



Gender Pay Gap Report

2022

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Gender Pay Report 2021/22 | Introduction

This report details our gender pay gap for the reporting year 2022/23 and the data contained within it continues to inform our work, and progress, in supporting equality, diversity and inclusion across our organisation.

At Seetec, we believe that everyone has the capability to discover and realise their unique potential and in providing equal opportunity for all our colleagues, irrespective of gender or other characteristics. We are committed to employing and supporting people from all backgrounds and demographics, and strive to represent the diversity of the communities we work in. With people at the heart of every one of our services, we are driven by our overarching aim of empowering people to change their 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, and we are proud to hold the Investors in People Gold and Health and Wellbeing Gold accreditations, Disability Confident Leader status and to be a Real Living Wage Employer.

Our Gender Pay Report reflects data taken as of 5th April 2022 and includes our accompanying narrative. The results are calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 which requires organisations with multiple legal entities to report each relevant entity which employs more than 250 people. We have chosen to voluntarily report on the results for all areas of our business, even if they are not legislatively included in our Gender Pay reporting, so that we can provide a comprehensive report for the Seetec Group as a whole.

This report therefore includes the following legal entities within the Seetec Group at the time of reporting; Seetec Business Technology Centre Ltd (SBTC), Seetec Employment and Skills Ireland DAC (SESI), Seetec Pluss Ltd, Pluss Community Interest Company (Pluss CIC) and Seetec Outsource Training and Skills Ltd (SOTS).

Pay gap reporting is an important tool for monitoring our progress in reducing the differentials in pay between male and female colleagues and to inform our future actions. This year has shown another positive step in this journey with significant reductions in our median pay gap across our businesses, at an organisational level, **our median gender pay gap has reduced by 4.4 percentage points, from 6.5% to 2.1%.**

Of course, although an improvement has been made, the data does still present a gender pay gap within our organisation and we will continue to work on closing the gap entirely. This report includes some of the actions we will undertake to support this aim.



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

Sasha Ashton,
Group HR Director

Gender Pay Gap Explained

The gender pay gap is the difference in average hourly 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 and the gender pay gap is based on a series of calculations set out by government. The gender pay gap shows the difference in the full-time equivalent earnings between male and female colleagues, expressed as a percentage of the average earnings for male colleagues. Pay gaps are reported using both the median and the mean averages.

How is the gender pay calculated?

The **median** gender pay gap 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; 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 average hourly pay for all men compared with women across an organisation. Again, this is expressed as a percentage.

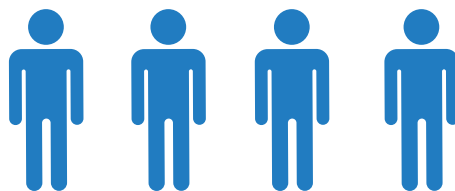
The regulations also require us to report how many men and how many women are in each pay quartile, expressed as a percentage within each quartile. Rates of pay are placed into a list in order of value and the list is divided into four equal sections (quartiles). Each quartile will contain the same number of individuals.

What is Equal Pay?

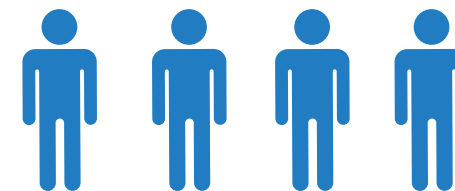
The gender pay gap is different from equal pay. Equal pay is the right for men and women to be paid the same for the same, or equivalent, work or work of equal value. This means that even when pay is equal there may still be a gender pay gap. Seetec has always been committed to ensuring that we treat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



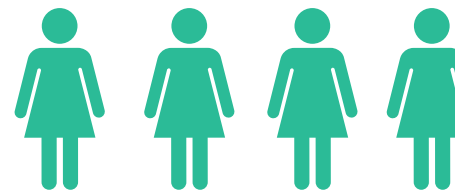
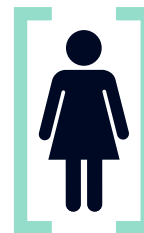
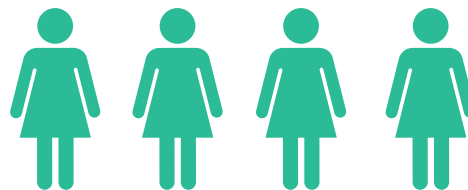
Lowest paid



MEDIAN



Highest paid



Lowest paid

MEDIAN

Highest paid

Seetec Gender Pay Gap | Summary

The overall **median gender pay gap has decreased from 6.5% to 2.1%** and our mean gap has decreased slightly to 10.9% this year versus 11.2% last year. We believe the median to be a more accurate figure of our gender pay gap because it is less affected by outliers at the top or the bottom of the pay range and we are well below the UK 2021 median average of 15.4%.

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. However, the results show improvement against our 2020/21 report. **Three of our five individual businesses have seen a reduction in their median gender pay gap, and four out of five have improved their mean gap.**

Our aim is to close our gender pay to zero, not to have a pay gap in favour of either gender. Therefore, a reduction in the size of a pay gap in favour of women (- %) against our 2020/21 results is considered a positive result as it is not our intention to increase this further.

Gender Pay Gap

Below is a summary of our overall median and mean gender pay gap based on hourly rates of pay as at 5 April 2022 compared to 5 April 2021.

	Seetec Group			Seetec Business Technology Centre			Seetec Outsource Training & Skills			Seetec Pluss Ltd			Pluss CiC		Seetec Ireland			
Median	2.1%	4.4	↓	3.0%	16.7	↓	-1.6%	5.6	↓	1.5%	1.5	↑	-10%	0.8	↓	6.8%	0.6	↑
Mean	10.9%	0.3	↓	11.8%	2.3	↓	5.5%	8.9	↑	10.3%	2.2	↓	-0.4%	1.1	↓	16.8%	1.8	↓

Bonus Pay Gap

Below is a summary of our bonus pay gap, it is worth noting that 4.74% of employees (3.45% of women and 6.90% of men) received a bonus payment in the reporting period, this small sample size means that figures can easily be distorted by even one or two individual payments.

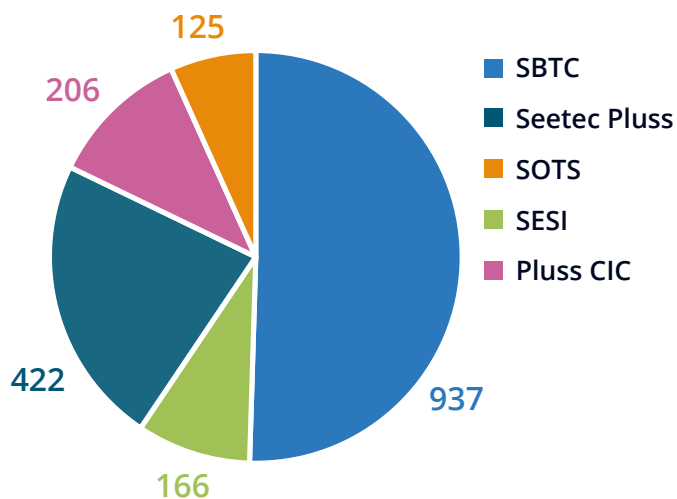
	Seetec Group		Seetec Business Technology Centre		Seetec Outsource Training & Skills		Seetec Pluss Ltd		Pluss CiC		Seetec Ireland	
Median	0.6%		0%		-		100%		-		100%	
Mean	51.8%		21.3%		-		100%		-		100%	

Understanding our Pay Gap

Gender Representation

It's important to take into consideration our workforce profile and gender balance at Seetec when considering our results. This report is based on 1856 employees, a decrease of 675 colleagues from April 2020. We employ nearly twice as many women (62%) as men (38%) and proportionally remains the same as last year.

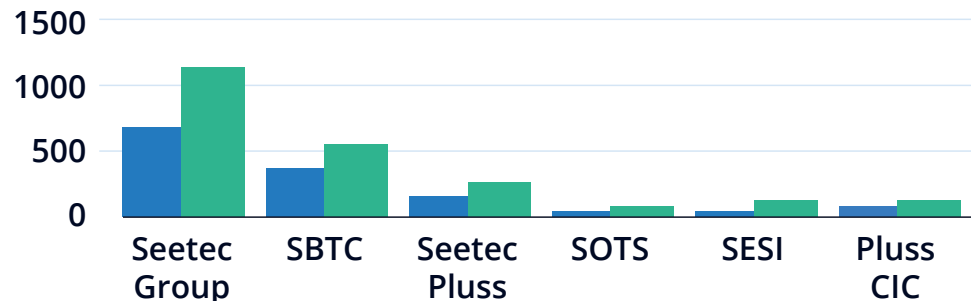
Number of Employees by Company



Male/Female Representation

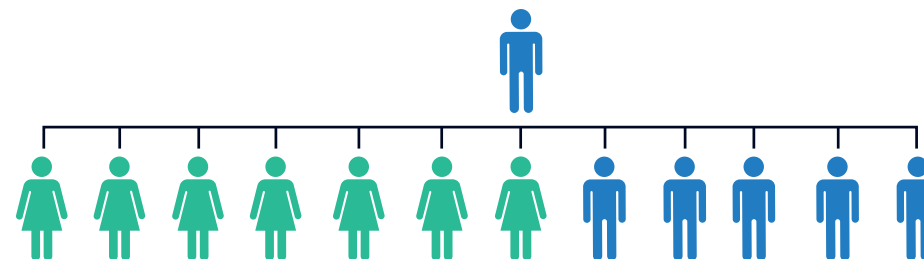


Employee Gender Representation by legal entity



Board composition

The majority of our Group Executive Board members are women.



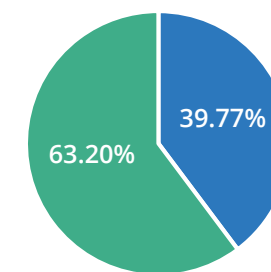
Part-time and Full-time Working

Women represent over three-quarters (80%) of our part-time working population, and nearly two-thirds of our full-time employees. Part-time males represent 20% of this population but just 2% of our overall employees.

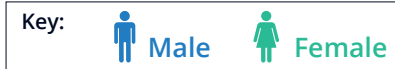
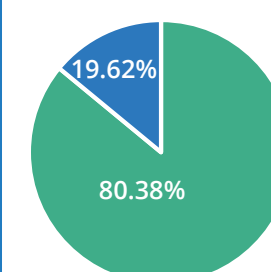
We support all employees who wish to work more flexibly where we are able to, including informal arrangements to work some days from home enabling colleagues to better balance commitments outside of work. We also encourage the uptake of shared parental leave enabling men to take on more caring responsibilities and this is reflected in our family friendly policies.

Gender representation Full/Part Time

Full Time



Part Time



Understanding our Pay Gap

Gender representation by job level and pay quartile

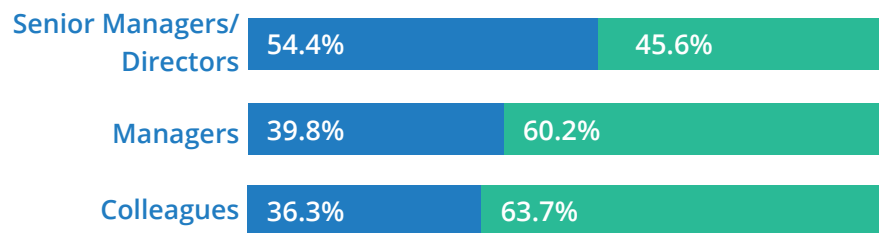
There are more male colleagues (31) in Senior Manager/Directors positions, than female colleagues (26). Female representation at this level has increased slightly in the last 12 months from 42.0% to 45.6%. It's important to stress however,

that this does not equate to an equal pay issue where men could be paid more than women for doing the same job.

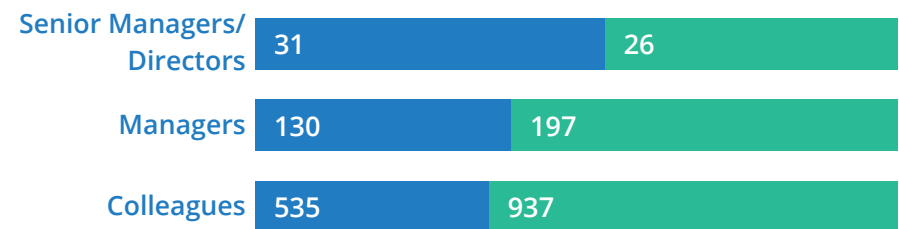
Overall there are more women in management roles than men however this is proportionally lower than male colleagues when compared to the overall ratio of women in the workforce.

Our data shows that there are more women than men in the top and upper middle pay quartiles (551 versus 377), however proportionally representation is lower (45% versus 54%). This along with a higher representation of women in the lower quartiles, results in our gender pay gap.

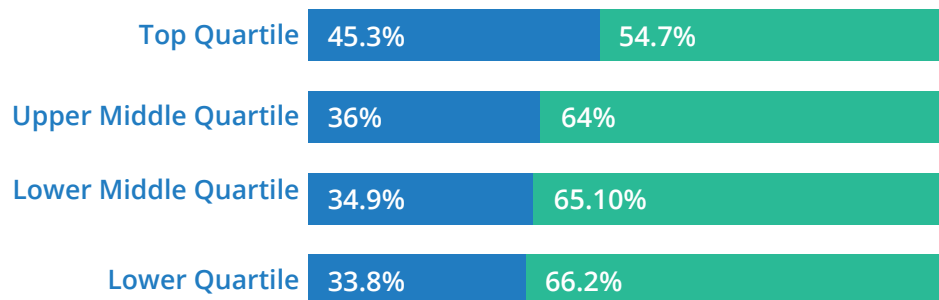
Colleagues by level (%)



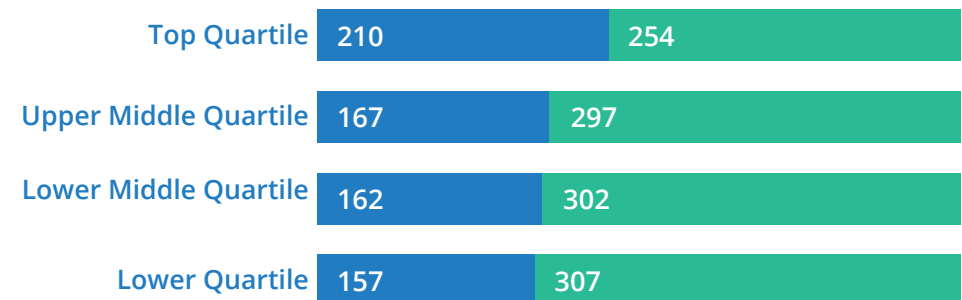
Colleagues by level (actual numbers)




Proportion of females and males in each pay quartile (%)



Proportion of females and males in each pay quartile (actual numbers)



Key:  Male  Female

Understanding our Pay Gap

Understanding our Gender pay gap

Our workforce is comprised of more women than men, this in itself creates an imbalance due to the volume of women employed in colleague roles which are predominately the lower quartile pay range.

Although our female colleagues are well represented across our job levels and pay quartiles, our data shows that the proportion of male employees increases to the more senior roles and pay quartiles whilst the proportion of female colleagues decreases. This distribution is what causes the median hourly rate to be higher for males

Improving our gender diversity in senior positions will reduce both the mean and median gender pay gap.

Our 2022 calculations show our hourly rates as:

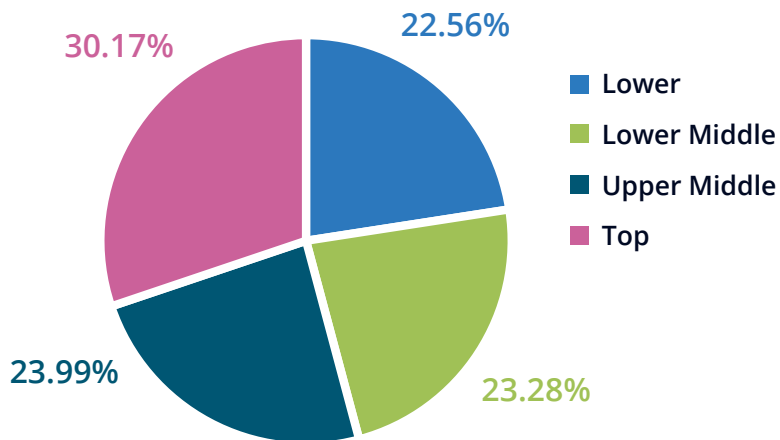
- Mean £17.71 per hour for men and £15.78 per hour for women; and
- Median £14.21 per hour for men and £13.91 per hour for women.

Our median gender pay gap of 2.1% for March 2022 is driven by:

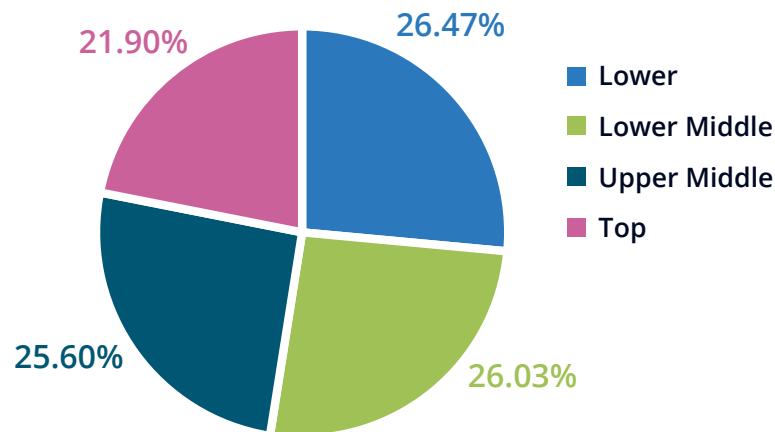
- Employing a lower proportion of women in senior roles; and
- Employing more female than male colleagues in junior and support roles.



Pay Quartile Distribution - Male



Pay Quartile Distribution - Female



Our results | Seetec Business Technology Centre Ltd

Gender Pay Gap

Median		Mean	
3.0%	16.7	11.8%	2.3

Bonus Pay Gap

Median	Mean
0%	21.3%

Proportion of colleagues receiving a bonus

Male	Female	Total
11.64%	7.16%	8.93% (84)*

*Number of colleagues receiving a bonus

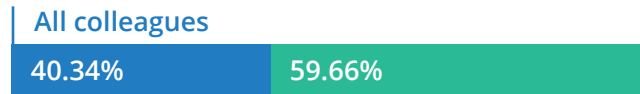
Results

There has been a significant reduction in the median pay gap as well as a decrease in the mean against our Gender Pay Gap Report 2020/21.

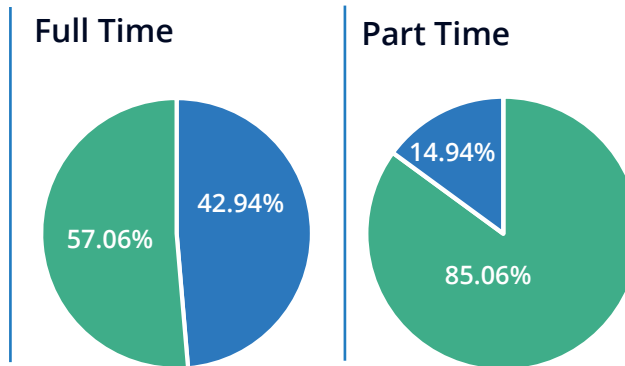
Our results show fewer women are represented in senior managerial positions and highest pay quartile, resulting in a gender pay gap.

The percentage of female Managers has increased since our last report from 50% to 57%, showing positive progress.

Overall gender representation



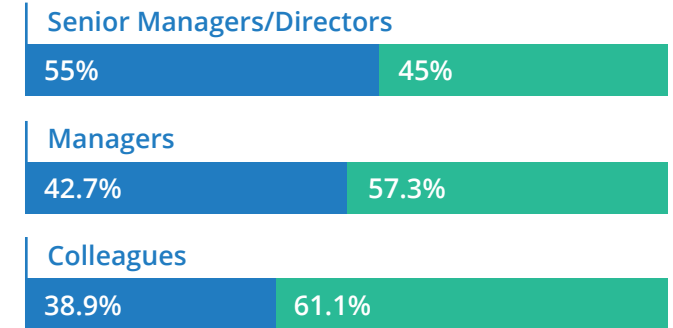
Gender representation Full/Part Time



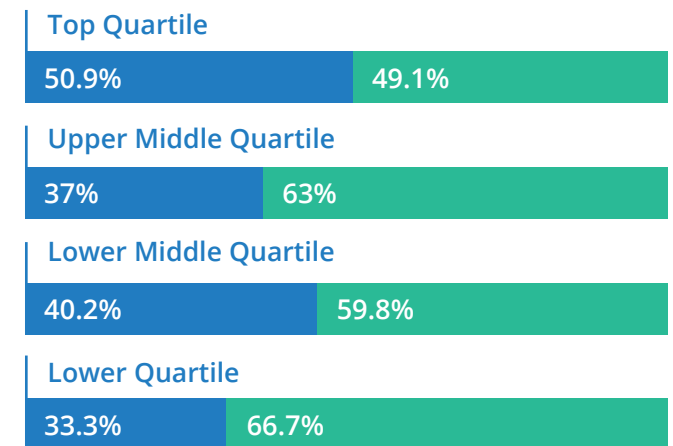
The level of female Senior Managers/Directors has also seen good progress, increasing from 36% last year to 45% this year.

Representation at Colleague level remains consistent from our last reporting period.

Colleagues by level



Proportion of females and males in each pay quartile



Key: Male Female

Our results | Seetec Pluss Ltd

Gender Pay Gap

Median		Mean	
1.5%	1.5	10.3%	2.2

Bonus Pay Gap

Median	Mean
100%	100%

Proportion of colleagues receiving a bonus

Male	Female	Total
1.3%	0%	0.7% (3)*

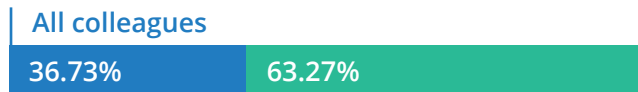
*Number of colleagues receiving a bonus

Results

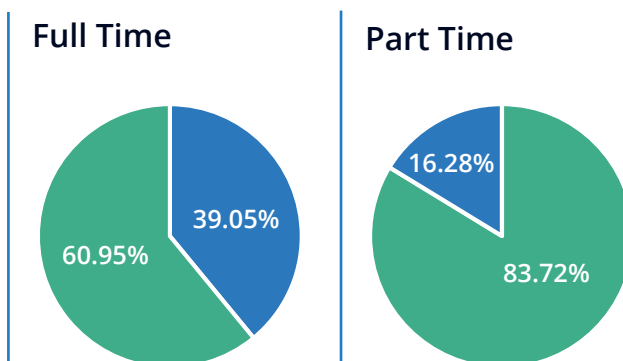
The median gender pay gap for Seetec Pluss has increased slightly from 0% to 1.5%, meaning that there is a small differential in the median pay between men and women.

There are more women than men in the top pay quartile, however as proportion of all female colleagues they are less represented than men, however there the high percentage of women in the upper middle pay quartile, balances out the top pay quartile giving rise to a small median pay gap.

Overall gender representation



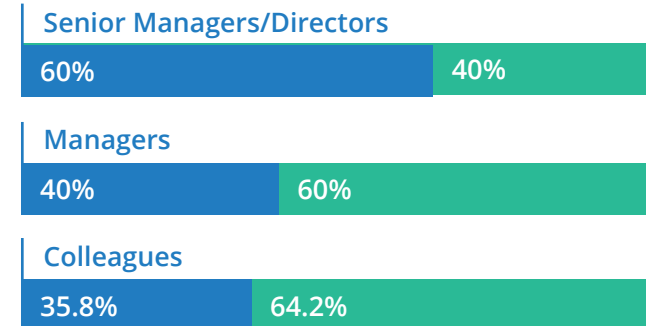
Gender representation Full/Part Time



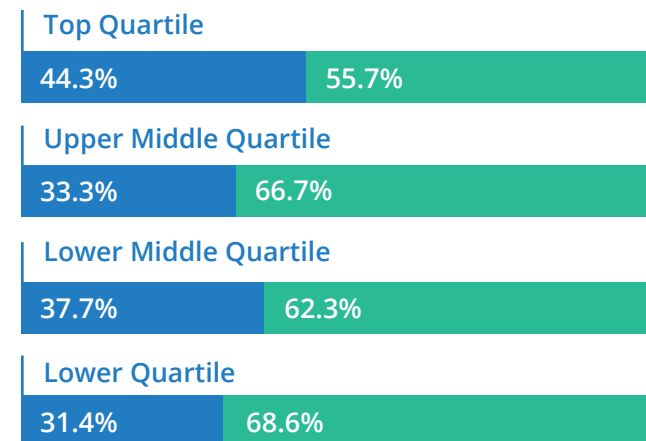
At the Senior Manager/Director level, women now represent 40% of this group and shows positive progress from 0% last year.

Overall gender representation has remained unchanged from our last report.

Colleagues by level



Proportion of females and males in each pay quartile



Our results | Pluss Community Interest Company

Gender Pay Gap

Median		Mean	
-10.0%	0.8	-0.4%	1.1

Bonus Pay Gap

Median	Mean
0%	0%

Proportion of colleagues receiving a bonus

Male	Female	Total
0%	0%	0% (0)*

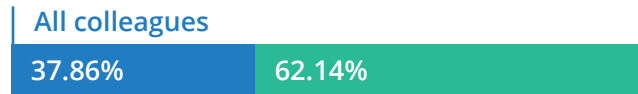
*Number of colleagues receiving a bonus

Results

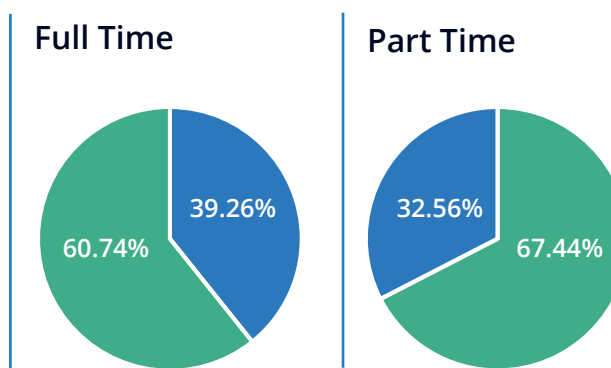
The median gender pay gap for Pluss CiC is -10.8% in favour of women. This is a reduction of the last year's pay gap of -40.5%, also in favour of women. This is a positive result, as it closes the differential in the median pay between men and women and moves closer to our target of 0%.

We have a higher representation of females in the upper middle pay quartile and a higher representation of men in the lower pay quartile which leads to a median gender pay gap in favour

Overall gender representation



Gender representation Full/Part Time

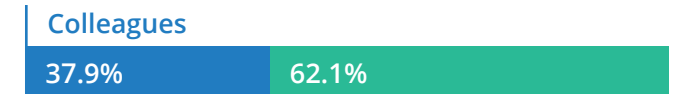
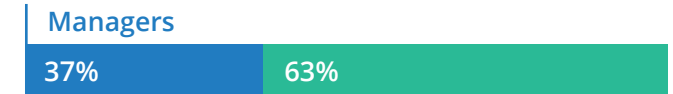


of women. Our lower pay quartile roles are predominately in our manufacturing business, the majority of which are held by men.

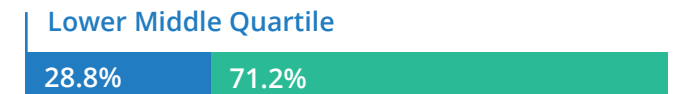
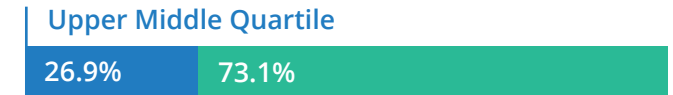
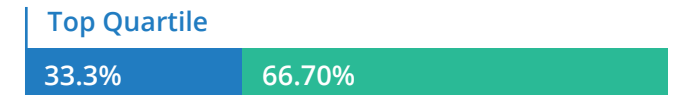
There were no bonus payments received in the reporting period.

Pluss CiC employs less than 250 employees and is not legislatively included in Gender Pay reporting.

Colleagues by level



Proportion of females and males in each pay quartile



Key: Male Female

Our results | Seetec Outsource Training and Skills Ltd

Gender Pay Gap

Median		Mean	
-1.6%	5.6	5.5%	8.9

Bonus Pay Gap

Median	Mean
0%	0%

Proportion of colleagues receiving a bonus

Male	Female	Total
0%	0%	0% (0)*

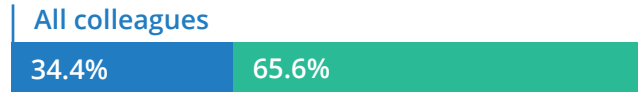
*Number of colleagues receiving a bonus

Results

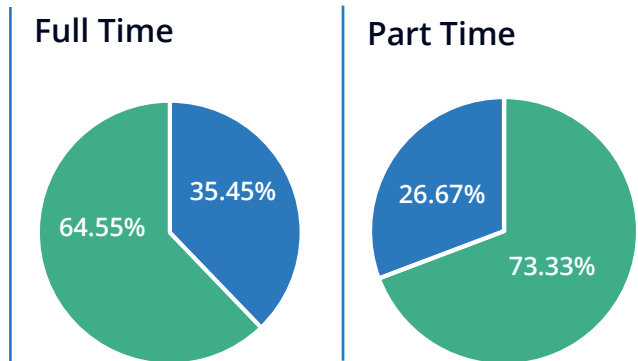
Women represent almost two thirds of the workforce and are well represented in the upper and top quartiles of pay, resulting in a female pay advantage.

The median gender pay gap is -1.6% in favour of women. This is a positive reduction as it has closed the gap from -7.2% in favour of women in 2021.

Overall gender representation

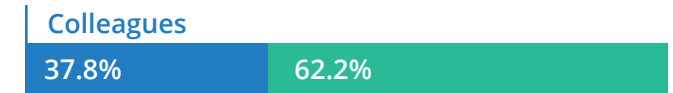


Gender representation Full/Part Time

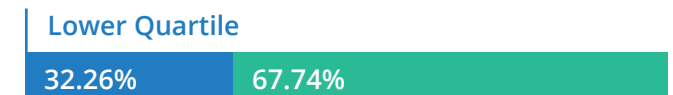
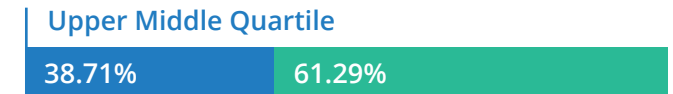
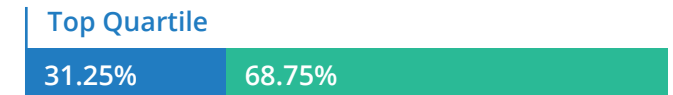


Seetec Outsource Skills & Training employs less than 250 employees and is not legislatively included in Gender Pay reporting.

Colleagues by level





Proportion of females and males in each pay quartile



Key: Male Female

Our results | Seetec Employability and Skills Ireland DAC

Gender Pay Gap

Median		Mean	
6.8%	0.6 	16.8%	1.8 

Bonus Pay Gap

Median	Mean
100%	100%

Proportion of colleagues receiving a bonus

Male	Female	Total
2.3%	0.0%	0.6% (1)*

*Number of colleagues receiving a bonus

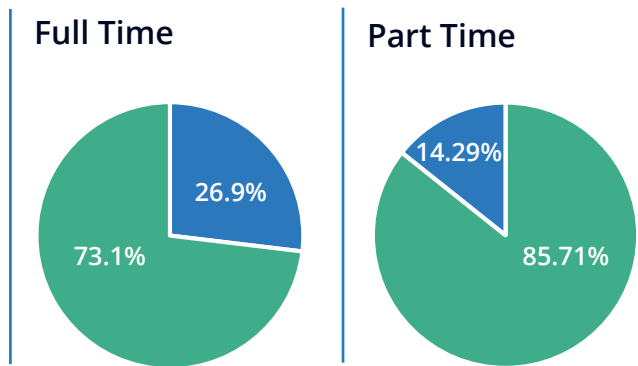
Results

Women represent almost three quarters of the workforce and are therefore well represented across all quartiles. Whilst there has been a positive change in a higher number of females at Manager levels this year, the small proportion of males in the lowest quartile has created a slight increase the median pay gap from 2021.

Overall gender representation

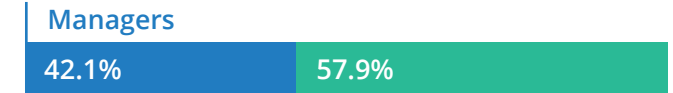


Gender representation Full/Part Time

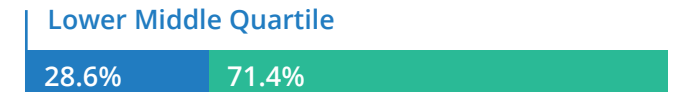
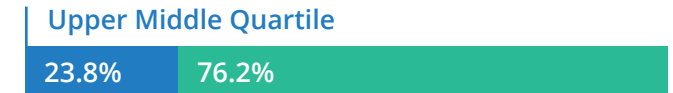
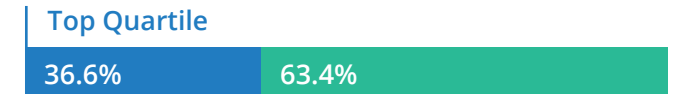


Seetec Employability and Skills Ireland is not legislatively included in Gender Pay reporting.

Colleagues by level



Proportion of females and males in each pay quartile



Addressing our Gender Pay Gap

Below are some of the ways in which we will address our gender pay gap.

Our pay structure: We provide fair and equal pay opportunities for all our employees. In our pay and grading structure, each job or group of jobs has an associated salary range with defined performance benchmarks at a number of levels. Seetec determines roles are competitive by comparing jobs against rates of pay in the same occupational sectors. Having a clear grading structure helps to provide a logical basis for objective decisions about pay and progression.

Commitment: We commit to continuing to ensure we provide fair and equal pay opportunities. We will continue to pay at or above the Real Living Wage and take into consideration market pay rates.

Management Training Opportunities: We operate a Management Development Academy (MDA) for all our managers and Accelerated Development Programme (ACD) for our talent population. We have a robust system of one-to-ones between managers and employees to identify training needs and progression opportunities.

Commitment: We commit to enrolling new managers and reviewing representation of current female colleagues on the MDA and ACD programmes. We will produce metrics on participation of female colleagues and develop a plan to address any areas of concern.

Employee Voice: As an Employee-owned business our employees' help shape our strategic direction and inform our decision making. The Employee Council regularly meets with Senior Leaders and our Employee Representatives are embedded within our Governance meetings.

Commitment: We commit to share with our Employee Council and wider colleagues the results of our Gender Pay Gap Report and together explore ways in which to address our pay gap. We will use our Diversity Inclusion Groups to support delivery against our Equality, Diversity and Inclusion (EDI) action plan and reduce discrimination of any kind. We will analyse our employee engagement surveys to understand whether there are any specific differences and areas of concern.

EDI training: We provide a wide range of opportunities for colleagues at all levels to develop their skills, including learning around equality, diversity and inclusion. For managers and aspiring managers EDI is firmly embedded in our MDA and Accelerated Development Programmes.

Commitment: We commit to continuing to deliver training to all colleagues regarding unconscious bias, and other EDI topics. This will support managers to make objective decisions around recruitment and promotions, leading to greater diversity representation in the workforce and more senior roles. We will monitor and report on training completion rates.

Recruitment: We ensure that all recruitment is fair and transparent in line with our organisational values, behaviours, safeguarding principles, our Equality, Diversity and Inclusion Policy and wider employment legislation. We will always recruit the person who is most suited to each particular job. We operate an anonymous application process, and we recruit solely on the basis of the applicant's abilities and individual merit as measured against the predetermined criteria for the job. Qualifications, experience and skills are assessed at the level that is relevant to the job.

Commitment: We commit to reviewing how and where we attract our people from and to identify methods to address the disproportionality experienced by underrepresented groups. We aim for our new

hires to be reflective of UK society, as measured by the 2021 census. We will further analyse the census information to understand whether our representation is reflective of the communities in which we operate in.

Policies and Practices: We provide a wide range of flexible working and family friendly policies and practices that support childcare or other caring responsibilities. These ensure that equal support is available to men and women - for example, paid Carers Leave.

Commitment: We commit to keeping our family-friendly policies under regular review and ensure that men are not overlooked as potential carers outside of the workplace.

Management Information: Workforce profile statistics are reported via our monthly People Management Information (MI).

Commitment: We commit to further develop a Diversity MI Suite, to include more detailed reporting on diversity, including gender and other protected characteristics, to include training opportunities, promotions and other information.

Accreditations and pledges: We are an accredited Real Living Wage Employer, signatories to the Race at Work Charter, Armed Forces Covenant and a member of Inclusive Employers, the UK's leading membership organisation for employers looking to build inclusive workplaces. We are a Disability Confident Leader, Endometriosis Friendly Employer, Mindful Employer and have signed the Time to Change Pledge

Commitment: We will deliver against our accreditation commitments and our Health and Wellbeing Strategy to ensure that we support both men and women to achieve and sustain employment.