

Gender Pay Gap Report

2025

This report relates to the Seetec Group

Our Gender Pay Report reflects data taken as of 5th April 2025

Document owner: Group HR Director



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1. Gender Pay Report 2024/25 - Introduction

This report details our gender pay gap for the reporting year 2024/25 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 are committed to providing equal opportunity for our colleagues, supporting them to achieve and succeed irrespective of gender or other characteristics. We believe in 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 'creating opportunities and improving lives' and this extends to our colleagues. 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 Great Place to Work Accreditation in Ireland and Investors in People Gold and Health and Wellbeing Gold accreditations in UK and Ireland, Disability Confident Leader status and to be a Real Living Wage Employer.

Our Gender Pay Report reflects data taken as of 5th April 2025 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 UK legal entities within the Seetec Group at the time of reporting; Seetec Business Technology Centre Ltd (SBTC), Pluss Community Interest Company (Pluss CIC) and Tribal Business Solutions.

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. At an organisational level, I am pleased to report that this year we have maintained our low median gender pay gap with a marginal decrease of 0.75% from 3.63% to 2.88%. Our median pay gap remains significantly below the UK average of 12.8% (Office of National Statistics – Annual hours and Earnings Survey 2025)

Ceri Bennett

Group HR Director

2. Gender Pay Gap Explained

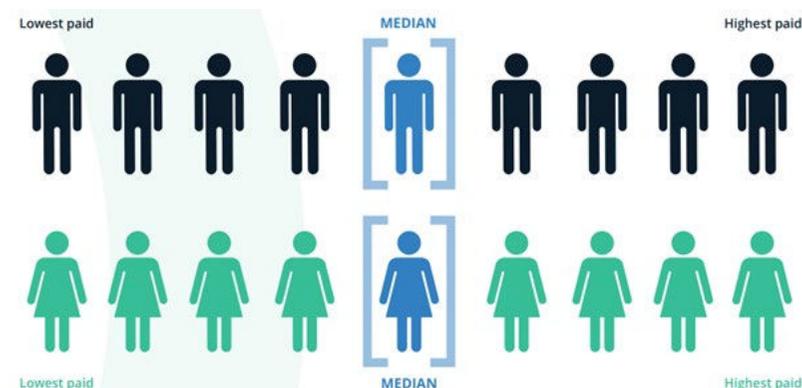
The gender pay gap is the difference in average hourly earnings between all men and women in an organisation, regardless of their roles.

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.



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.

3. Seetec Gender Pay Gap Summary

The overall **median gender pay gap** has decreased from 3.63% to 2.88% and our mean gap has decreased slightly to 10.05% this year versus 11.71% 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 2025 median average of 12.9%.

Gender Pay Gap

Below is a summary of our overall median and mean gender pay gap based on hourly rates of pay as at 5th April 2025 compared to 5th April 2024.

	Seetec Group		Seetec Business Technology Centre		Pluss CiC		Tribal Business Solutions	
Median	2.88%	-0.75%	3.75%	1.13%	-5.39%	0.87%	9.36%	0%
Mean	10.05%	-1.66%	10.87%	1.02%	2.26%	-0.99%	12.85%	0%

Bonus Pay Gap

Below is a summary of our bonus pay gap, it is worth noting that 0.5% of employees (0.5% of women and 0.5% 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.

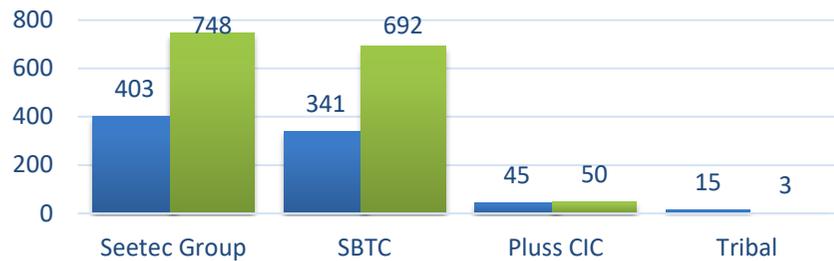
	Seetec Group	Seetec Business Technology Centre	Pluss CiC	Tribal Business Solutions
Median	45.5%	45.5%	0%	0%
Mean	42.8%	42.8%	0%	0%

4. 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 1151 colleagues, a decrease of 141 colleagues from April 2024, however it is important to note 132 Seetec Ireland Colleagues have been removed from UK reporting. We employ nearly twice as many women (65%) as men (35%) and proportionally this remains the same as last year.

Employee Gender Representation by legal entity

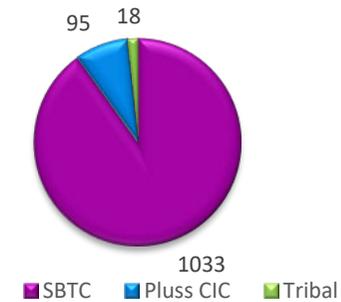


Part-time and Full-time Working

Women represent 85.7% of our part-time working population, and 60.5% of our full-time colleagues. Part-time males represent just 14.3% of the population and 39.5% of full time colleagues.

We support all colleagues 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.

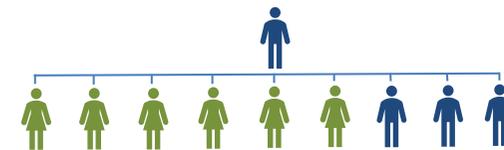
Number of Colleagues by Company



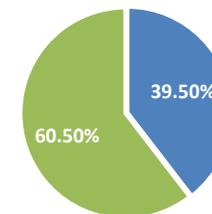
Male/Female Representation



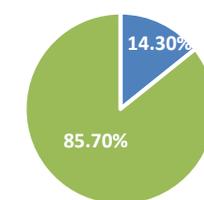
Group Executive Board Representation



Full-Time



Part-Time



Gender representation by job level and pay quartile

There is a nearly even split of male and female colleagues in Senior Manager/Directors positions. Female representation at this level has remained at a fairly constant level over the last 12 months having been at 50% in April 2024.

There are more women in management roles (64.7%) than men and this is now at a proportionally level rate when compared to the overall ratio of men/women in the workforce.

Our data shows that women are less represented in the upper pay quartiles (57.5%), with the highest representation in the lower quartile (69.9%), causing our gender pay gap.

Understanding our Gender pay gap

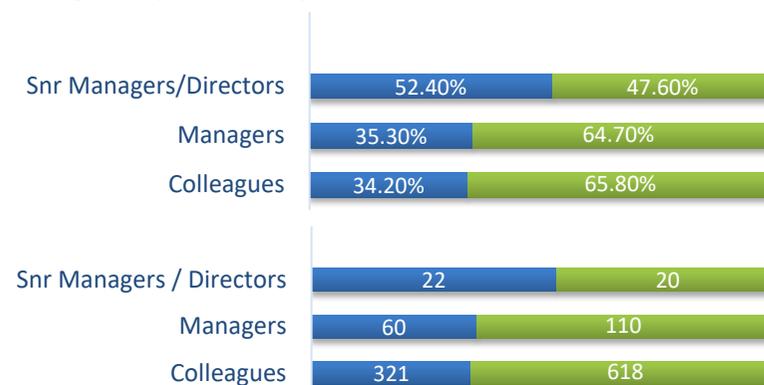
Our female colleagues are well represented across our job levels and pay quartiles, however our data shows that the proportion of male employees increases to the more senior roles and pay quartiles whilst the proportion of women decreases. This results in a gender pay gap.

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

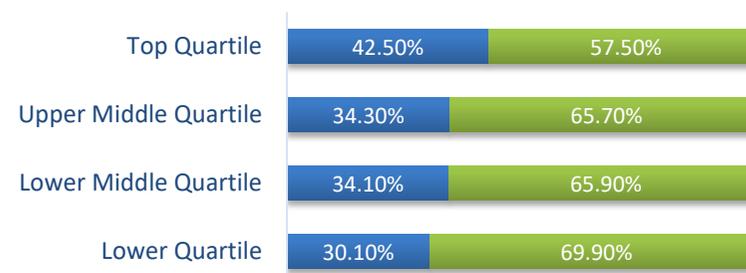
Our 2025 calculations show our mean and median hourly rates as:

- Mean, £19.18 per hour for men and £17.25 per hour for women
- Median, £15.52 per hour for men and £15.08 per hour for women

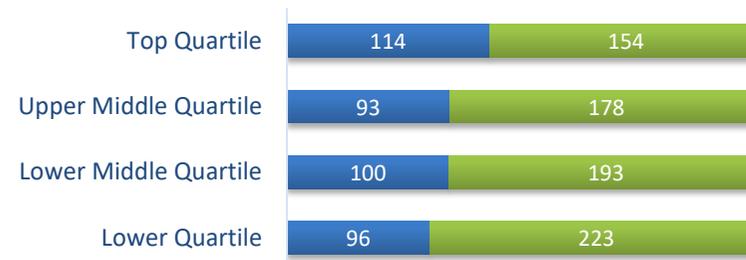
Colleagues by Gender by level



Proportion of females and males in each pay quartile



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

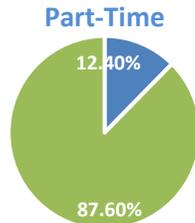
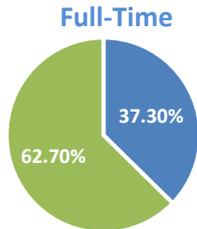


5. Our results- Seetec Business Technology Centre Ltd

Gender Pay Gap

Median		Mean	
3.75%	↑ 1.13	10.87%	↑ 1.12

Overall gender representation



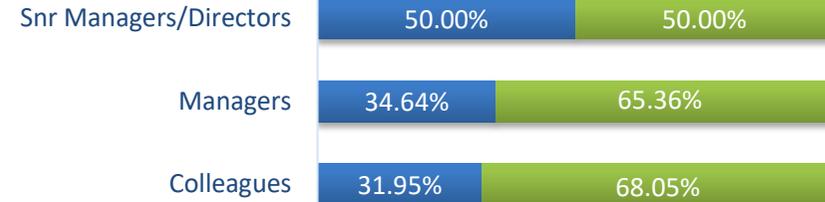
Bonus Pay Gap

Median	Mean
45.50%	42.85%

Proportion of colleagues receiving a bonus

Male	Female	Total
0.6%	0.6%	0.6% (6)

Colleagues by level



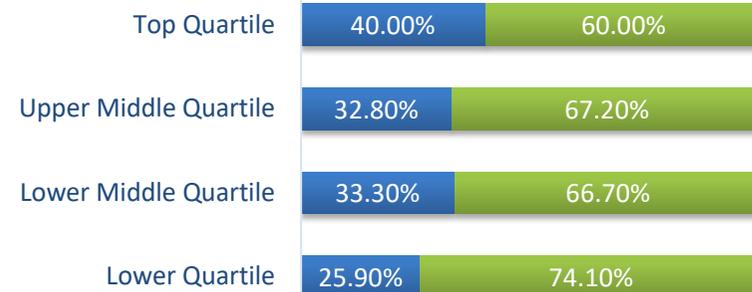
Results

There has been an increase in the median and mean pay gap as against our Gender Pay Gap Report 2023/24.

Our results show a consistent Female representation across the upper levels and quartiles within SBTC with last year.

Females represent slightly less than the overall gender representation in the top quartile and within Snr Managers/Directors, resulting in a gender pay gap.

Proportion of females and males in each pay quartile



6. Our results- Pluss Community Interest Company

Gender Pay Gap

Median		Mean	
-5.39%	↑ 0.87%	2.26%	↑ 5.01

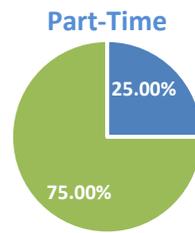
Bonus Pay Gap

Median	Mean
-	-

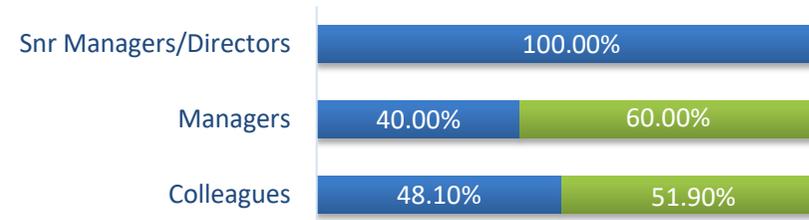
Proportion of colleagues receiving a bonus

Male	Female	Total
0.0%	0.0%	0.0% (0)

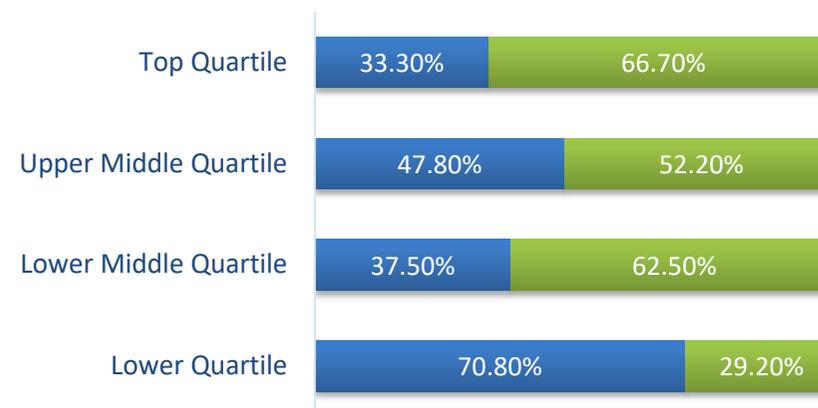
Overall gender representation



Colleagues by level



Proportion of females and males in each pay quartile



Results

The median gender pay gap for Pluss CiC is -5.39% in favour of women. This is a slight decrease of the last year's pay gap of -6.26%, also in favour of women.

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

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

7. Our results- Tribal Business Solutions

Gender Pay Gap

Median		Mean	
9.36%	0	12.85%	0

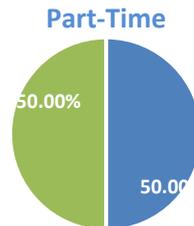
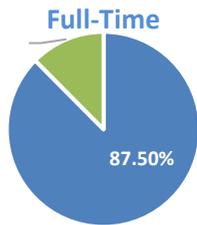
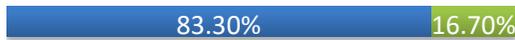
Bonus Pay Gap

Median	Mean
0%	0%

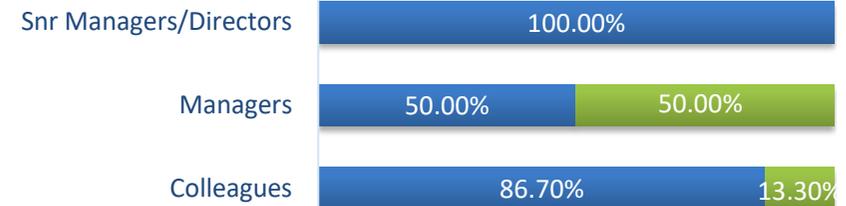
Proportion of colleagues receiving a bonus

Male	Female	Total
0%	0%	0%

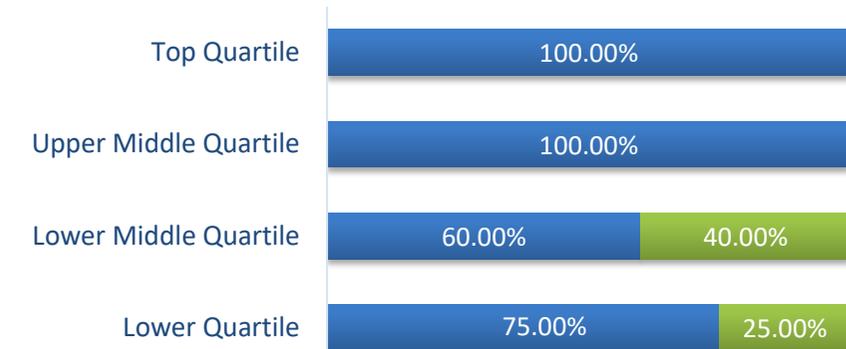
Overall gender representation



Colleagues by level



Proportion of females and males in each pay quartile



Results

Men represent over three quarters of the workforce and are therefore well represented across all quartiles. There were only 18 employees at the time of reporting, therefore due to the small number of employees any outliers can significantly impact the result.

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

8. 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 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 considerations market pay rises.

Management Training Opportunities: We operate a Management Development Academy 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 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 newly formed 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.

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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.

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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 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.

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

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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 employment.

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