme called ‘Moving Up’ that supports anyone from across the business to apply to become a Branch Manager of the future. Launching in August 2021, the programme will consist of behavioural, leadership and technical development over a 12 month period and will enable those who complete the programme to have every possibility to succeed as a Branch Manager. This is a good step forward for us in developing a more diverse mix of Branch Managers for the future.



### Having great conversations –

We have introduced ‘Inspiring Great Performance’, a new way to support our managers to have regular, quality conversations with their team. It’s all about having performance and development conversations that inspire and get the best out of our colleagues every day. This way of working ensures we are actively listening to the challenges our people may be facing and supporting our team to be themselves at work. It’s also an opportunity to talk about our values and how the behaviours of individuals can affect others in the workplace.



### Changes to working practices –

After many of our teams have worked from home for a number of months as a result of Covid-19, we have been reviewing our working arrangements for our support teams, particularly those previously based at head office. We are introducing changes to help members of our team to have a continued level of flexibility even when the office fully reopens. We are also embracing the opportunities that Covid-19 has presented us in being able to recruit more widely to get the right people in our business, even if they are not geographically close to a ScS location. This supports us to have a more diverse and inclusive workforce.

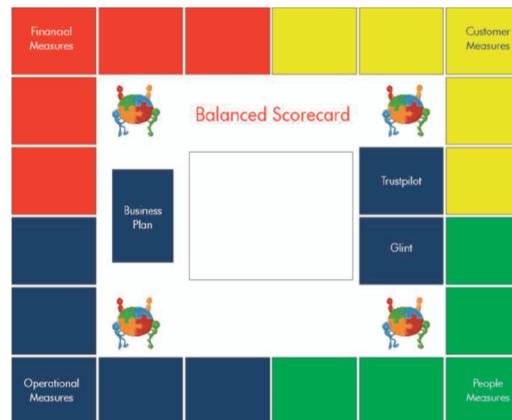




# Becoming a more inclusive employer

## OUR JOURNEY SO FAR

**Listening to our people** – In 2020, our partnership with Glint – People Success Platform - began. Providing our employee survey as well as tools and resources for managers to help increase team engagement levels, Glint gives us considerable insight into how people are feeling. The platform now allows us to understand how team members of different demographics are responding to our core set of questions. We can now see data - at a companywide level - by gender, age, and length of service for example. This means we can spot trends and adapt our action plans to bring about improvements where needed.



**Introduction of a balanced scorecard** – In 2021, we have introduced a visual tool for our retail stores that helps teams discuss and be accountable for a wider set of measures. This means Branch Managers are regularly discussing performance in relation to people, operations as well as customer – in addition to financial performance. People metrics on the scorecard include engagement scores, labour turnover, headcount management, and training. This helps to focus our managers on the importance of people within their operation and make sure they are considering their personal impact on the team around them.



*We are committed to driving forward diversity within our workplace and this includes gender. The areas of focus identified, as well as our wider people strategy work, will be integral in shaping the business over the course of the next three to five years. We aim to be an employer who attracts and retains a team who can feel their absolute best at work.*

*Lucy Clough, People Director*

## Becoming a more inclusive employer WHAT WE'LL FOCUS ON NEXT

- **Leadership development** – In addition to our Moving Up programme, we will be doing more to support our leaders – starting from the top with our Board, to our frontline leaders. This will include empowering our leaders to understand the value of their own decisions as well as work on management style and how to adapt as a manager to support a diverse team.
- **Reviewing and improving our policies and processes** – From refreshing our recruitment and on-boarding activity, to reward and salary reviews across the business, we will be continually challenging ourselves to become a more inclusive employer.
- **A lens of inclusivity across our talent mapping and recruitment** – We'll be developing tools to support managers to have informed talent conversations with their teams. These tools will support a full talent mapping exercise, which will allow us to identify any skills gaps and where we need to take action to make our workplace more inclusive.
- **Glint and two way communications** – We're continuing to improve our internal channel mix to make sure that we're focusing on listening. We'll also continue using Glint and our existing employee survey data to bring about improvements around being an inclusive workplace.
- **Working on our employer branding** – Work on our employer brand will include us sharing more examples of females in typically male roles and activity to make sure we are attractive to a diverse workforce.
- **Improving our data** – Over the next 12 months we will be looking at systems available to help us improve our colleague data. This will allow us to understand our current diversity metrics more easily.