



# Gender Pay Report | 2019



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# Gender Pay Report | 2019



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

**Sasha Ashton**  
Group HR Director

This Gender Pay Report is for the Seetec Group as at April 2019, which at the time comprises of Seetec Business Technology Company Ltd (SBTC), Seetec Employment and Skills Ireland, Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC), Pluss Community Interest Company (Pluss CIC) and Outsource Training and Development Ltd.

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 Outsource Training and Development Ltd which employs less than 250 employees and Seetec Ireland who are not legislatively included in 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 have been recognised by Investors in People as a gold accredited employer, for the second time, and have attained Disability Confident Employer status.

The year has seen significant expansion for the Seetec Group with new business acquisitions resulting in the workforce more than doubling. When looking at the Gender Pay Gap results there are some elements we can be proud of, there is an overall reduction at Group level and some of our businesses report a pay gap in favour of women, 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 roll out "Unconscious Bias" training to increase awareness of bias in decision making. We will also be focusing on restructuring our businesses and fully integrating them into the Seetec Group culture, treating individuals with dignity and respect, where differences are celebrated and embraced.





# 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.

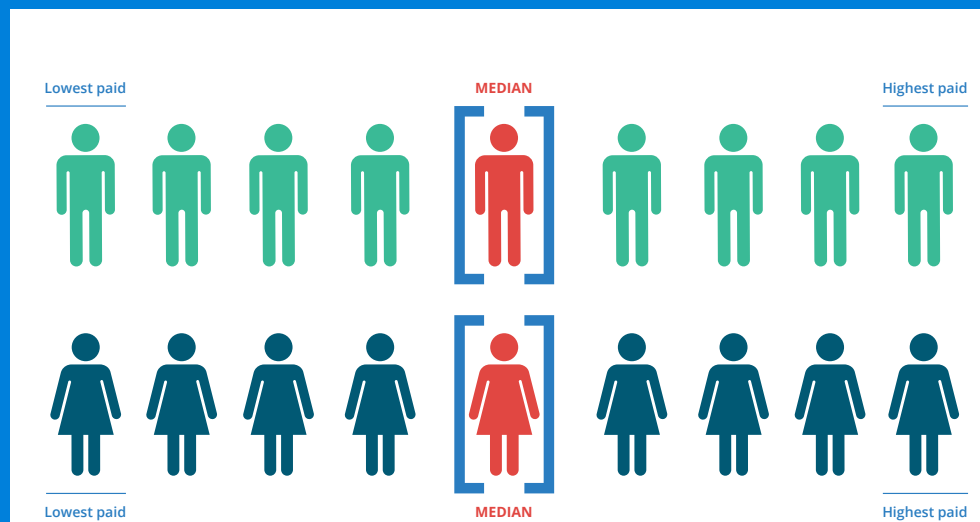
Companies are required to report on their Gender Pay Gaps under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The gender pay gap is based on a series of calculations set out by government to show the difference between the average earnings of men and women at various levels across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



# Our results: Seetec Group

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# 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 Ireland, Kent, Surrey and Sussex CRC, Pluss CIC and Outsource Training Ltd.

Mean gender pay gap

**7.44%**

Median gender pay gap

**3.31%**

Mean gender bonus pay

**84.76%**

Median gender bonus pay

**84.76%**

## Gender pay gap

New business acquisitions have contributed favourably to our Gender Pay Gap results at Group level. Individual company results are provided later in this report. More information is provided in the "Understanding our pay gap" section of this report.

Less than 1% of employees received a bonus which has distorted the gender bonus gap.

## Male/female split across the Group

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

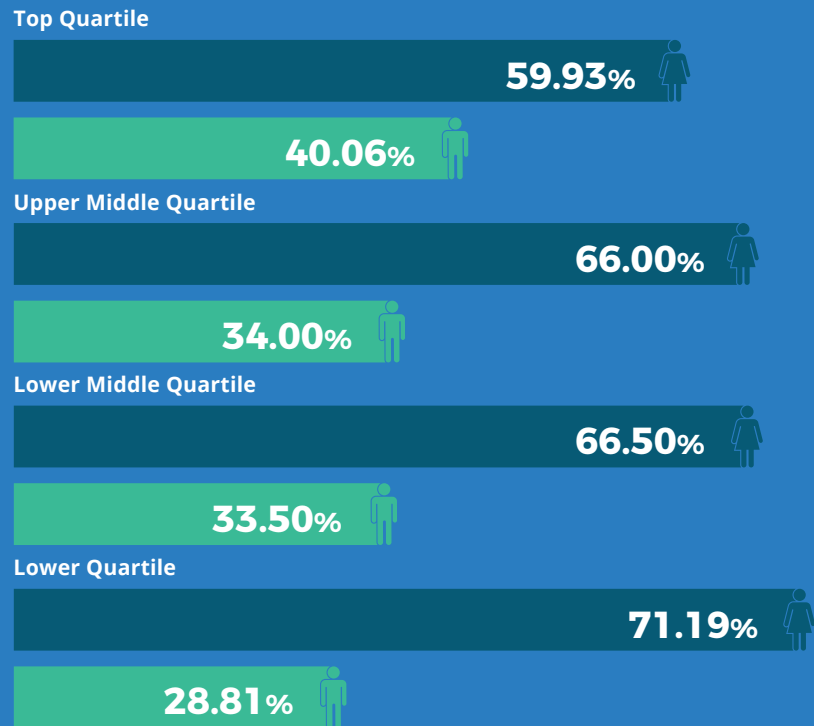
**65.95%**



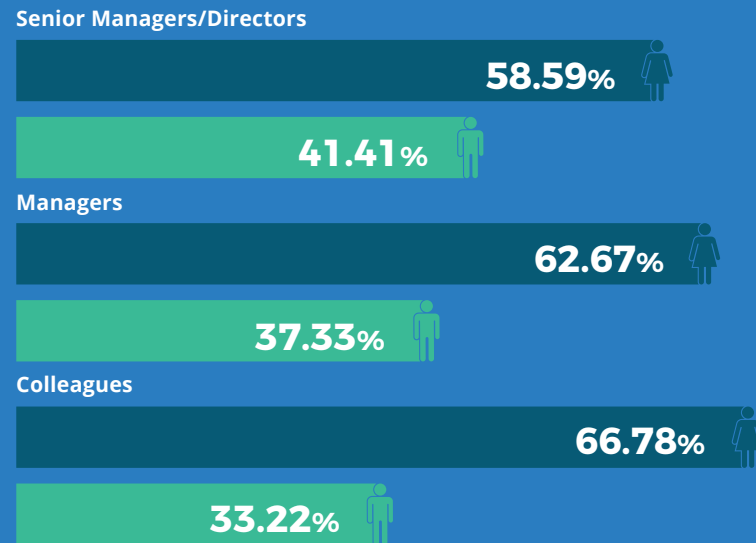
**34.05%**



## Proportion of females and males in each pay quartile



## Proportion of females and males colleagues by level

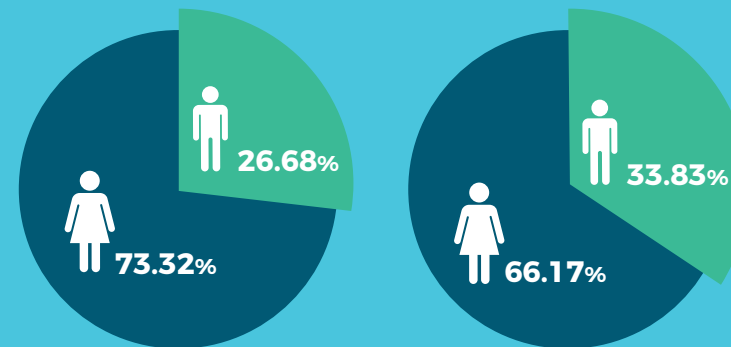


## Gender representation

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

## 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 nearly three quarters of our part-time working population. 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.



Part-time

Full-time

## Part-time vs full-time

Women represent nearly three quarters of our part-time workers.

# Understanding our Gender Pay Gap

## Interpreting our gender pay gap results

It is pleasing to see the gender pay gap is declining at a national level and that this trend is also reflected in some of the results for the Seetec Group. Over the last year there have been some significant changes to the Group as we continue to grow and evolve our business. Pluss CIC joined the group and KSS CRC acquired contracts for the delivery of probation services in the South West and Wales.

As a result of these changes, we have significantly increased our workforce and inherited a variety of pay structures which have made a positive contribution on our gender pay gap at Group level. In KSS CRC and Pluss CIC the gender pay gap is in favour of women with Pluss CIC also reporting a median pay gap in favour of women. However, in SBTC we are showing a gender pay gap which is higher than the national average and this will be an area for focus next year.

	Seetec Group	Seetec BTC	Kent, Surrey and Sussex Community Rehabilitation Company	Outsource Training and Development	Pluss CIC	Seetec Ireland
<b>Mean gender pay gap</b>	<b>7.44%</b>	<b>21.71%</b>	<b>-1.61%</b>	<b>3.38%</b>	<b>-0.60%</b>	<b>9.7%</b>
<b>Median Gender pay gap</b>	<b>3.31%</b>	<b>27.56%</b>	<b>16.26%</b>	<b>21.08%</b>	<b>-7.39%</b>	<b>5.05%</b>

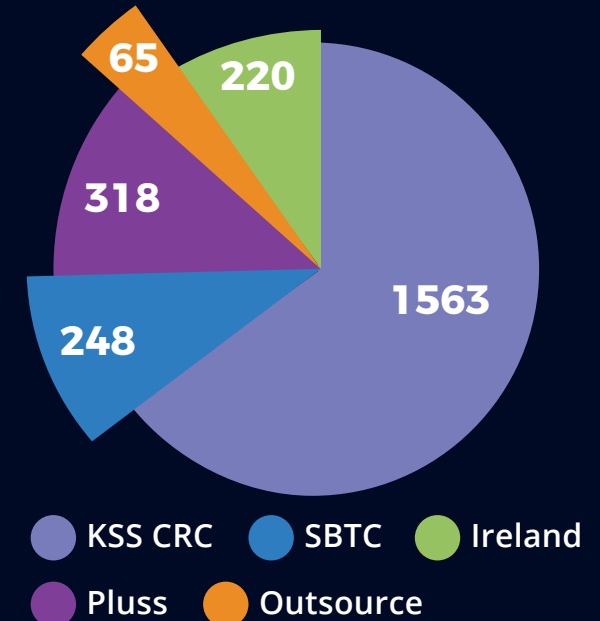


**+% in favour of men**



**-% in favour of women**

## Number of Employees by Company



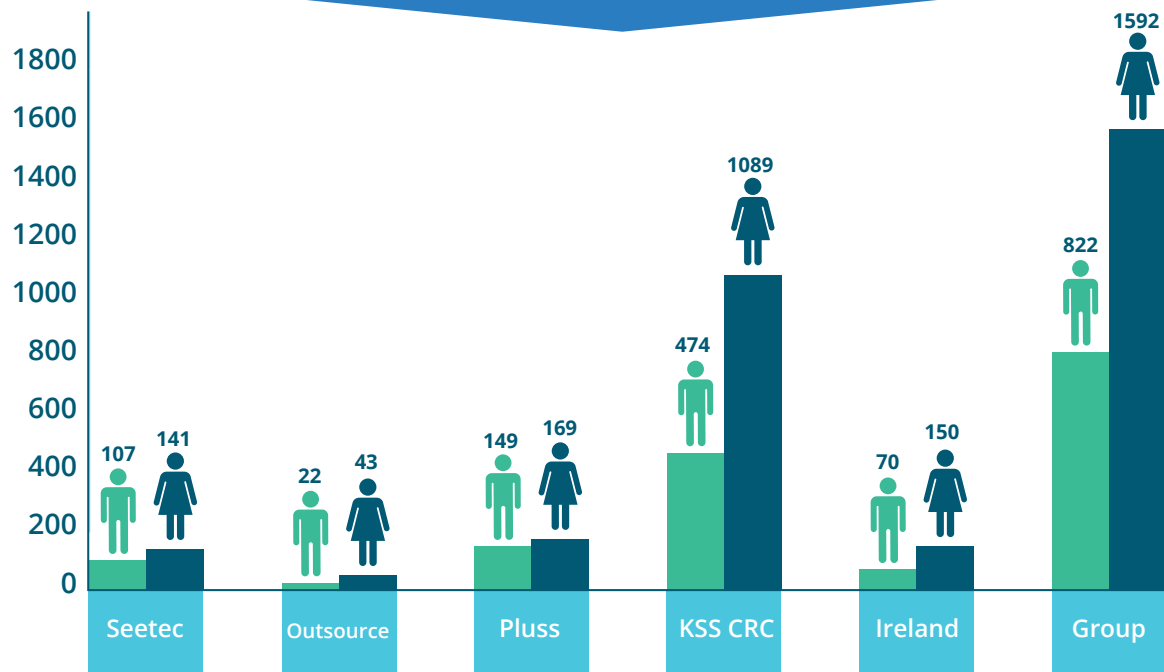
Like so many organisations, our pay gap exists because traditionally men have occupied more senior higher paid roles than women. However, that is changing and we are pleased to see that our Board membership demonstrates this, over half of Group directors are women. This year our talent pool membership increased and more than three quarters of members are women, who are being provided with additional development opportunities.



# Gender Representation

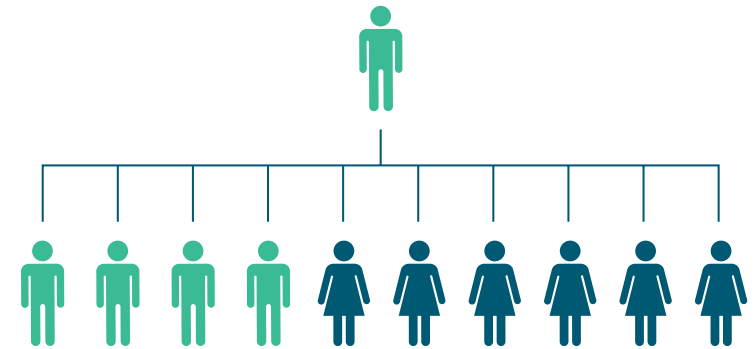
Across the Seetec Group, we employ twice as many women as men. We have a good representation of women across all levels up to and including Director level indicating that women as well as men are being given the opportunity for career progression. The proportion of men and women in each pay quartile is fairly evenly distributed in proportion to the gender split across the Group. To be expected, 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 which goes some way to explaining our pay gap. This is likely to be due to inherent legacy issues and the Heads of HR within each of our respective businesses are working with their Executive Directors to address this.

## Employee Gender Representation

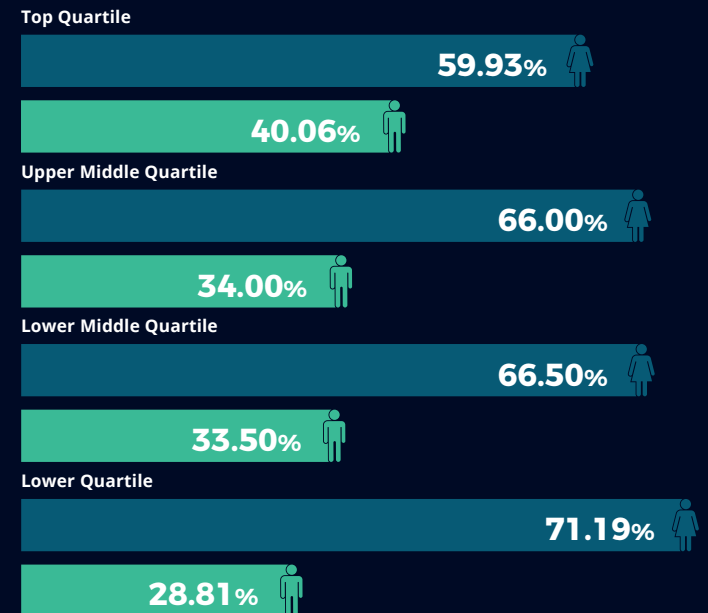


# Board Composition

More than half of our Board members are women.



## Proportion of females and males in each pay quartile



# Commitment to minimising our Gender Pay Gap

## Diversity and Inclusion

Equality and diversity means working to remove barriers which prevent attracting and retaining talented people from a wide range of backgrounds. A diverse workforce brings new thinking to our service delivery, helping us to understand the perspectives and needs of all our customers.

We continue to embed an inclusive approach in all aspects of people management and this is reflected in our recruitment and people management policies. Educating the workforce is key in this respect and during the year we launched our "Embracing Differences" training for all managers. This will be supplemented by more training in the coming year to ensure that recruitment, selection and progression opportunities are based on the skills, competence and potential of our employees, irrespective of gender or other characteristics.



## Our commitment

### We aim to:

- Embed a culture where respect, communication and understanding is fostered and diversity positively valued
- Understand and address needs of different groups
- Promote trust, courtesy and professionalism
- Embed the equality and diversity agenda in all our work
- Provide an environment free from discrimination, harassment or bullying

# Taking Action



A handwritten signature in blue ink, appearing to read 'John Baumback'.

**John Baumback**  
Managing Director,  
Seetec Group

“We welcome the focus the government is placing on gender pay and the opportunity to share our progress. Encouraging all colleagues to reach their full potential and rewarding them fairly is essential so that they in turn can support the people they work with and change lives.”

Whilst we attract more women than men to our businesses, we still have proportionately more men who are paid a higher salary than women. We remain committed to taking action to close our gender pay gap and in the coming year we plan to:

- Roll out unconscious bias training to all managers which aims to ensure recruitment, performance management, reward and progression decisions are free from bias
- Conduct a review of gender pay gap performance in each of our businesses and prioritise associated actions
- Re-launch our equal opportunities and diversity policies
- Focus on integrating our businesses, including our people management policies and processes so that best practices can be shared and celebrated
- Consider other affiliations that support diversity in the workplace
- Publish our next Gender Pay Gap Report ahead of the legal deadline to help us drive forward the actions for the year in review





Our results:  
**Seetec Business  
Technology  
Company Ltd  
(SBTC Ltd)**

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# Seetec (SBTC Ltd) Gender Pay Gap

The results for Seetec Business Technology Company Ltd are shown below.

Mean gender pay gap

**21.71%**

Median gender pay gap

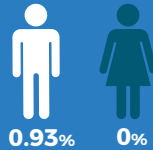
**27.56%**

Mean gender bonus pay

**100%**

Median gender bonus pay

**100%**



Less than 1% of employees were paid a bonus in 2018/19

## Male/female split

Seetec Business Technology Company Ltd gender split.

**56.85%**

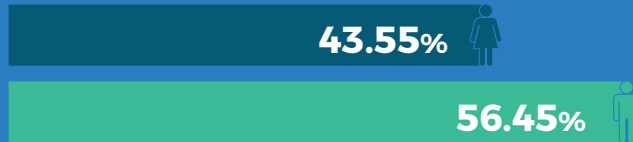


**43.15%**



## Proportion of females and males in each SBTC pay quartile

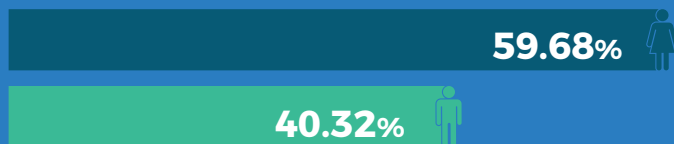
### Top Quartile



### Upper Middle Quartile



### Lower Middle Quartile



### Lower Quartile

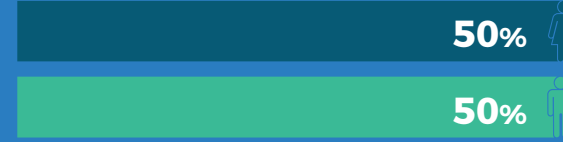


## Proportion of females and males SBTC colleagues by level

### Senior Managers/Directors



### Managers

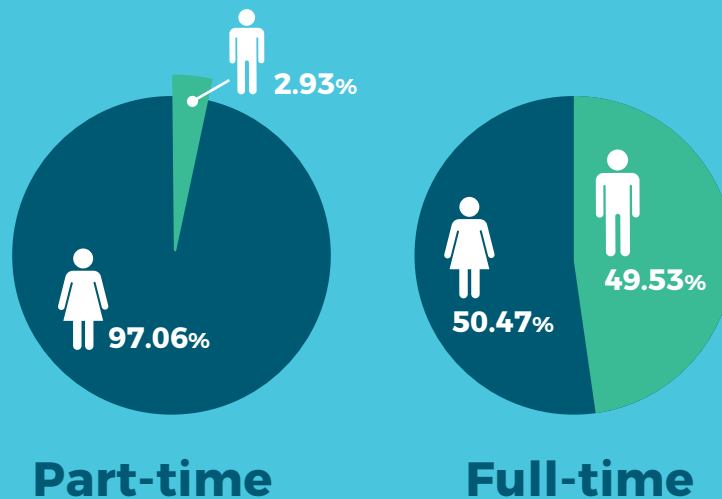


### Colleagues



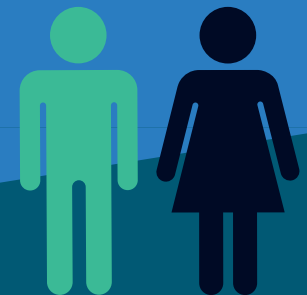
## Part-time vs full-time

We have a fairly equal split of male and female employees working full-time. Women account for 97% of our part-time working population.



## Gender representation

It is a positive picture when we look at gender representation, we have an equal amount of men and women in management roles. However our pay quartile data shows that within these levels there are more men than women in higher paid senior roles. There is a higher proportion of women in roles beneath managerial level, which accounts for a large proportion of the gender pay gap.





## Our results: **Pluss CIC**

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# Pluss CIC Gender Pay Gap

The results for Pluss CIC are shown below, the gender pay gap is in favour of women.

Mean gender  
pay gap

**-0.60%**

Median gender  
pay gap

**-7.39%**

Mean gender  
bonus pay

**0%**

Median gender  
bonus pay

**0%**

There were  
no applicable  
bonus schemes  
in Pluss

## Male/female split

Pluss CIC employee gender split.

**53.00%**

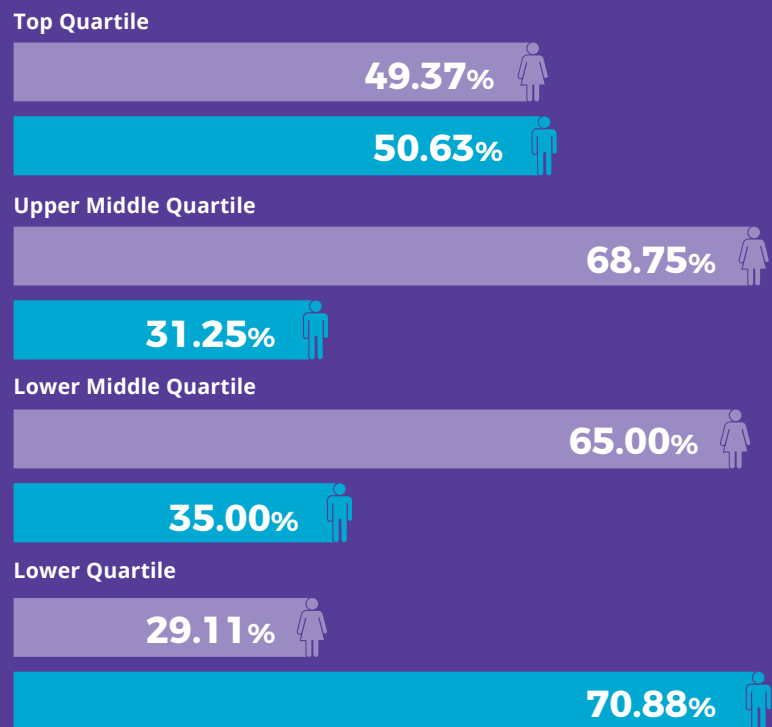


**47.00%**

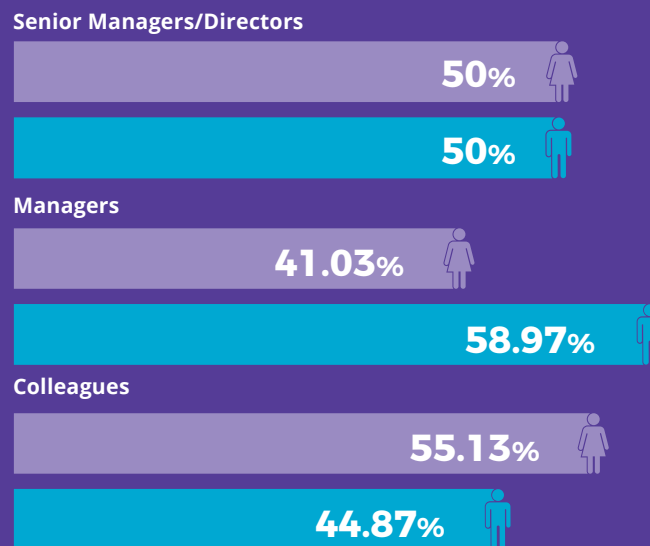




## Proportion of females and males in each Pluss CIC pay quartile

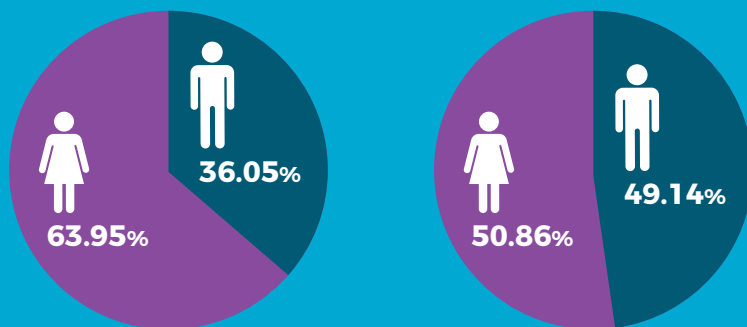


## Proportion of females and males Pluss CIC colleagues



## Part-time vs full-time

We have an equal split of male and female employees working full-time. Women represent 64% of part-time workers.



Part-time

Full-time

## Gender representation

Within Pluss, our pay quartile data shows women hold more of the higher paid roles (top and upper middle) than men, despite there being an equal representation of men and women at the senior manager level. The lower quartile is dominated by apprenticeship and manufacturing roles, which have traditionally attracted more men than women which accounts for the Gender Pay Gap in favour of women.





# Our results: Kent, Surrey and Sussex Community Rehabilitation Company

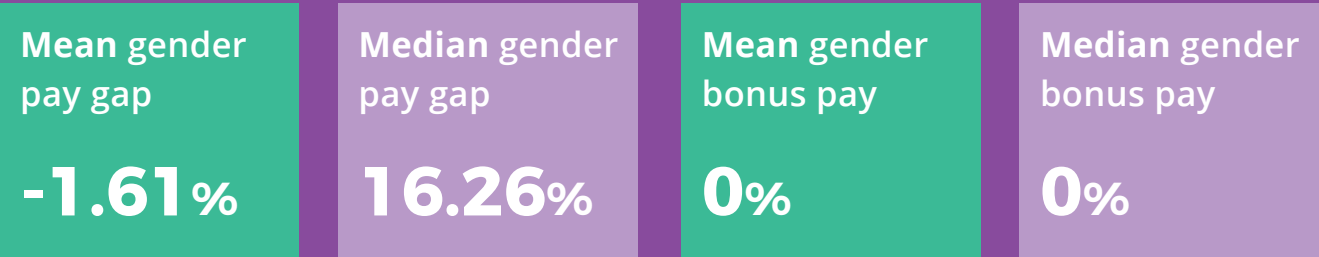
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Kent  
Surrey  
& Sussex  
Community Rehabilitation Company



# KSS CRC Gender Pay Gap

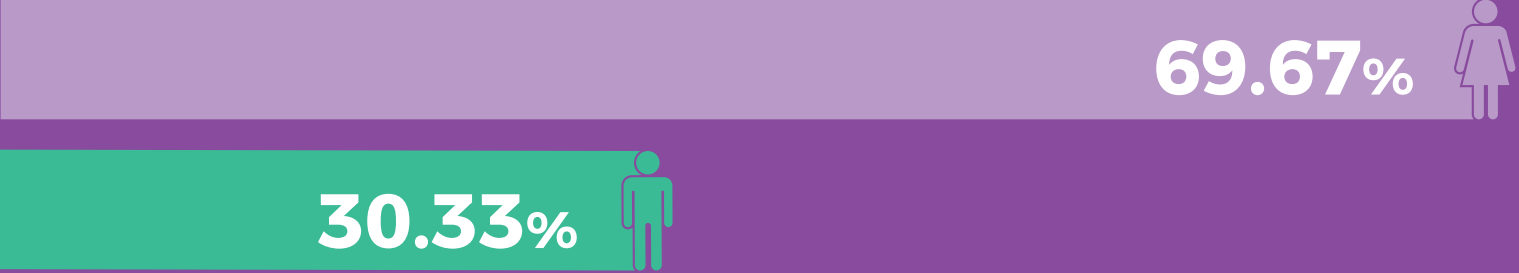
The results for the Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC) are provided below which shows a mean gender pay gap in favour of women.



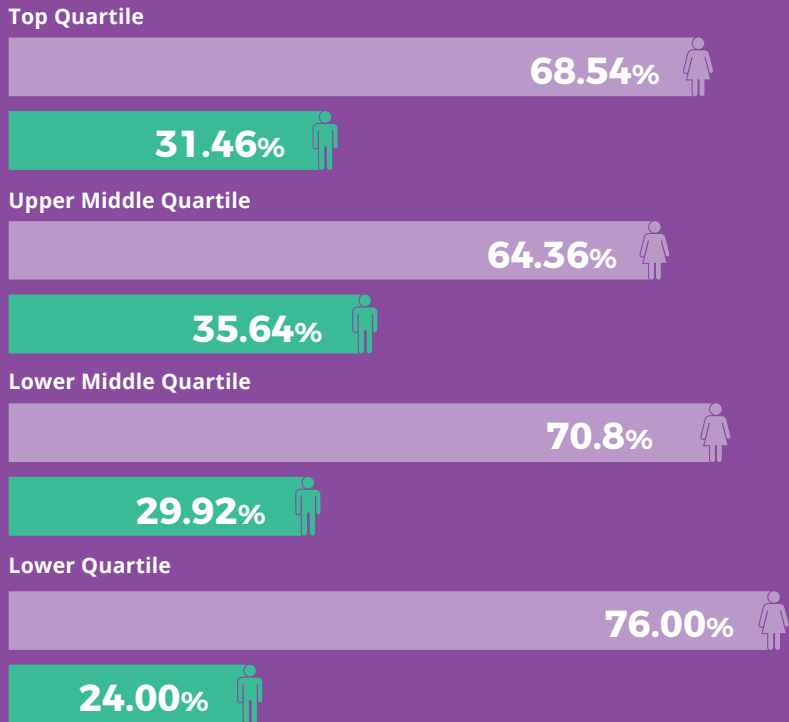
There were no applicable bonus schemes in KSS CRC

## Male/female split

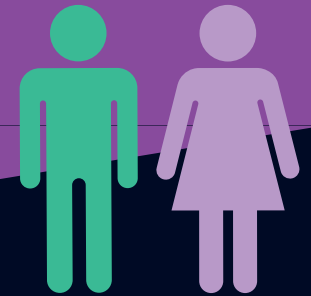
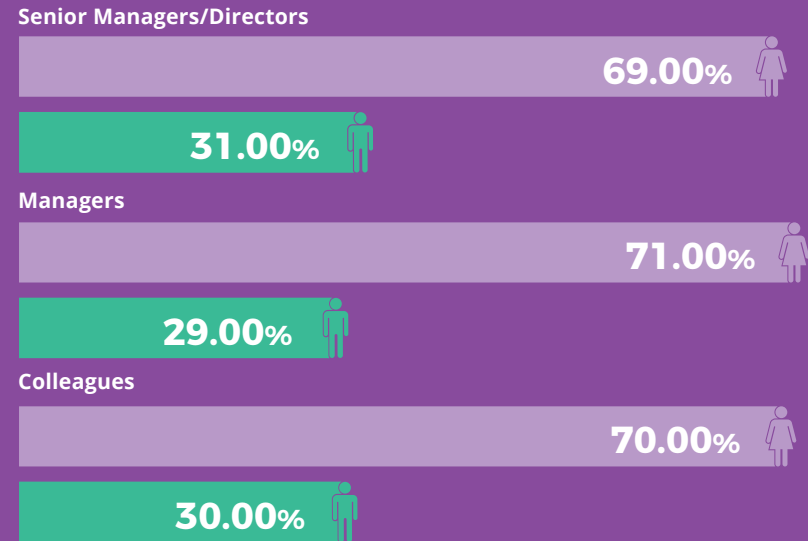
KSS CRC employee gender split.



## Proportion of females and males in each KSS CRC pay quartile

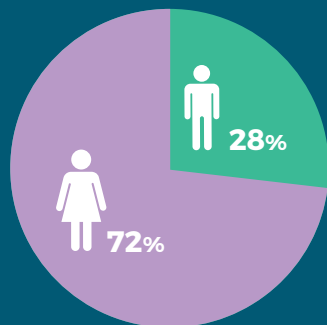


## Proportion of females and males KSS CRC colleagues by level

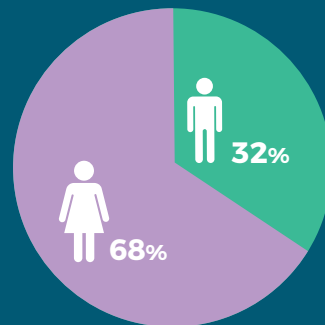


## Part-time vs full-time

There is a higher proportion of women in part-time roles which is expected, although the ratio demonstrates that men and women have access to part-time working.



**Part-time**



**Full-time**

## Gender representation

Over two-thirds of employees in KSS CRC are women and they are well represented at all organisation levels, almost exactly proportionate to the ratio of men and women in the organisation. Whilst women are well represented at senior levels, there is a higher representation of women in comparison to men in the lower pay quartile and therefore this contributes to our median pay gap.





Our results:  
**Outsource Training  
and Development Ltd**

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# Outsource Gender Pay Gap

The report below is for Outsource Training and Development Ltd, which employs less than 250 employees.

Mean gender pay gap

**3.38%**

Median gender pay gap

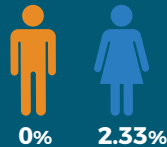
**21.08%**

Mean gender bonus pay

**-100%**

Median gender bonus pay

**-100%**



Less than 2% of employees were paid a bonus 2018/19

## Male/female split

Outsource Training and Development Ltd employee gender split.

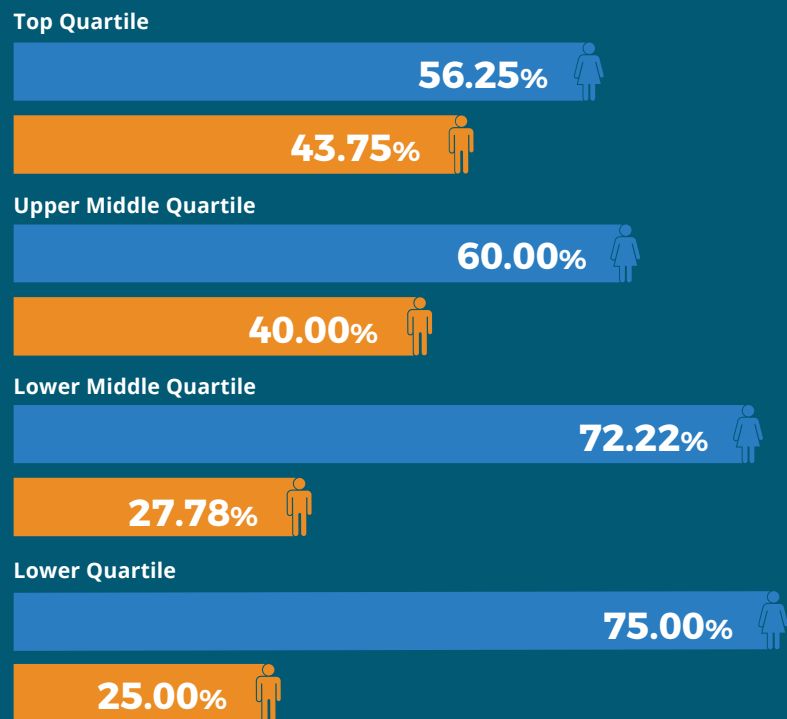
**66.15%**



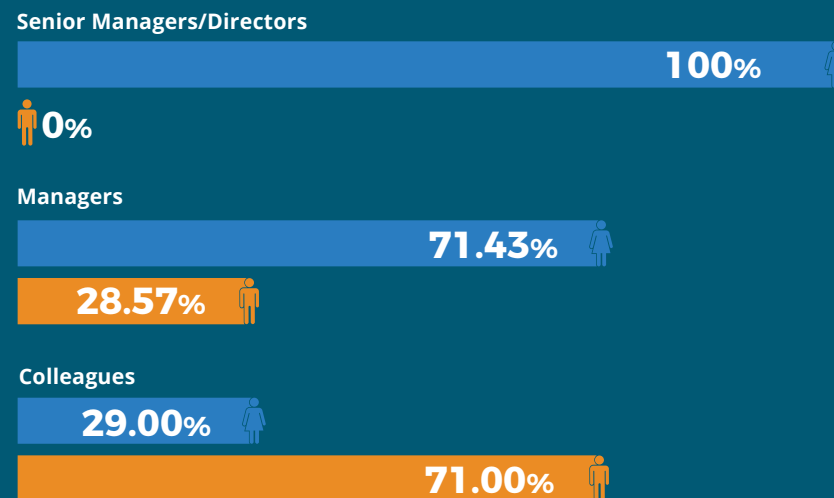
**33.85%**



## Proportion of females and males in each Outsource pay quartile

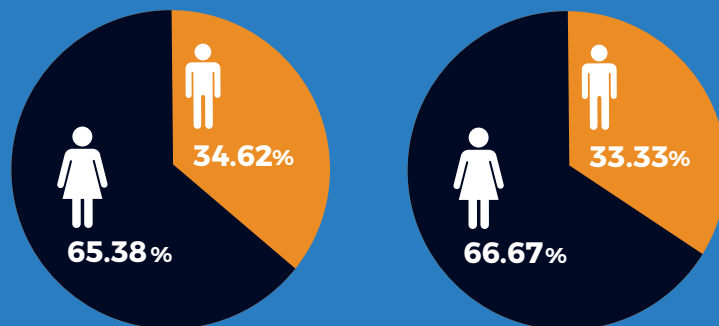


## Proportion of females and males Outsource colleagues by level



## Part-time vs full-time

The split of male and female employees working full-time and part-time is comparable to the male/female workforce split. As can be seen, double the amount of females are employed to males.

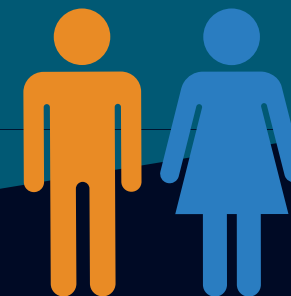


**Part-time**

**Full-time**

## Gender representation

Senior management and Director level positions are held by women. Our results show a higher proportion of women in managerial roles however there is still a larger proportion of women in the lower pay quartiles (lower and lower middle) which accounts for the gender pay gap.





## Our results: **Seetec Ireland**

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# Seetec Employment and Skills Ireland

The report below is for Seetec Employment and Skills Ireland, which employs less than 250 employees.

Mean gender  
pay gap

**9.17%**

Median gender  
pay gap

**5.05%**

Mean gender  
bonus pay

**0%**

Median gender  
bonus pay

**0%**

There were no  
applicable bonus  
schemes in Seetec  
Ireland

## Male/female split

Seetec Employment and Skills Ireland gender split.

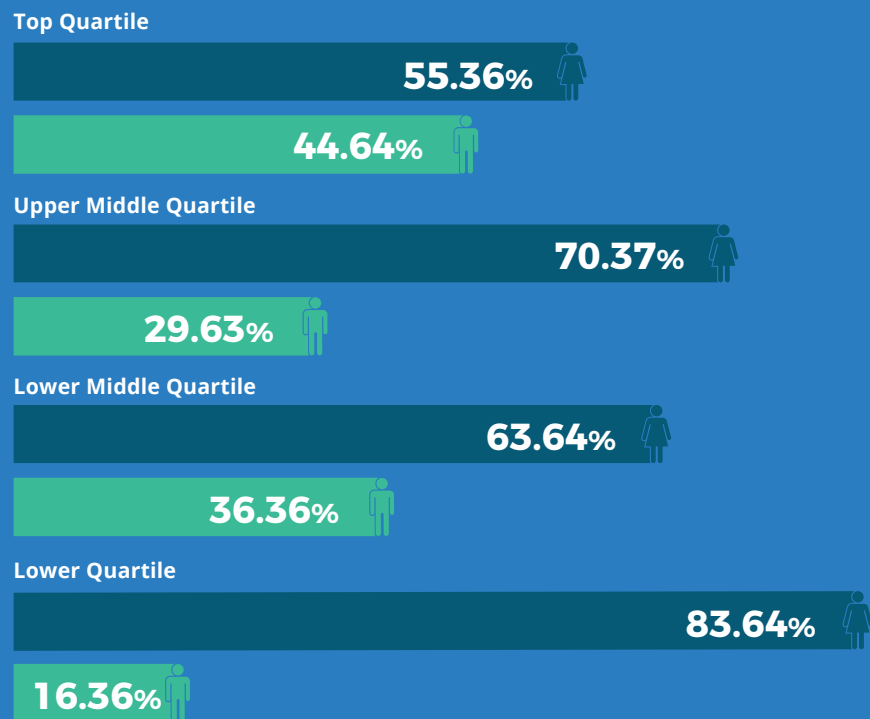
**68.00%**



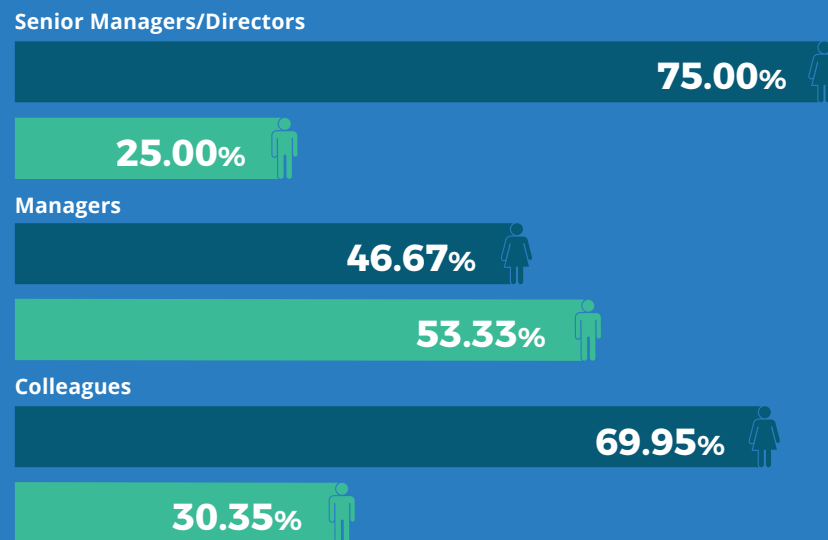
**32.00%**



## Proportion of females and males in each SESI pay quartile

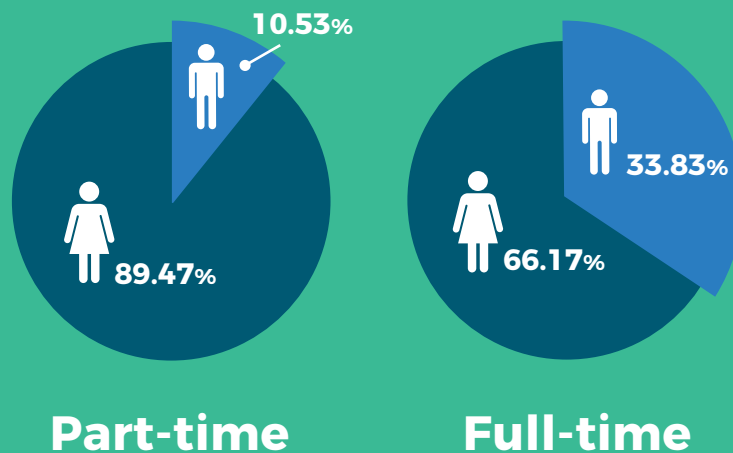


## Proportion of females and males SESI colleagues by level



## Part-time vs full-time

There are more than double the number of women in Seetec Ireland in comparison to men and women account for nearly 90% of our part-time working population.



## Gender representation

Women are well represented at Senior Manager and Director level where three quarters of positions are held by women. However there are more men than women at managerial level and more women represented beneath managerial level which accounts for the gender pay gap.

