

TRANSPARENT SOUL INTERNATIONAL GENDER PAY REPORTING 2021



The figures below represent all UK employees of Transparent Soul International and any International employees who report and are paid through the UK office. These figures do not include employees of Transparent Soul UK, who have reported separately. *Please note that Transparent Soul International does not pay bonuses, as such there are no bonus figures to be published.*

How has our gender pay gap been calculated?

From 6 April 2017, organisations registered in the UK with more than 250 employees are required to publish information on any potential pay gap between their male and female employees. There are two different ways of calculating the gender pay gap:

- Mean: Calculated by adding the hourly rates up for all men, dividing by the number of men and comparing to the same calculation for women
- Median: Sorting all hourly rates for men from high to low, taking the mid-point figure and comparing to the same calculation for women.

A gender pay gap can result from a number of factors including differences in the sorts of jobs performed by men and women. Both the median and mean average gender pay gap for Transparent Soul International employees is shown below. It is important to note that the gender pay gap calculation looks at differences in the average earnings of men and women regardless of their role or seniority (grade) and is different to the equal pay gap.

The difference between the gender pay gap and equal pay gap, is that the gender pay gap is not the same as gender based pay inequity (or "equal pay"). Gender-based pay inequity is the difference in pay between women and men doing the same or equivalent work. SCI is an equal pay and living wage employer. We review our pay to ensure our staff are paid equally for similar work.

WHAT IS TRANSPARENT SOUL INTERNATIONAL'S GENDER PAY GAP?

Mean Gender Pay Gap

- Our mean gender pay gap is 11.7%.
- This figure is based on an average difference in the hourly rate of £3.66 (note as above, this does not signify that women are paid £3.66 per hour less than men).

How does SCI Compare?

Mean Gender Pay Gap history	2021	2020	2019	2018	2017
SCI	11.7%	19.0%	15.8%	16.8%	18.8%
Human health and social work	21.8%	21.8%	23.4%	25.0%	25.0%

Median Gender Pay Gap

- Our median gender pay gap is 10.7%
- This figure is based on an average difference in the hourly rate of £3.10 (note as above, this does not mean that women are paid £3.10 per hour less than men).

How does SCI Compare?

Median Gender Pay Gap history	2021	2020	2019	2018	2017
SCI	10.7%	17.5%	14.5%	16.3%	12.3%
Human health and social work	15.8%	15.8%	17.7%	18.8%	18.8%

Transparent Soul International will always show a zero percentage for bonus payments as we do not operate a bonus pay scheme.

HOW ARE WE ADDRESSING THE GENDER PAY GAP?

Transparent Soul International recognises that, in order to address the gender pay gap there needs to be continuous improvement on key areas mentioned below:

Recruitment: At the longlisting stage, our Talent Acquisition team prepares a diverse longlist for the managers to review. This year we have also piloted "blind longlisting" of candidates for some roles by removing candidate identifiers for unbiased shortlisting. We have also piloted "Conflict of Interest forms" for panel members and candidates to sign before interviews, which ensures our processes are fair as possible. Hiring managers are encouraged to ask the same set of interview questions to all candidates at all stages of the interview. Candidates are also assessed against the same criteria which includes written tests, assignments etc. The hiring manager is given all the results anonymized and they grade without knowing any identification indicators to remove bias in grading of tests and assignments. Through the hiring manager training, managers are advised to have a mixed gender interview panel. We also do not ask for previous salaries throughout the recruitment process and have started to advertise circa pay to ensure our new recruits are paid fairly.

Enhanced Parental Leave and Flexible working: SCI is committed to providing fair and appropriate work/life balance opportunities for employees and embraces flexible working as part of its working culture. Employees are able to work from home full time or choose when they come to the office. There is less of a focus on the hours our employees work but more on the deliverables agreed with line managers. Flexible working requests can be submitted from day one of employment and managers are encouraged to give serious consideration to all requests received. SCI offers an enhanced package of 26 weeks of full pay for those on Maternity and Shared Parental leave. A review of our global parental leave policies is currently being undertaken to ensure they consider the diversity, equity and inclusion of all staff. We now have a Gender Pay Gap advisory group working with our Senior Leadership team on reducing the gap.

Learning and Development: In 2021 for the first time the Senior Leadership team reviewed the diversity of senior leaders at SCI London Office and conducted succession planning sessions to ensure that we have identified a pipeline of diverse successors. Currently the Extended Leadership Team is 60% female and 77% of roles have succession plans and 77% of successors are female. To ensure that we are providing development opportunities for women, in 2021/ 22 we launched a Centre Mentoring Programme in collaboration with the Women's Council (30 women), we provided coaching opportunities to 12 women in the Centre. In 2022 we will host a number of development programmes for Centre leaders (these include Leading for High Performance, the Harvard Manager Mentor Programme, and a

HOW IS SAVE THE CHILDREN INTERNATIONAL CONTINUING TO IMPROVE AND WHAT IS DRIVING OUR GAP?

- Following on from the launch of our Diversity Policy, SCI has committed to rolling out unconscious biased training.
- Continuing to embed our pay policy on recommended pay both for external hires as well as internal movement and are committing to carrying out an Equity Pay Audit year on year to ensure we align with our pay aim of "Equal Pay for Equal work".
- Continued efforts to attract more women into senior positions.
- By Pay Quartiles our gap has improved since last reported due to more females in the top two highest paid bands.
- By departments our top two drivers for the gap are Technology and Finance. Typical pay in both these sectors tends to be higher and a lower proportion of female representation in these departments adds to our gender pay gap.
- By age our biggest driver of our pay gap is staff between 50-59, many of our highest paid staff are also in the highest age bracket. This can be associated with the tendency of pay to increase with age.
- In 2021 the most positive contributor to our gender pay gap is employees with Length of service under 1 year indicating that our recruitment practices have contributed positively towards reducing the gap.

WHAT IS THE NUMBER OF MALE AND FEMALE IN QUARTILE PAY BANDS?

The data below is calculated by taking the pay for each employee in scope and calculating the percentage of males and females who are paid in the four bands. Please note, if there are a greater number of males or females working in certain roles or grades then this will impact the figures.

BAND	MALES	FEMALES	DESCRIPTION
A	30.3%	69.7%	Includes all employees whose standard hourly rate places them at or below the lower quartile
Lower quarter (Lowest paid)	(26.4% as reported in 2020)	(73.6% as reported in 2020)	
B	26.4%	73.6%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
Lower middle quarter	(26.2% as reported in 2020)	(73.8% as reported in 2020)	
C	31.8%	68.2%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
Upper middle quarter	(40.2% as reported in 2020)	(59.8% as reported in 2020)	
D	47.3%	52.7%	Includes all employees whose standard hourly rate places them above the upper quartile
Top quarter (Highest Paid)	(57% as reported in 2020)	(43% as reported in 2020)	

This statement is made in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and constitutes our Gender Pay Gap Statement based on March 2021 payroll data for relevant employees.

Chet Kuchinad, Chief People Officer
 For and on behalf of Transparent Soul International
 April 2022