



# Gender Pay Report

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2020

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# Gender Pay Report | 2020

**This Gender Pay Report is for the Seetec Group as at April 2020, comprising Seetec Business Technology Company Ltd (SBTC), Seetec Employment and Skills Ireland DAC (SESI), Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC), Seetec Pluss Ltd, Pluss Community Interest Company (Pluss CIC) and Seetec Outsource Training and Skills Ltd (SOTS).**

The results are calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and are provided at a Group level in addition to the statutory disclosures for our individual businesses. We have chosen to voluntarily report on the results for Pluss CIC, Seetec Outsource Training and Skills Ltd (SOTS) and Seetec Ireland (SESI) who are not legislatively included in our Gender Pay reporting, so that we can provide a comprehensive report for the Seetec Group as a whole.

Across the Seetec Group, we are committed to providing equal opportunity for our employees, supporting them to achieve and succeed irrespective of gender or other characteristics. We recognise

the value of a diverse workforce and an inclusive environment in helping us achieve our business aims and deliver an excellent service to our customers. With people at the heart of every one of our services, we are driven by our overarching aim of 'creating opportunities and improving lives' and this extends to our employees. We actively promote a culture that gives individuals the opportunity to succeed and grow based on their abilities, not differences. We are proud to hold the Investors in People gold and Health and Wellbeing accreditations, Disability Confident Leader status and to be a Real Living Wage Employer.

The year has seen significant change for the Seetec Group. In January, Seetec became one of the largest employee-owned business in the UK. As a result, our employees now have an even stronger voice within the business and influence on our future strategy and direction. Driving our Diversity and Inclusion Strategy is one of the key focus areas that our Employee Council Representatives are actively supporting. We have also undertaken a significant internal restructuring programme, creating distinct business pillars; Corporate Services; Employability UK; Employability ROI; Apprenticeships and Skills; and Justice, Health and Social Care we also transferred out a significant proportion of employees to the HMPPS, National Probation Service in Wales, as part of the Government's Probation Reform Programme. This change to the size and shape of the organisation has consequently seen an increase in our gender pay gap this year, although it remains below national average, and has limited our scope to truly reflect our progress on a like for like basis. However, we are pleased to report a median gender pay gap in favour of women in Pluss CIC and Seetec Outsource and Training and a reduction in the pay gap in Kent, Surrey and Sussex CRC.

During the reporting period, we started to see the impact of the Coronavirus pandemic particularly in our manufacturing and skills businesses where employees were placed on the Government's Furlough Scheme. We have included in the report the details of the gender split of employees on this scheme.

When looking at the Gender Pay Gap results there are some elements we can be proud of, however, we recognise there is still more work to be done. We remain committed to reducing the gender pay gap across the Group and in the coming year we plan to refresh our Diversity and Inclusion Strategy supported by training and awareness for all employees, launch a Management Development Academy and work with our Employee Representatives to continue to promote and embed an equal opportunities culture across the Seetec Group.



A handwritten signature in black ink that reads "Sasha Ashton".

**Sasha Ashton,**  
Group HR Director

# What is the Gender Pay Gap?

The gender pay gap is the difference in average earnings between all men and women in an organisation, regardless of their roles.

Companies are required to report on their Gender Pay Gaps under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The gender pay gap is based on a series of calculations set out by government to show the difference between the average earnings of men and women at various levels across our business.

## How is the gender pay calculated?

The **median** pay is the difference between the male and the female median. We rank our male and female employees separately, from the lowest to the highest paid, the middle paid colleague is the median. The figure is expressed as a percentage and a positive figure indicates there is a pay gap with men earning more than women and a negative figure indicates a pay gap with women earning more than men.

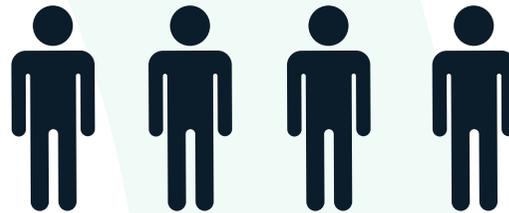
The **mean gender pay gap** shows the difference between the mean or average hourly pay for all men compared with a women across an organisation. Again this is expressed as a percentage.

## What is Equal Pay?

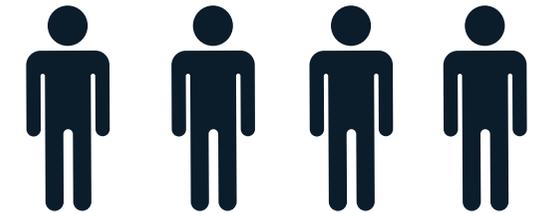
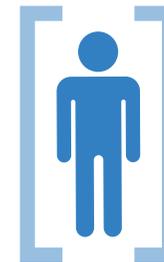
The gender pay gap is different from equal pay. Equal pay is the right for men and women to be paid the same for the same, or equivalent, work or work of equal value. This means that even when pay is equal there may still be a gender pay gap. Seetec has always been committed to ensuring that we treat people fairly and do not pay men and women differently for doing the same or equivalent work and our pay structures reflect this.



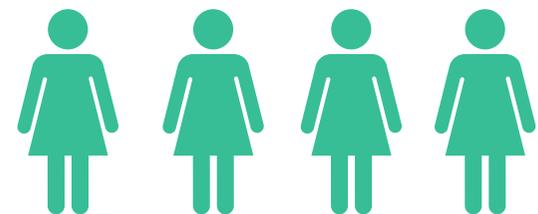
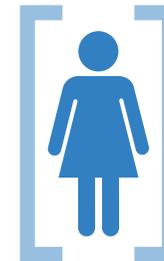
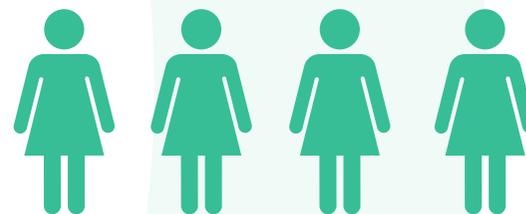
Lowest paid



MEDIAN



Highest paid



Lowest paid

MEDIAN

Highest paid



# Our Results

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Seetec  
Group

# Seetec Group Gender Pay Gap

Our results for the Seetec Group are shown below and include colleagues employed in Seetec Business Technology Company Ltd (SBTC), Seetec Employability and Skills Ireland (SESI), Kent, Surrey and Sussex CRC, Seetec Pluss Ltd, Pluss CIC and Seetec Outsource Training and Skills Ltd (SOTS).

At a group level the median gender pay gap is 9.5% which is well below the average median of 17.3%.

Median gender pay gap

**9.5%**

Mean gender pay gap

**11.1%**

Mean gender bonus pay

**42.9%**

Median gender bonus pay

**-26.8%**

## Male/female split across the Group

We employ nearly twice as many women as men. Across the Group we employ over 2,000 employees.

65.8%

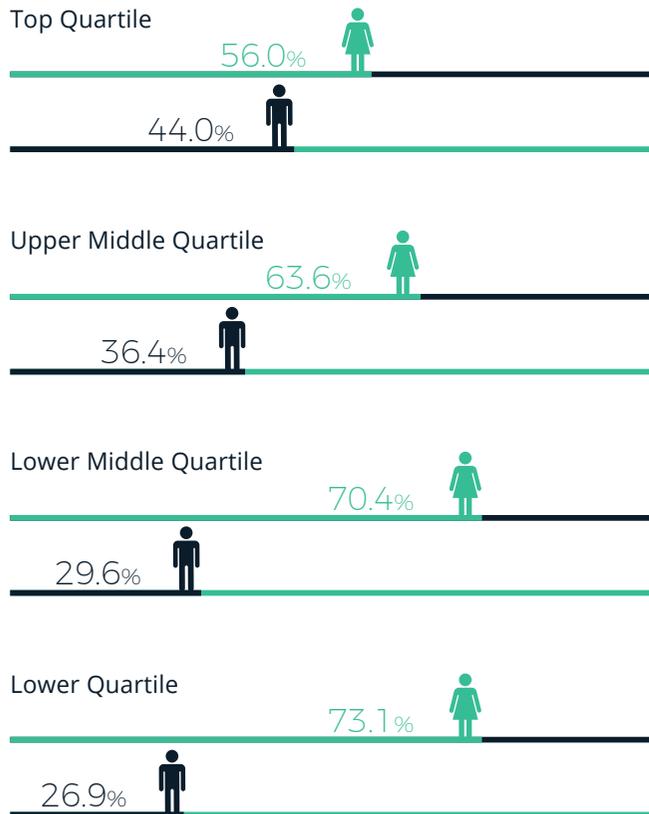


34.2%

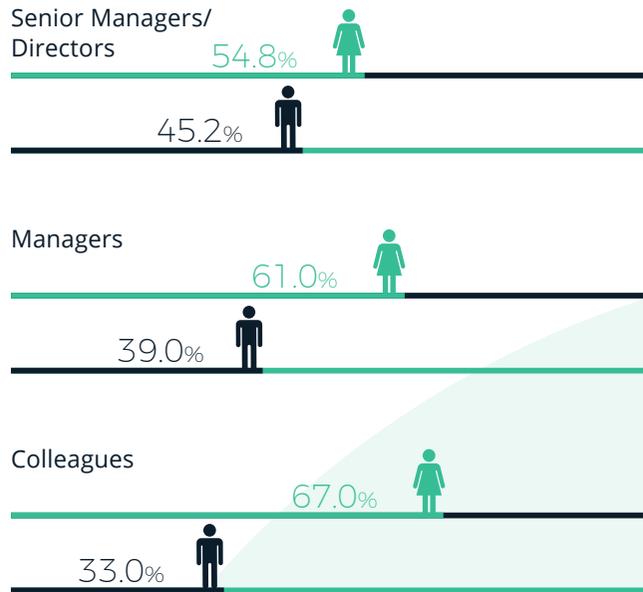


# Seetec Group Gender Pay Gap

## Proportion of females and males in each pay quartile



## Colleagues by level

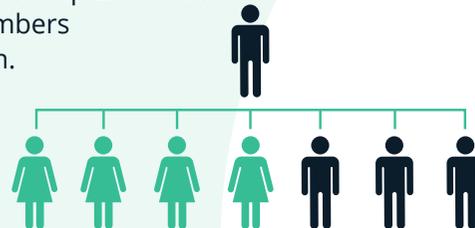


## Gender representation

Our results show women are well represented at all levels across the Group.

## Board Composition

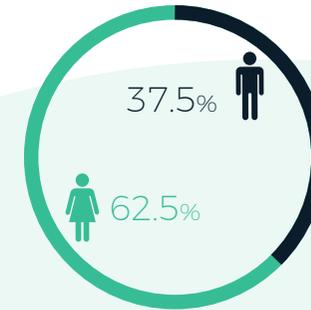
Half of our Group Executive Board members are women.



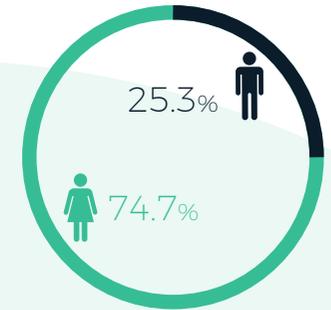
## Part-time vs full-time

Women represent nearly three quarters of our part-time workers and nearly 2 thirds of our full-time employees.

### Full Time



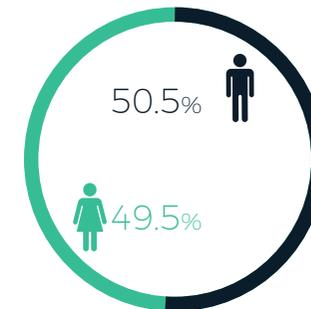
### Part Time



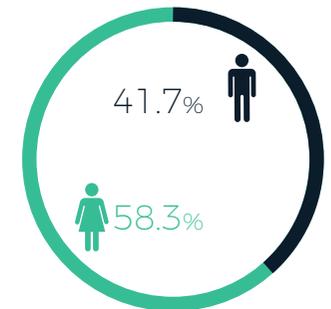
## Furloughed Employees

5.7% of employees were furloughed in April 2020.

### Full Time



### Part Time



# Understanding our Gender Pay Gap

## Interpreting our gender pay gap results

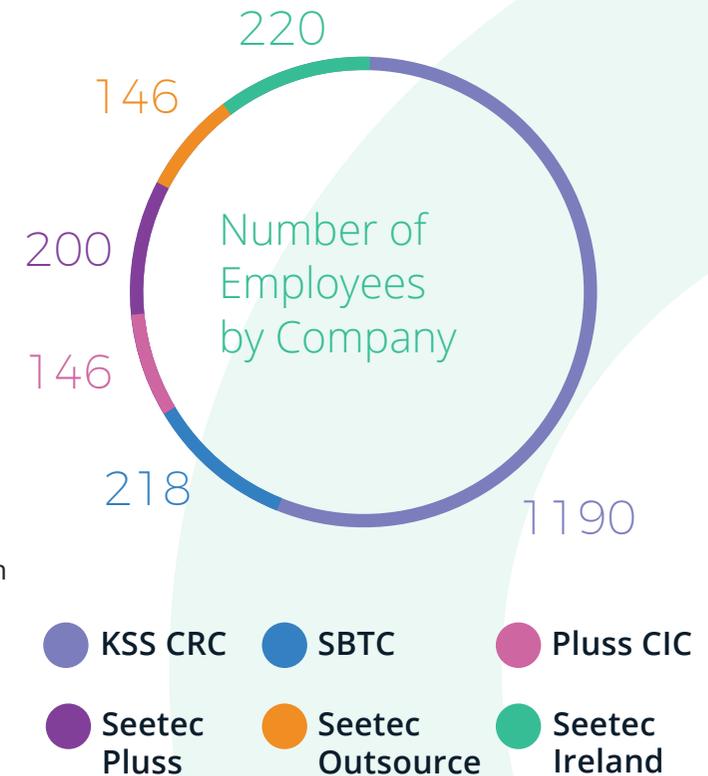
Analysis of our gender pay gap results are shown at a Group and business level. At a Group level we are reporting an increase in of our gender pay gap this year from 3.31% to 9.5%, although our gender pay gap remains below the national average. This can be attributed in part to the re-organisations and to some changes in senior level appointments, particularly in KSS CRC where a number of senior management posts are held by female external secondees and therefore cannot be included in our calculations.

We are seeing variations in the size of the median gender pay gap in our individual businesses which is to be expected, given our group of companies has evolved from a mix of public and private sector organisations. Whilst the reorganisation of our business means that it is difficult to analyse a like for like comparison against last year, it is positive to see that two of our businesses now report a pay gap in favour of women, compared to only one last year, and a third, KSS CRC showing a reduction from 16.26% to 11.2% and overall our results compare favourably to related sectors.

	Seetec Group	Seetec BTC	Kent, Surrey and Sussex Community Rehabilitation Company	Seetec Outsource	Seetec Pluss	Pluss CIC	Seetec Ireland
<b>Mean gender pay gap</b>	<b>11.1%</b>	<b>28.9%</b>	<b>8.4%</b>	<b>-12.1%</b>	<b>17.7%</b>	<b>-0.3%</b>	<b>10.1%</b>
<b>Median Gender pay gap</b>	<b>9.5%</b>	<b>35.8%</b>	<b>11.2%</b>	<b>-4.8%</b>	<b>1.5%</b>	<b>-40.5%</b>	<b>31.6%</b>

 -% in favour of women

 % in favour of men



Like so many organisations, our pay gap exists because proportionately men occupy more senior higher paid roles than women. We are pleased to see that our Group Executive Board membership demonstrates that half of Group Executive Directors are women. We continue to provide equality of opportunity for development and progression opportunities. More than three quarters of our talent pool population are women, which is comparable to the overall gender split across the Group.

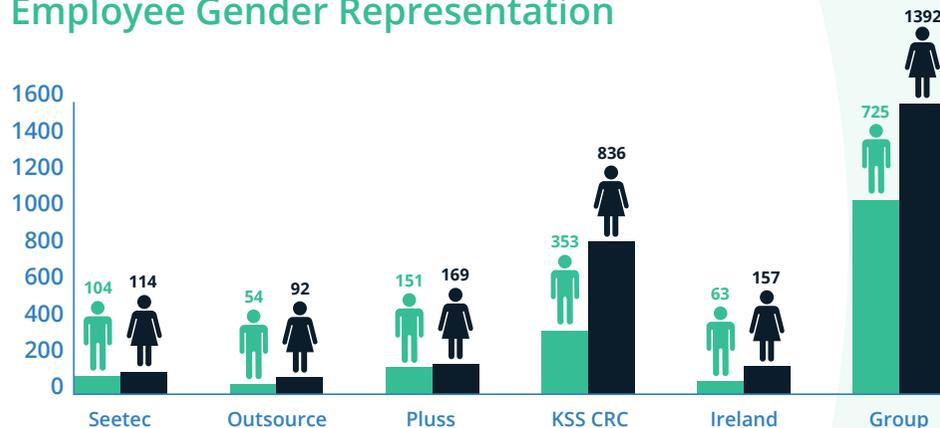
We are pleased to announce that our recently appointed Employee Council Director and Deputy Director are both women.

# Understanding our Gender Pay Gap

## Gender Representation

Across the Seetec Group, we employ nearly twice as many women as men. We have a higher representation of women across all job levels and our Group Executive Board has a 50/50 female/male split, indicating that women as well as men are being given the opportunity for career progression. There is a slightly higher representation of women in non-management roles as these include roles such as receptionists and administrators which have traditionally attracted more women. However, at a managerial level, women typically occupy more roles than men proportionate to the numbers of women across the Group. At senior management level there is a slight dip in the proportion of women fulfilling these roles when compared to the overall ratio of women in our workforce and conversely a greater proportion of male employees when compared to the total number of male employees which goes some way to explaining our pay gap.

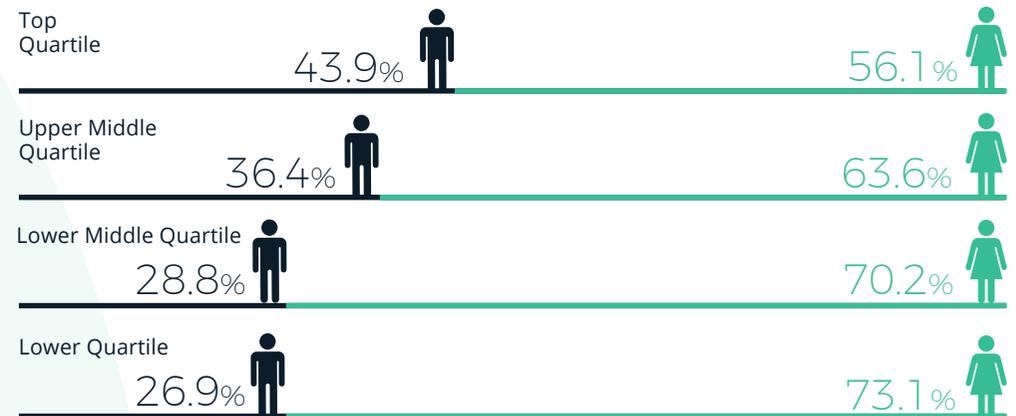
## Employee Gender Representation



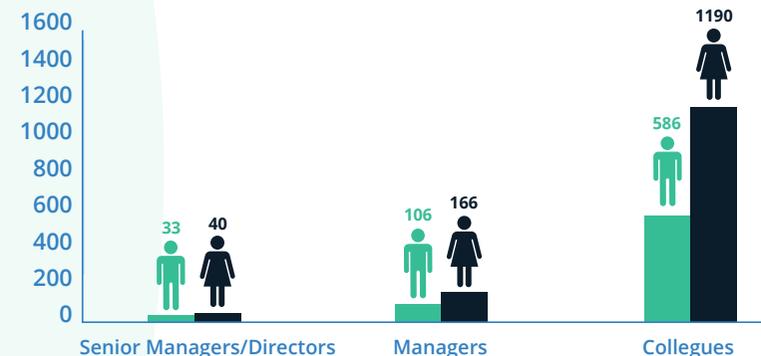
## Part-time and full-time working

Research tells us that women are more likely to take on part-time or flexible working to accommodate the needs of childcare or caring responsibilities. Women represent three quarters of our part-time working population, part-time males represent 9% of our overall employees. We support all employees who wish to work more flexibly where we are able to. We also encourage the uptake of shared parental leave enabling men to take on more caring responsibilities and this is reflected in our family friendly policies.

## Proportion of females and males in each pay quartile



## Proportion by Gender by Level (actual numbers)



# Taking Action

## In the coming year we plan to:

- Refresh our Diversity and Inclusion Strategy and roll out awareness training to all employees
- Roll-out a Management Development Academy to all managers across the Group, which will include focussed webinars and training on Diversity and Inclusion including the continuation of our 'unconscious bias' training
- Conduct a review of gender pay gap performance in each of our businesses and prioritise associated actions
- Improve the accuracy and monitoring of our diversity data
- Work with our newly appointed Employee Representatives and Champions to drive forward our diversity and inclusion agenda
- Review our People related accreditations for expansion across the Group

“We remain committed to taking action to close our gender pay gap and creating a working environment where differences are celebrated and embraced”



**John Baumback**

**Managing Director, Seetec Group**





# Our Results

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Seetec  
Business  
Technology  
Centre Ltd

# Seetec Business Technology Centre Ltd

The results for Seetec Business Technology Company Ltd are shown below. During our reorganisation a significant proportion of employees were transferred from SBTC to the operational business areas and consequently the gender pay gap has increased against last years median pay gap of 27.56%.

Median gender pay gap

**35.8%**

Mean gender pay gap

**28.9%**

Mean gender bonus pay

**54.5%**

Median gender bonus pay

**-50.9%**



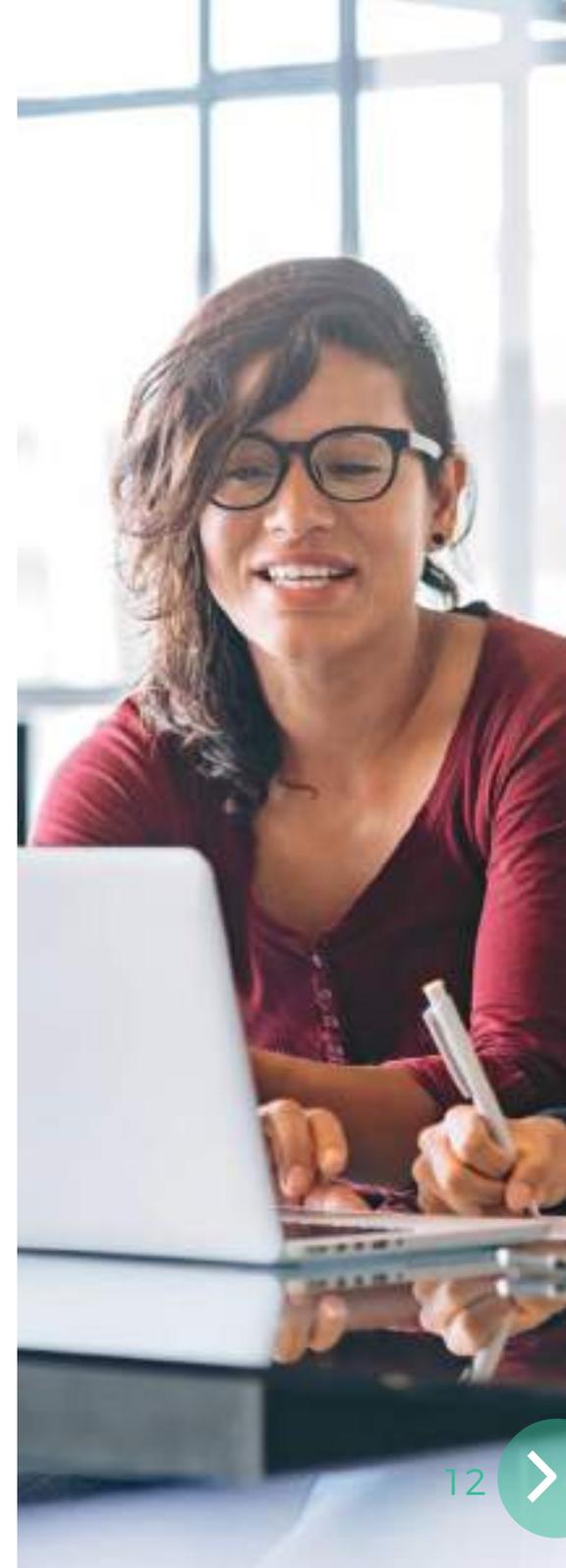
**Colleagues receiving a bonus:**  
1.8% of employees were paid a bonus in 2019/20 and the median gender bonus gap is in favour of women.

Male / Female Split across SBTC

52.3%



47.3%

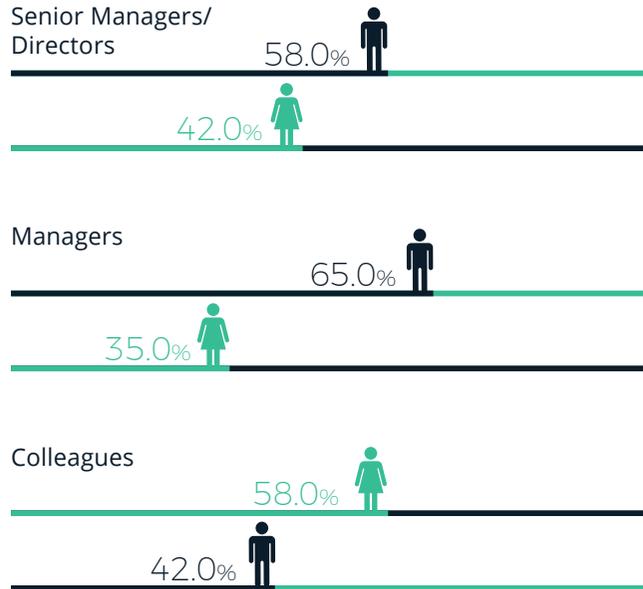


# Seetec Business Technology Centre Ltd

## Proportion of females and males in each pay quartile



## Colleagues by level



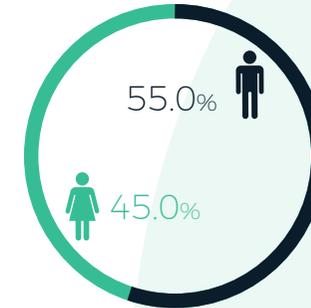
## Gender representation

Our results show fewer women are represented in managerial positions and higher pay quartile levels, resulting in a gender pay gap.

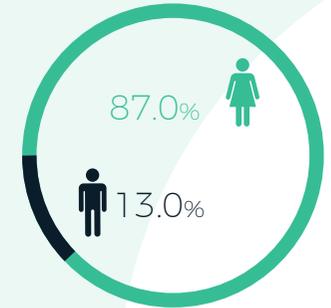
## Part-time vs full-time

Women represent almost 90% of our part-time workers, whereas they represent under half of our full-time workers.

### Full Time



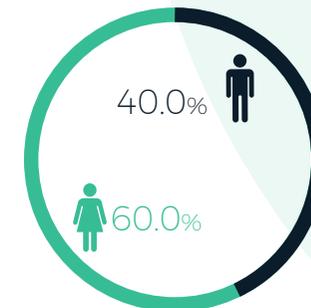
### Part Time



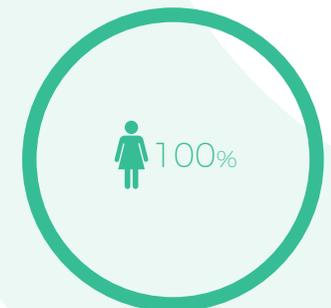
## Furloughed Employees

3.2% of employees were furloughed in April 2020.

### Full Time



### Part Time





# Our Results

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Seetec  
Pluss Ltd



# Seetec Pluss Ltd

The results for Seetec Pluss are shown below which show a small median gender pay gap is in favour of men.

Median gender pay gap

**1.5%**

Mean gender pay gap

**17.7%**

Mean gender bonus pay

**100%**

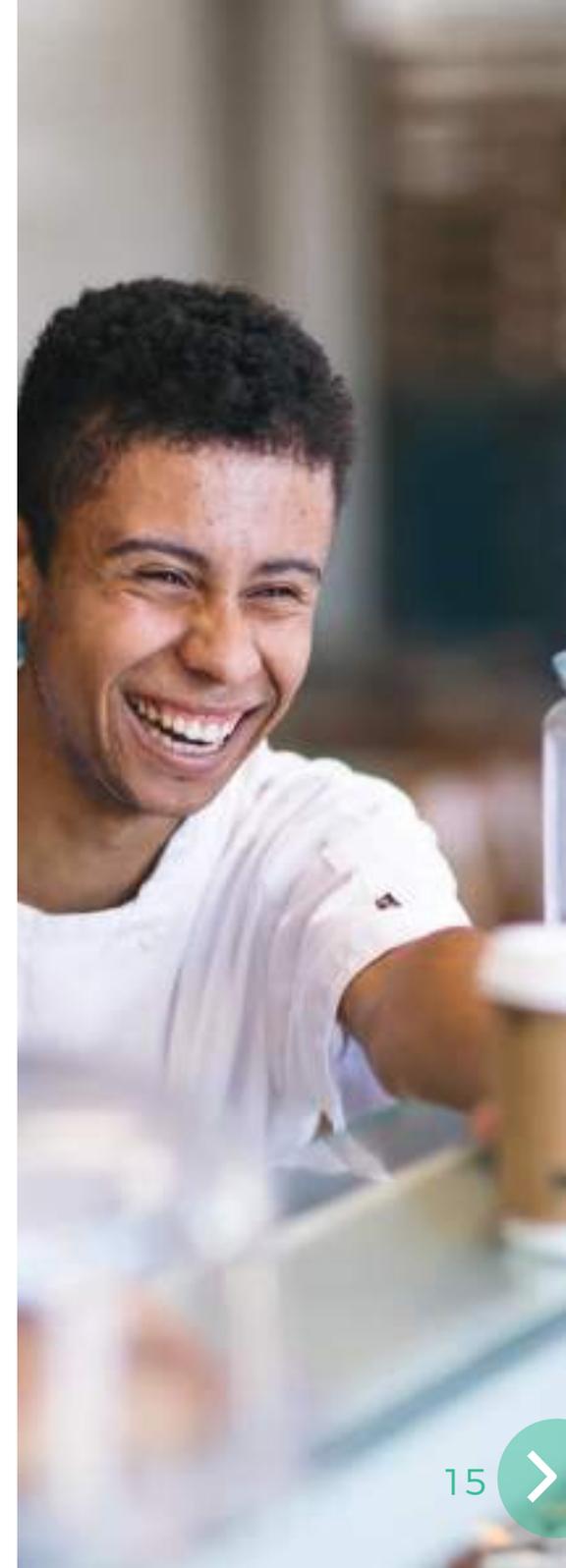
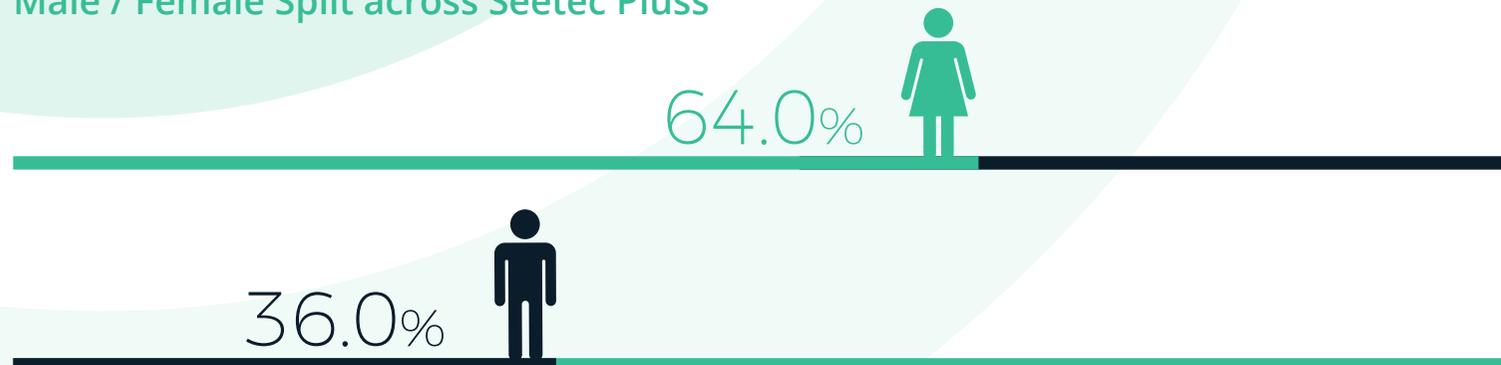
Median gender bonus pay

**100%**



Colleagues receiving a bonus: 1.5% of employees were paid a bonus in 2019/20.

## Male / Female Split across Seetec Pluss

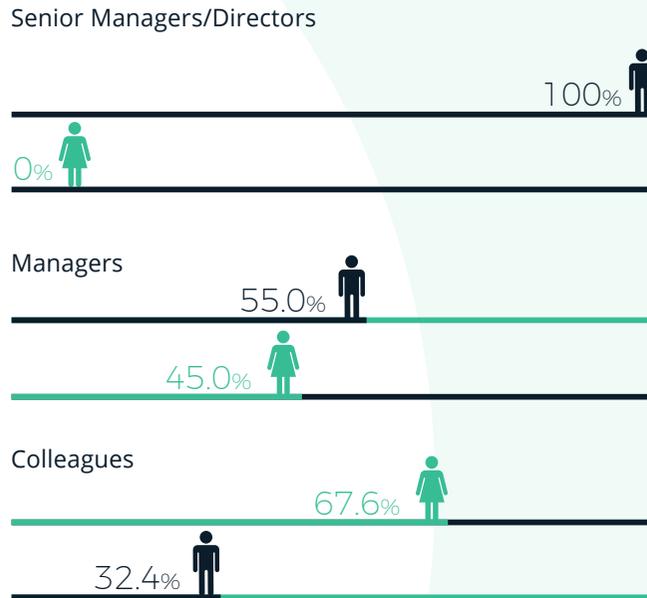


# Seetec Pluss Ltd

## Proportion of females and males in each pay quartile



## Colleagues by level



## Gender representation

Our data shows an unbalanced representation at both senior manager and colleague levels, however a closer alignment at managerial level. The under-representation of women at a senior manager level contributes to the overall gender pay gap.

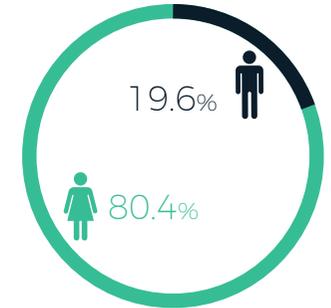
## Part-time vs full-time

We have more female employees working full-time and part-time compared to male employees. Women represent over 80% of part-time workers

### Full Time



### Part Time



## Furloughed Employees

No employees were furloughed in April 2020 within Seetec Pluss.





# Our Results

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Pluss CIC

# Pluss CiC

Pluss CiC is reporting both a mean and median gender pay gap in favour of women, this is partly due to a higher proportion of men employed within our manufacturing business, where the majority of roles are within the lower quartile pay range. marginalise to females in the Manager level.

Median gender pay gap

**-40.5%**

Mean gender pay gap

**-0.3%**

Mean gender bonus pay

**0%**

Median gender bonus pay

**0%**

Male / Female Split across Pluss CiC

54.0%



46.0%

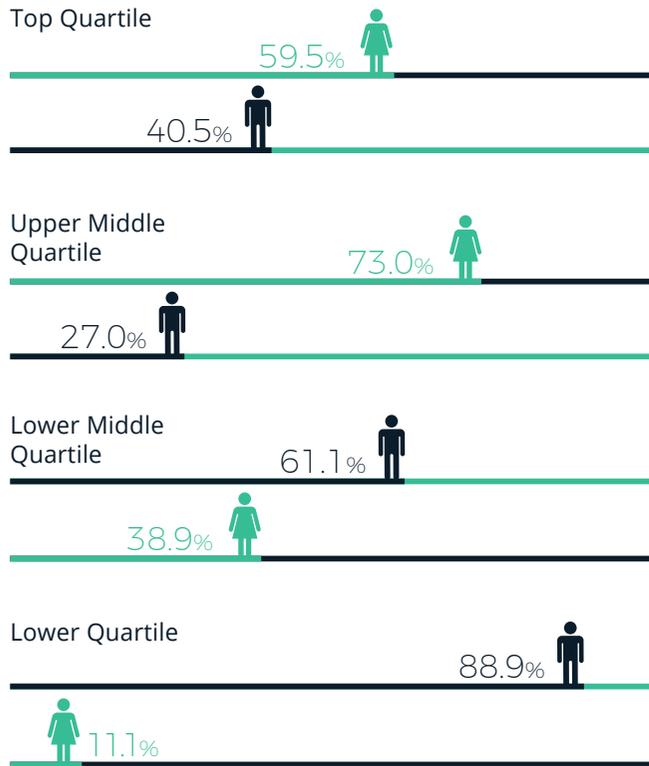


**Colleagues receiving a bonus:** No employees were paid a bonus in 2019/20.

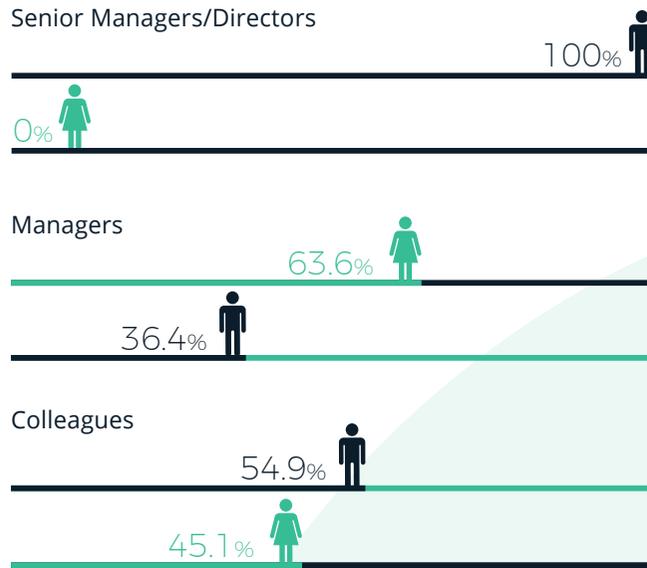


# Pluss CIC

## Proportion of females and males in each pay quartile



## Colleagues by level



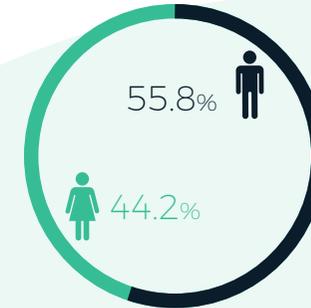
## Gender representation

There is a higher representation of females at managerial level with pay falling within the top and upper middle pay quartiles resulting in a gender pay in favour of women.

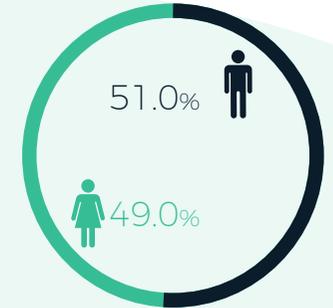
## Part-time vs full-time

We have more male employees working full-time compared to male employees and an equal split of part time workers.

### Full Time



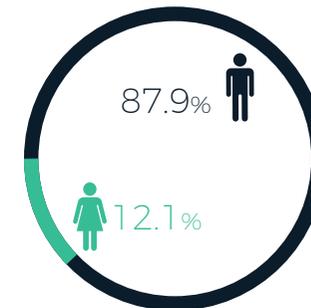
### Part Time



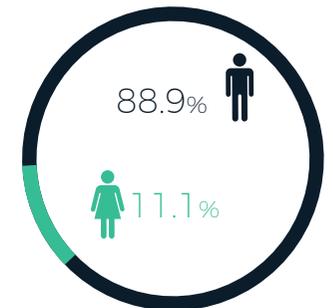
## Furloughed Employees

12.2% of employees were furloughed in April 2020.

### Full Time



### Part Time





# Our Results

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Kent, Surrey  
and Sussex  
CRC



# Kent, Surrey and Sussex CRC

The results for Kent, Surrey and Sussex Community Rehabilitation Company are provided below and show a reduction in the median gender pay gap compared to last year's results, from 16.26% to 11.2%.

Median gender pay gap

**11.2%**

Mean gender pay gap

**8.4%**

Mean gender bonus pay

**-73%**

Median gender bonus pay

**-73%**



**Colleagues receiving a bonus:**  
0.3% of employees were paid a bonus in 2019/20 and the median gender bonus pay gap is in favour of women.

## Male / Female Split across KSS CRC

73.3%

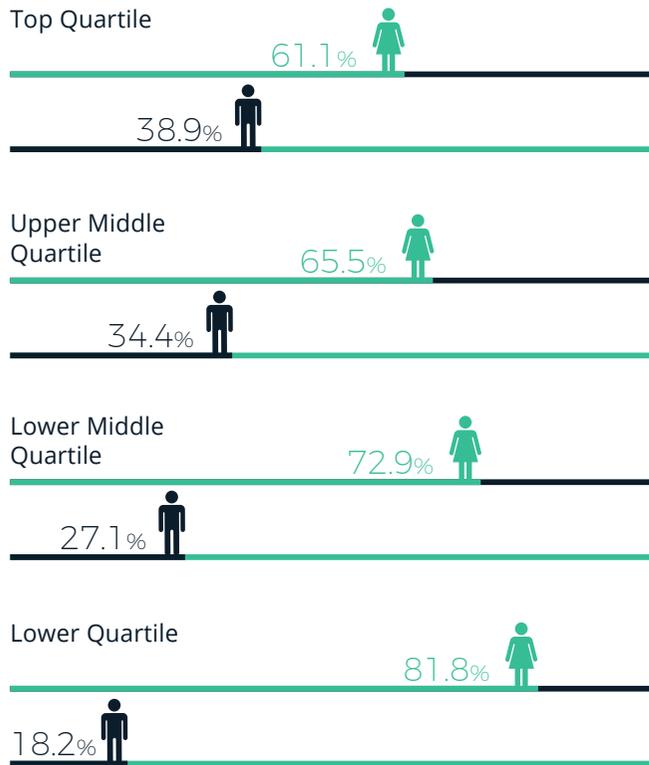


29.7%

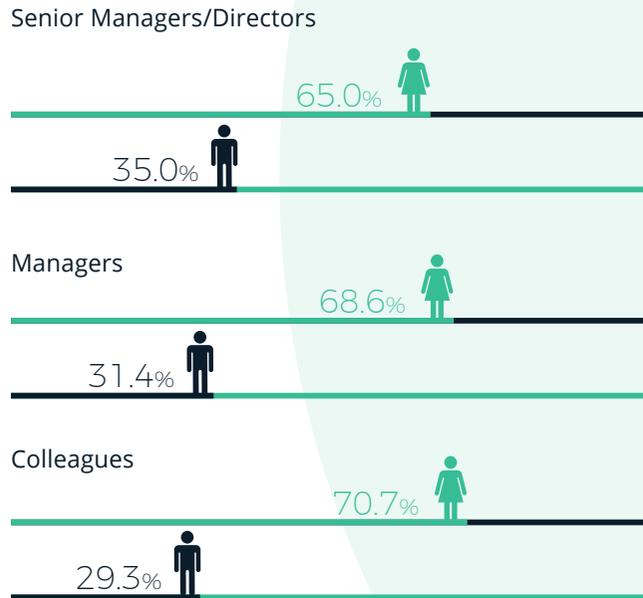


# Kent, Surrey and Sussex CRC

## Proportion of females and males in each pay quartile



## Colleagues by level



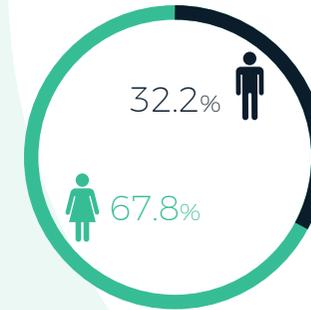
## Gender representation

We have a good representation of females across all levels however our results show a pay gap that favours men. Some senior level positions are held by female external secondees, and therefore cannot be included in data.

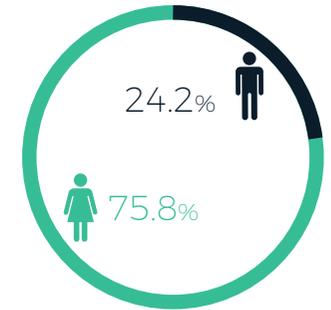
## Part-time vs full-time

Women represent three quarters of our part-time workers and two thirds of our full-time workers which is comparable to the male/female split.

### Full Time



### Part Time



## Furloughed Employees

No employees were furloughed in April 2020 within KSS CRC as they held key worker status.





# Our Results

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Seetec  
Outsource  
Training and  
Skills Ltd



# Seetec Outsource Training and Skills Ltd

The report below is for SOTS, and shows both a median and mean gender pay gap which favours women.

Median gender pay gap

**-4.8%**

Mean gender pay gap

**-12.1%**

Mean gender bonus pay

**-79.1%**

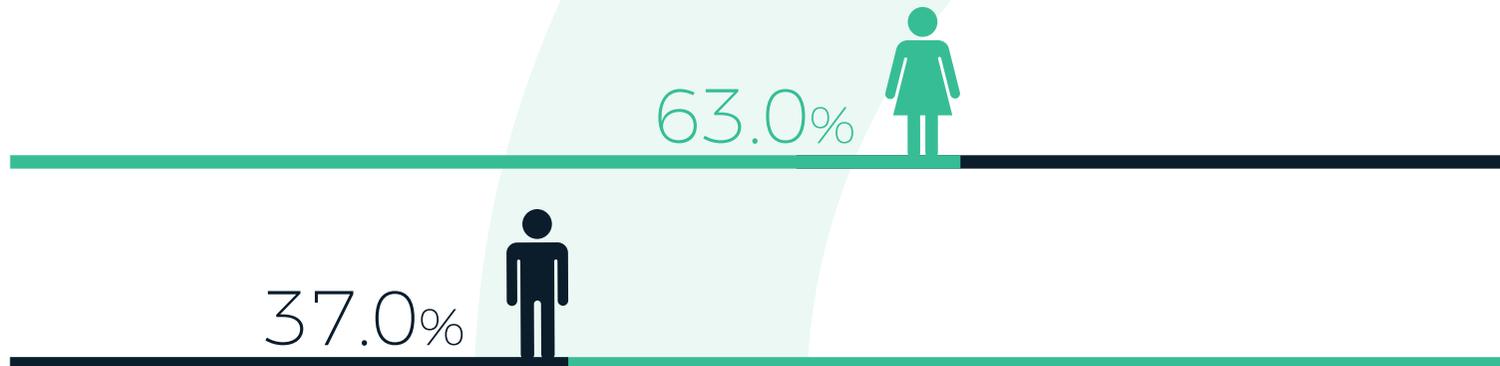
Median gender bonus pay

**18.3%**



**Colleagues receiving a bonus:** 3.4% of employees were paid a bonus in 2019/20.

Male / Female Split across Seetec Outsource

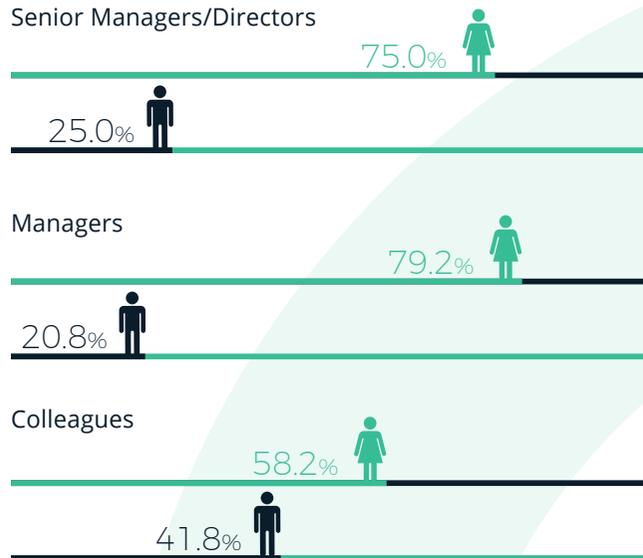


# Seetec Outsource Training and Skills Ltd

## Proportion of females and males in each pay quartile



## Colleagues by level

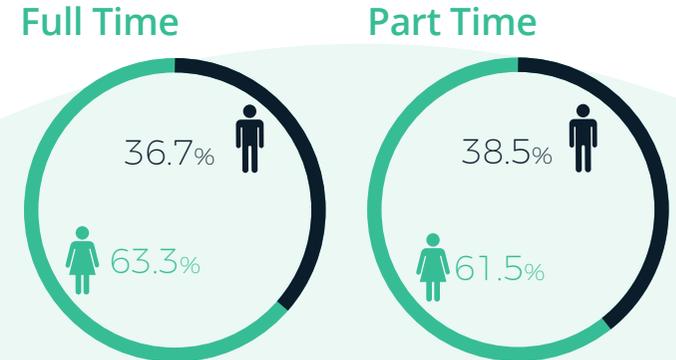


## Gender representation

Women represent almost two thirds of the workforce and are well represented in the upper and top quartiles of pay, resulting in a pay gap in favour of women.

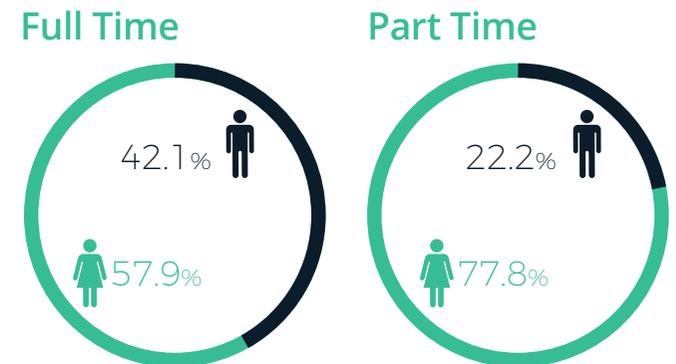
## Part-time vs full-time

We have more female employees working full-time and part-time compared to male employees.



## Furloughed Employees

32.2% of employees were furloughed in April 2020.





# Our Results

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Seetec  
Employment  
and Skills  
Ireland



# Seetec Employment and Skills Ireland

The report below is for Seetec Employment and Skills Ireland, which employs less than 250 employees and are not legislatively included in Gender Pay reporting, however, we are including this data so that we can provide a comprehensive report for the Seetec Group as a whole. Whilst there has been a marginal increase in the mean gender pay gap against the previous year, the median has increased from 5.05% to 31.6%.

Median gender pay gap

**31.6%**

Mean gender pay gap

**10.1%**

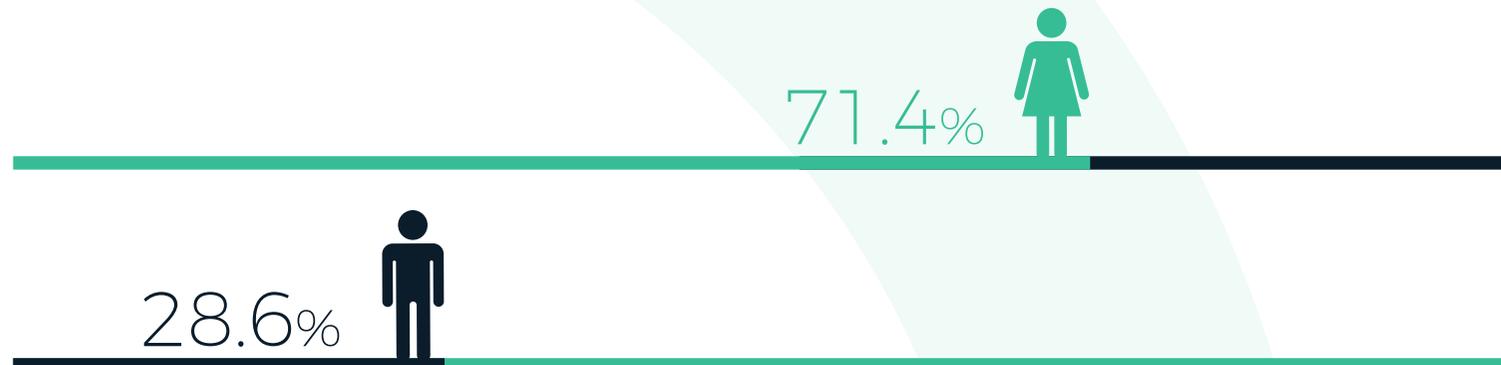
Mean gender bonus pay

**53.9%**

Median gender bonus pay

**31.7%**

## Male / Female Split across Seetec Ireland

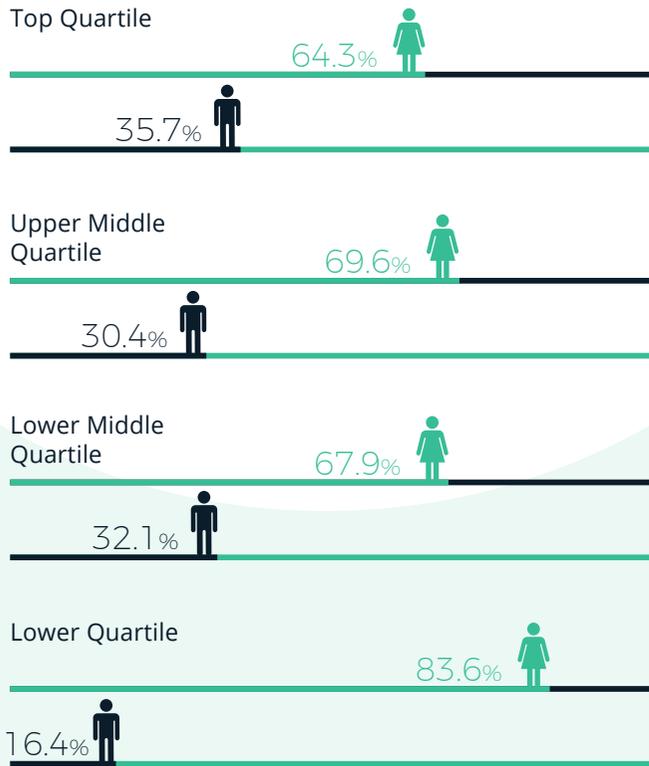


Colleagues receiving a bonus: 1.4% of employees were paid a bonus in 2019/20.

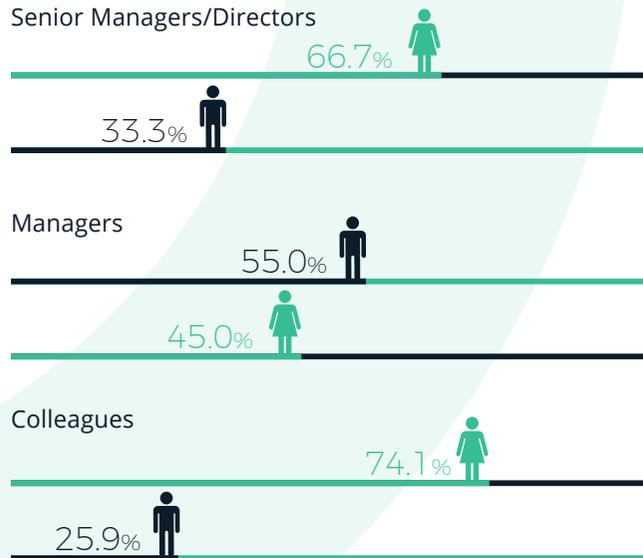


# Seetec Employment and Skills Ireland

## Proportion of females and males in each pay quartile



## Colleagues by level



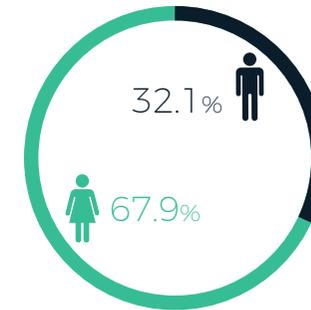
## Gender representation

There has been a positive move to having more females at the senior manager/Director level, they are disproportionately represented at colleague and manager level which accounts for a gender pay gap in favour of men.

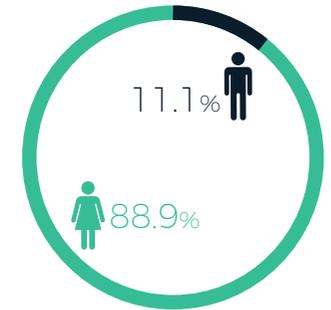
## Part-time vs full-time

We have more female employees working full-time and part-time compared to males employees. Women represent nearly 90% of part-time workers.

### Full Time



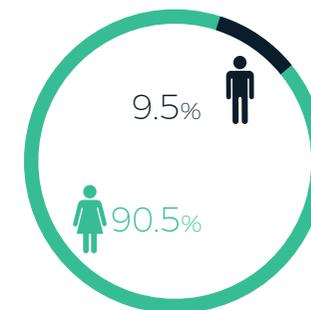
### Part Time



## Wage Subsidy Employees

11.4% of employees were on Temporary Wage Subsidy Scheme in April 2020.

### Full Time



### Part Time

