



Gender Pay Gap Report

2023



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Gender Pay Report 2022/23 | Introduction

This report details our gender pay gap for the reporting year 2023/24 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 any other characteristics. We actively seek to employ and support people from all backgrounds and demographics and strive to mirror 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 colleagues. Embracing one of our core values of celebrating everyone's uniqueness, we foster a culture that promotes individual growth and success based entirely on their abilities. We take great pride in our achievements which demonstrate our dedication to creating an inclusive and supportive environment, including our Investors in People Gold and Health and Wellbeing Gold accreditations, Inclusive Employer accreditation, our Disability Confident Leader status and commitment to being a Real Living Wage Employer.

Our Gender Pay Report, which includes our accompanying narrative, presents data collected as of 5 April 2023. The results are calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 which mandates organisations with multiple legal entities employing over 250 individuals to report on each relevant entity. We have chosen to voluntarily report on the results for all areas of our business, even if those not legislatively required, so that we can provide a comprehensive report for the entire Seetec Group.

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), and Pluss Community Interest Company (Pluss CIC).

Our Pay gap reporting continues to serve as an important tool for monitoring our progress in reducing pay differentials between male and female colleagues and informing our future actions. In our previous report we saw a significant reduction in our median pay gap from 6.50% to 2.10%. I am pleased to report that this year, we have maintained that reduction, with only a marginal increase of 0.39 percentage points, from 2.10% to 2.49%. Our median pay gap remains significantly below the UK average of 14.90% (Office of National Statistics - Annual hours and Earnings Survey 2022).

Of course, our aim is to close the gap entirely and we will continue working towards this aim over the next 12 months.



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.

What is Equal Pay?

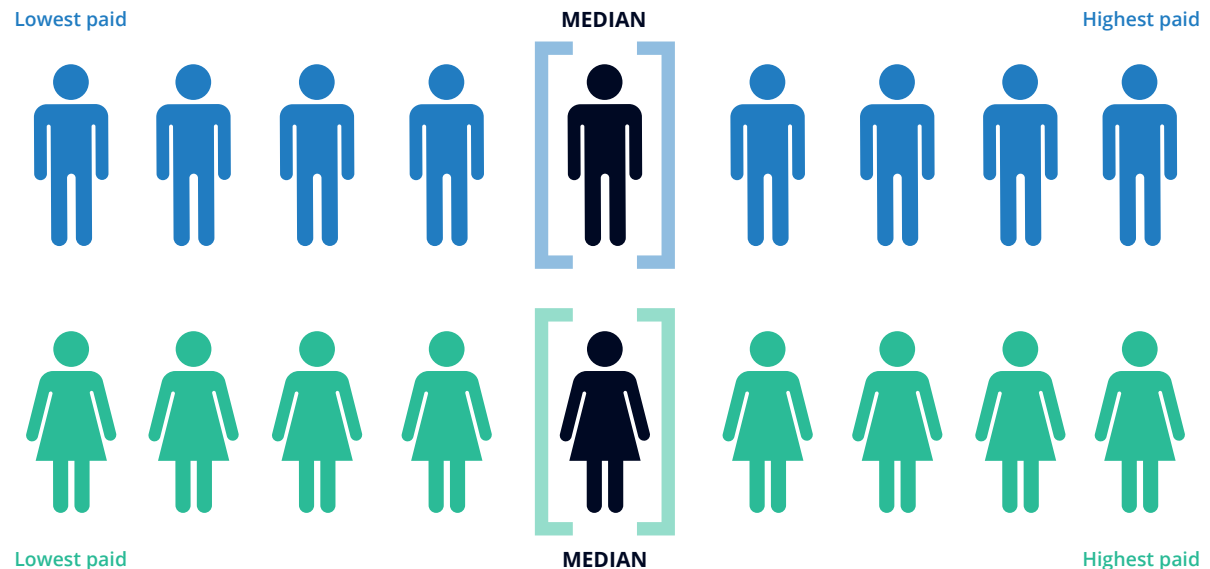
The gender pay gap is different from equal pay. Equal pay is the right for men and women to be paid the same for the same, or equivalent, work or work of equal value. This means that even when pay is equal there may still be a gender pay gap. Seetec has always been committed to ensuring that we treat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



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.



Seetec Gender Pay Gap | Summary

The overall **median gender pay gap has marginally increased from 2.10% to 2.49%** and our mean gap has also increased slightly to 11.42% this year versus 10.90% 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 2022 median average of 14.90%.

We are seeing variations in the size of the median gender pay gap in our individual businesses, this partly reflects the differences in the type of activity undertaken and roles within the business areas. **Two of our three individual businesses have seen a reduction in their median gender pay 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 2021/22 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 2023 and our three-year trend.

	Seetec Group			Seetec Business Technology Centre			Pluss CiC			Seetec Ireland (SESI)		
	April 2023	April 2022	April 2021	April 2023	April 2022	April 2021	April 2023	April 2022	April 2021	April 2023	April 2022	April 2021
Median	2.49%	2.10%	6.50%	4.84%	3.00%	19.70%	-1.55%	-10.00%	-10.80%	4.44%	6.80%	6.20%
Mean	11.42%	10.90%	11.20%	11.96%	11.80%	14.10%	2.85%	-0.40%	-1.50%	19.09%	16.80%	18.60%

Bonus Pay Gap

Below is a summary of our bonus pay gap, it is worth noting that 10.27% of employees (10.10% of women and 10.60% 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.

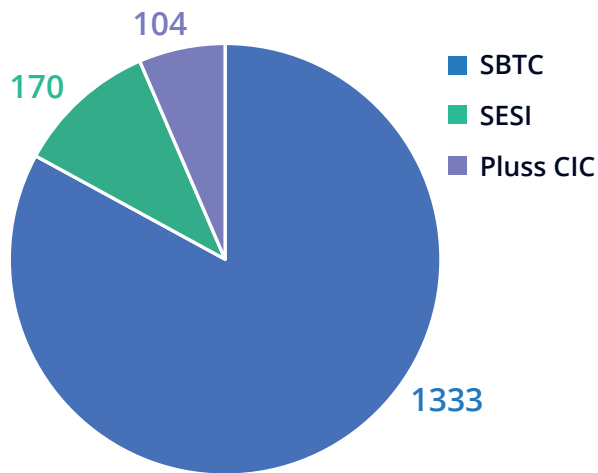
	Seetec Group	Seetec Business Technology Centre	Pluss CiC	Seetec Ireland (SESI)
Median	46.30%	42.50%	-	49.00%
Mean	49.20%	50.80%	-	50.90%

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 1607 colleagues, a decrease of 249 colleagues from April 2022. We employ nearly twice as many women (64.30%) as men (35.70%) and proportionally remains the same as last year.

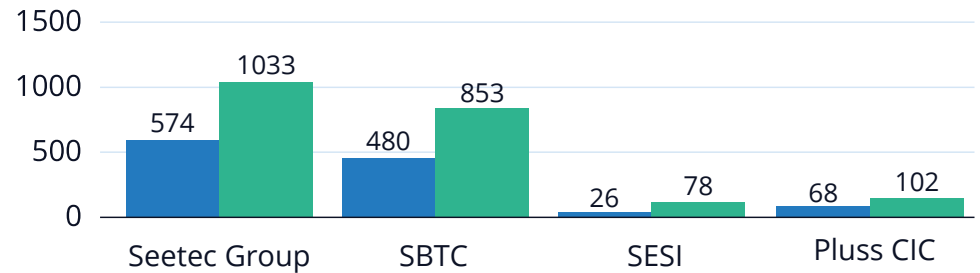
Number of Employees by Company



Male/Female Representation

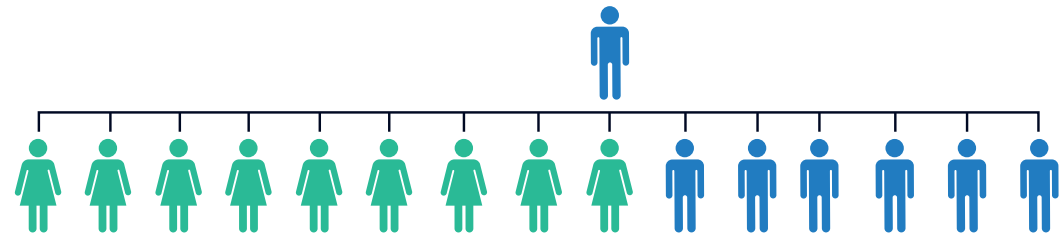


Employee Gender Representation by legal entity



Board composition

The majority of our Group Executive Board members are women.

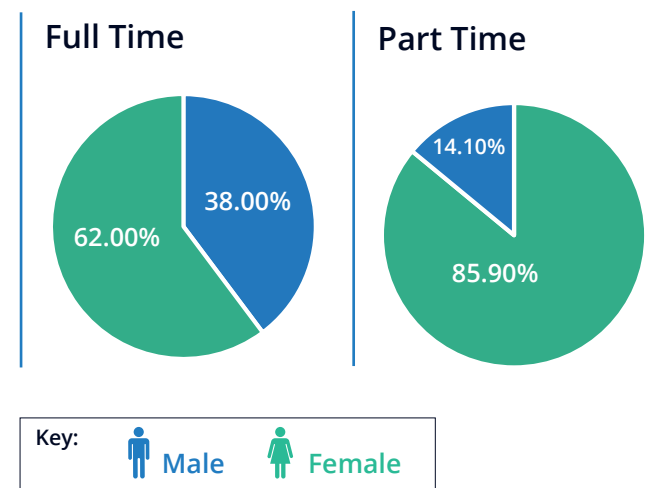


Part-time and Full-time Working

Women represent over three quarters (86.00%) of our part-time working population, and nearly 2 thirds of our full-time colleagues. Part-time males represent 14.00% of this population but just 1.40% of our overall colleagues.

We support all colleagues 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



Understanding our Pay Gap

Gender representation by job level and pay quartile

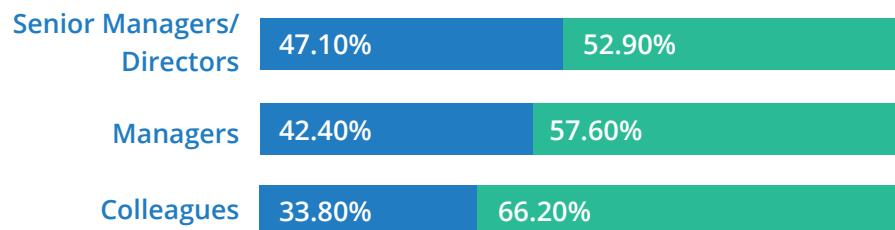
There are more female colleagues (27) in Senior Manager/Directors positions, than males (24). Female representation at this level has increased in the last 12 months from 45.60% to 52.90%, however this percentage increase is mainly due to the

reduction of overall roles in the structure (57 to 51) and of males in these positions (31 to 24).

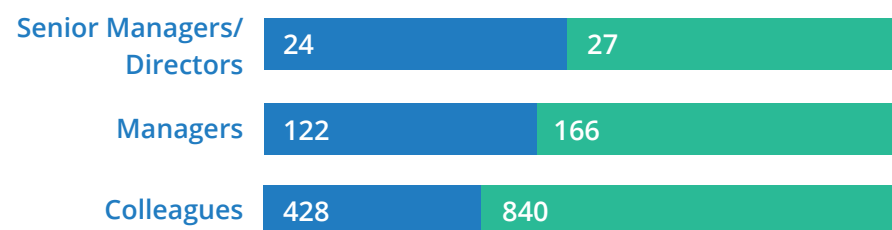
There are more women (166) in management roles than men (122) however this is proportionally lower than male colleagues when compared to the overall ratio of men/women in the workforce (16.00% v 21.00%).

Our data shows that there are more women than men in the top and upper middle pay quartiles (487 versus 317), although proportionally representation is lower (47.10% versus 55.20%). However, this is an improvement on last year's data as the overall proportion of women in these quartiles was 45.00%.

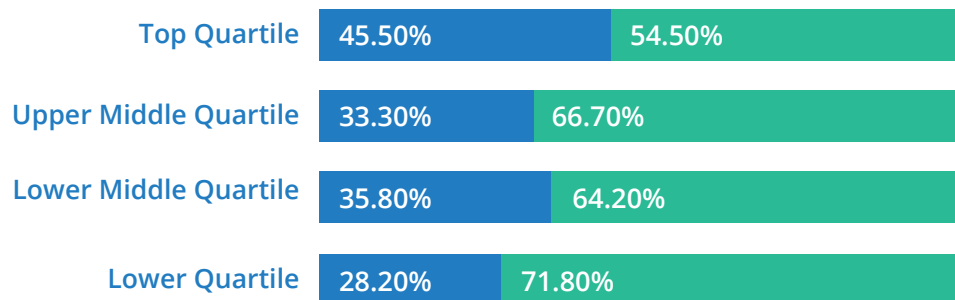
Colleagues by level (%)



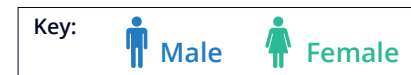
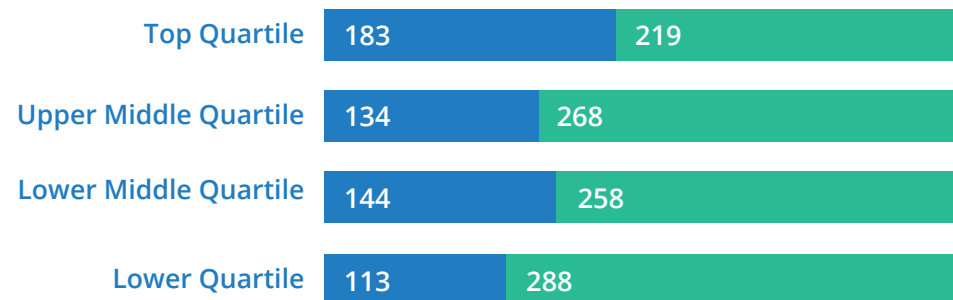
Colleagues by level (actual numbers)



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



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



Understanding our Pay Gap

Understanding our Gender pay gap

Our female colleagues are well represented across our job levels and pay quartiles, however our data shows that the proportion of male colleagues increases to the more senior roles and pay quartiles whilst the proportion of women decreases, this results in a 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. 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.

Our median gender pay gap of 2.49% for March 2023 is driven by:

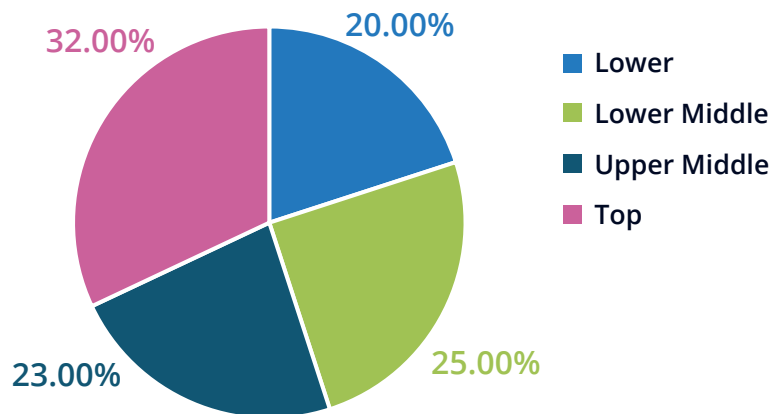
- Employing a lower proportion of our overall female workforce in senior roles; and
- Employing a lower overall proportion of male colleagues in junior and support roles.

Our 2023 calculations show our mean and median hourly rates as:

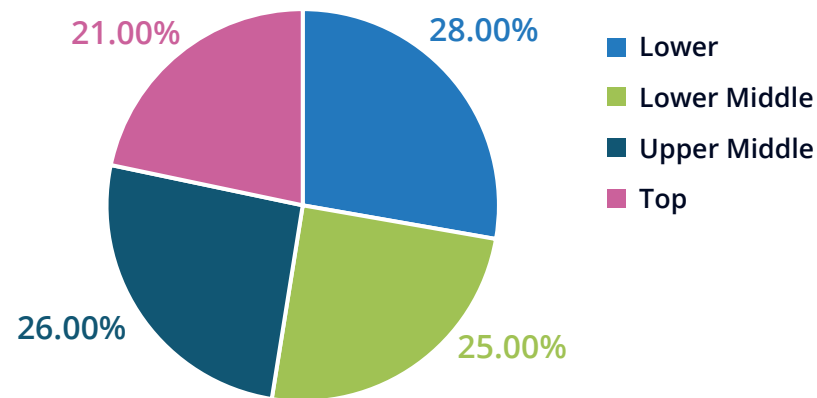
- Mean, £19.35 per hour for men and £17.14 per hour for women; and
- Median, £15.24 per hour for men and £14.86 per



Pay Quartile Distribution - Male



Pay Quartile Distribution - Female



Our results | Seetec Business Technology Centre Ltd

Gender Pay Gap

Median		Mean	
4.84%	1.84 ↑	11.96%	0.16 ↑

Bonus Pay Gap

Median	Mean
46.30%	49.20%

Proportion of colleagues receiving a bonus

Male	Female	Total
10.00%	8.56%	9.10% (121)*

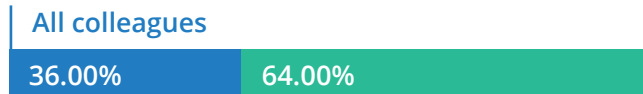
*Number of colleagues receiving a bonus

Results

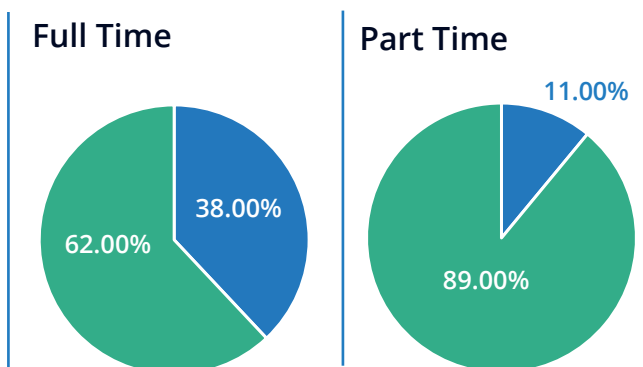
There has been a marginal increase in the median and mean pay gap as against our previous Gender Pay Gap Report 2021/22. The Bonus pay gap has played a role in the increase to the pay gap for this year.

Our results show that 64.00% of our workforce are female, this is an increase from 59.66% versus the previous year.

Overall gender representation



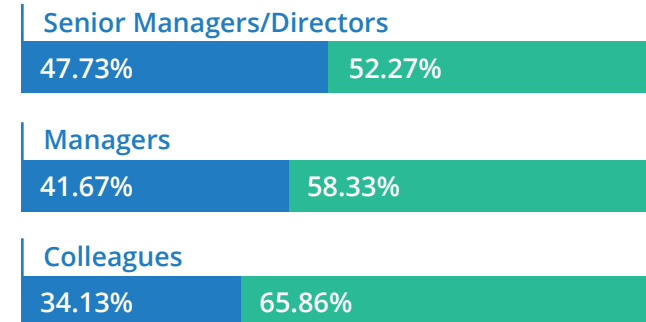
Gender representation Full/Part Time



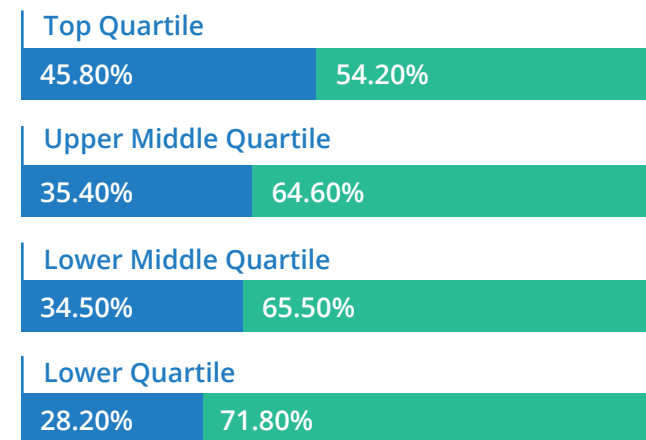
Last year we reported that there were more male colleagues in Senior Management roles, there has been good progress in this regard and female representation across all role levels and pay quartiles within SBTC has increased. There are now more females than males at Senior Managers/Directors level, an increase from 45.00% to 52.27%.

Although the representation of female colleagues has grown in our upper quartiles and Senior Management, men continue to be proportionally better represented, resulting in a gender pay gap.

Colleagues by level





Proportion of females and males in each pay quartile



Our results | **Pluss Community Interest Company**

Gender Pay Gap

Median		Mean	
-1.55%	8.45 	2.85%	3.25 

Bonus Pay Gap

Median	Mean
-	-

Proportion of colleagues receiving a bonus

Male	Female	Total
0.00%	0.00%	0.00% (0)*

*Number of colleagues receiving a bonus

Results

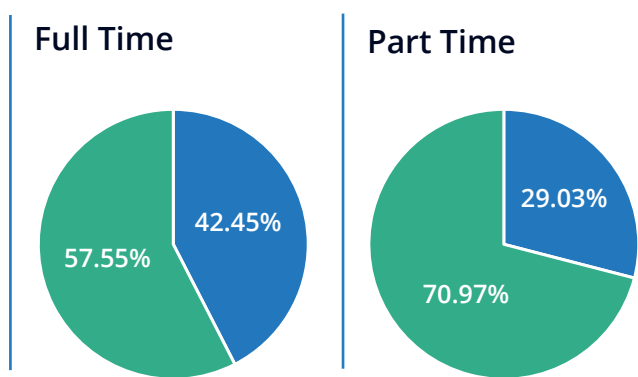
The median gender pay gap for Pluss CiC is -1.55% in favour of women. This is a reduction of the last year's pay gap of -10.00%, also in favour of women. This is a positive result, as it closes the differential in the median pay between men and women and moves closer to our target of 0.00%.

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

Overall gender representation



Gender representation Full/Part Time

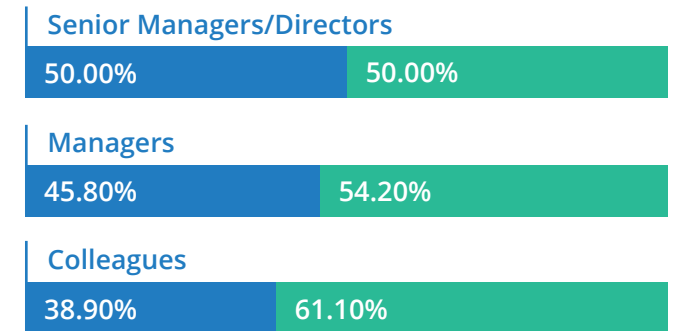


Our lower pay quartile roles are predominately in our manufacturing business, the majority of which are held by men.

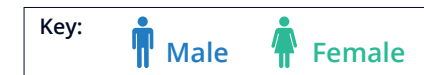
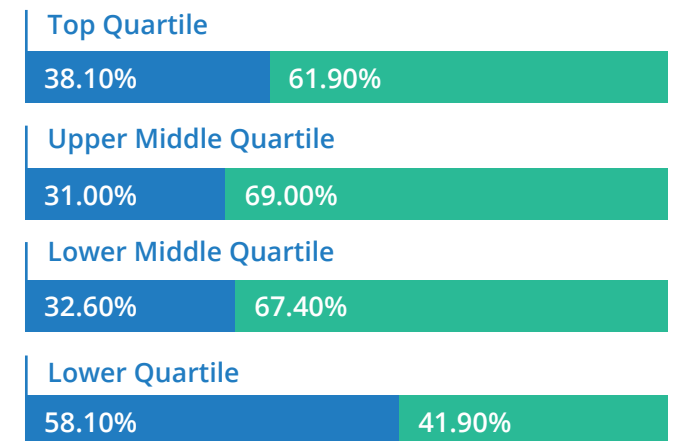
There were no bonus payments received in the reporting period.

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

Colleagues by level



Proportion of females and males in each pay quartile



Our results | Seetec Employability and Skills Ireland DAC

Gender Pay Gap

Median		Mean	
4.40%	2.40	19.09%	2.29

↓
↑

Bonus Pay Gap

Median	Mean
49.00%	50.90%

Proportion of colleagues receiving a bonus

Male	Female	Total
50.00%	39.70%	42.30% (44)*

*Number of colleagues receiving a bonus

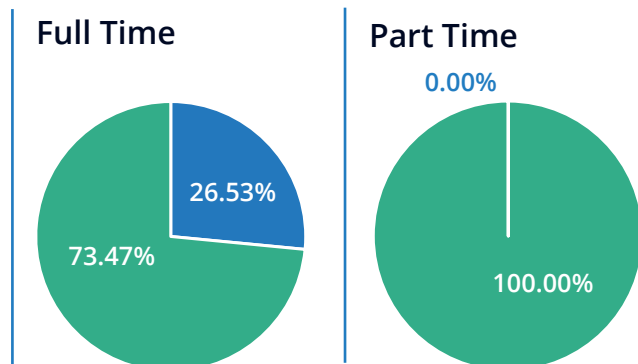
Results

Women represent three quarters of the workforce and are therefore well represented across all quartiles. Whilst there has been a positive change in a higher percentage of females at Senior Management level this year, the small proportion of males in the lowest quartile creates our median pay gap.

Overall gender representation

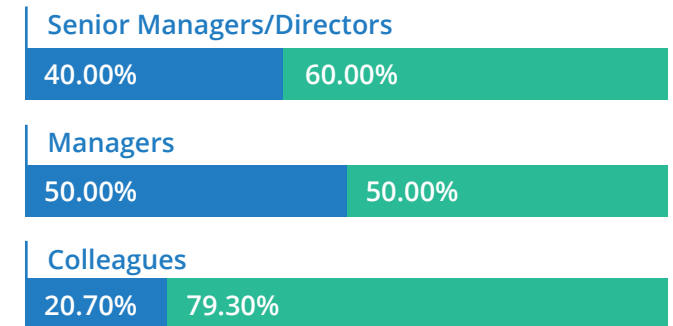


Gender representation Full/Part Time

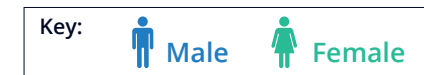
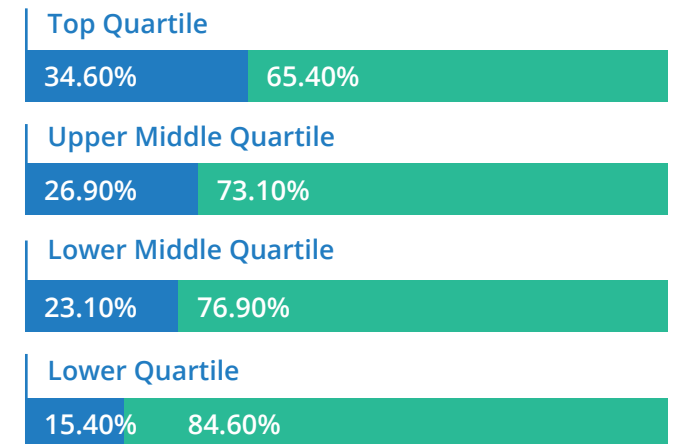


Seetec Employability and Skills Ireland employs less than 250 colleagues and is not legislatively included in Gender Pay reporting.

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 colleagues. In our pay and grading structure, each job or group of jobs has an associated salary range. 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 colleagues to identify training needs and progression opportunities.

Commitment: We commit to enrolling new managers throughout the year, ensuring proportional representation of current female colleagues on the MDA and ACD programmes.

Employee Voice: As an Employee-owned business our colleagues' 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 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 (EDI). 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 are committed to ensuring 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 dis-proportionality experienced by under-represented 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.

Management Information: Workforce profile statistics are reported via our monthly People Management Information (MI). The MI also includes data on recruitment activities, training, internal apprenticeships and promotions.

Commitment: We commit to further enhancing our Diversity MI Suite, to include more detailed reporting on diversity, including gender and other protected characteristics.

Accreditations and pledges: We are a Real Living Wage Employer, signatories to the Race at Work Charter and Armed Forces Covenant. We have achieved Investors in People, People and Health and Wellbeing Gold accreditations and the Inclusive Employer Standard accreditation. We are a Disability Confident Leader, Endometriosis Friendly Employer and a Mindful Employer.

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 meaningful employment.