



# Gender Pay Report

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2021

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# Gender Pay Report 2021 | Introduction

**This report details our gender pay gap for the reporting year 2021/22 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 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 5 April 2021 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), Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC), Seetec Pluss Ltd, Pluss Community Interest Company (Pluss CIC) and Seetec Outsource Training and Skills Ltd (SOTS).

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 3 percentage points, from 9.5% to 6.5%.**

That said, although an improvement has been made, the data does still present a gender pay gap within our organisation. We recognise that there is more work to be done and we will continue our efforts to close this gap entirely. This report includes some of the actions that we will undertake in the next 12 months in striving to eliminate this pay gap.



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.

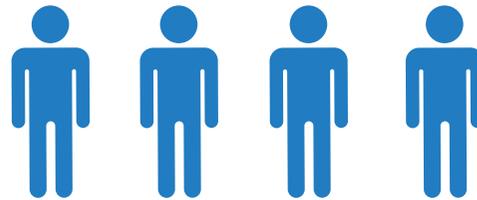
The **mean** gender pay gap shows the difference between the average hourly pay for all men compared with women across an organisation. Again, this is expressed as a percentage.

## What is Equal Pay?

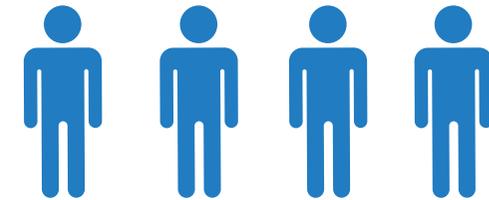
The gender pay gap is different from equal pay. Equal pay is the right for men and women to be paid the same for the same, or equivalent, work or work of equal value. This means that even when pay is equal there may still be a gender pay gap. Seetec has always been committed to ensuring that we treat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



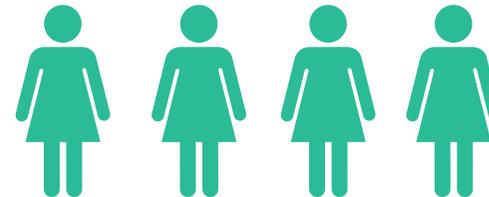
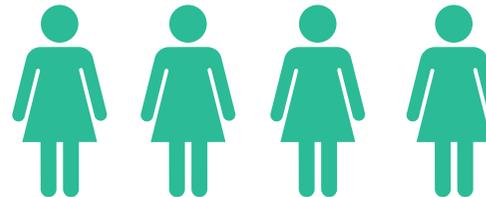
Lowest paid



MEDIAN



Highest paid



Lowest paid

MEDIAN

Highest paid

# Seetec Gender Pay Gap | Summary

The overall **median gender pay gap has decreased from 9.5% to 6.5%** and our mean gap has remained at a similar level 11.2% this year versus 11.1% 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 2020 median average of 15.5%.

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 2019/20 report. **Three of our six individual businesses have seen a reduction in their median gender pay gap, with Seetec Pluss Ltd at 0%, and five out of 6 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 2019/20 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 2021 compared to 5 April 2020.

|               | Seetec Group |     |   | Seetec Business Technology Centre |      | Kent, Surrey & Sussex CRC |      | Seetec Outsource Training & Skills |   | Seetec Pluss Ltd |     | Pluss CiC |       | Seetec Ireland |   |        |      |   |       |      |   |
|---------------|--------------|-----|---|-----------------------------------|------|---------------------------|------|------------------------------------|---|------------------|-----|-----------|-------|----------------|---|--------|------|---|-------|------|---|
| <b>Median</b> | 6.5%         | 3   | ↓ | 19.6%                             | 16.2 | ↓                         | 12%  | 0.8                                | ↑ | -7.2%            | 2.4 | ↑         | 0%    | 1.5            | ↓ | 0.7%   | 1    | ↑ | 6.2%  | 25.4 | ↓ |
| <b>Mean</b>   | 11.2%        | 0.1 | ↑ | 14.1%                             | 14.7 | ↓                         | 6.8% | 1.6                                | ↓ | -3.4%            | 8.7 | ↓         | 12.5% | 5.2            | ↓ | -10.8% | 29.7 | ↓ | 18.6% | 8.5  | ↑ |

## Bonus Pay Gap

Below is a summary of our bonus pay gap, it is worth noting that 0.6% of employees (0.6% 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.

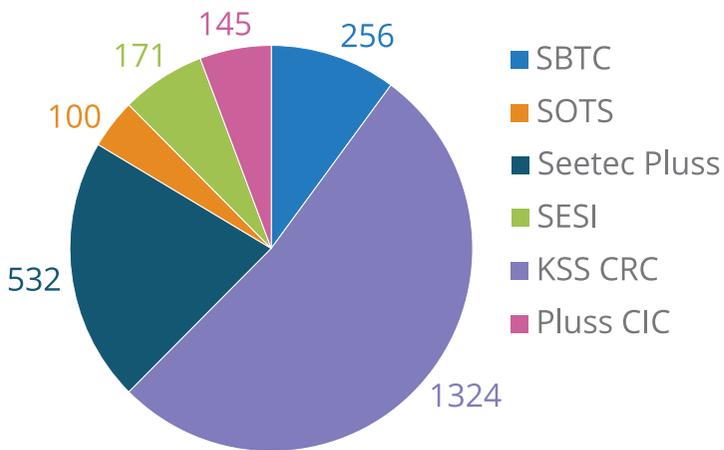
|               | Seetec Group | Seetec Business Technology Centre | Kent, Surrey & Sussex CRC | Seetec Outsource Training & Skills | Seetec Pluss Ltd | Pluss CiC | Seetec Ireland |
|---------------|--------------|-----------------------------------|---------------------------|------------------------------------|------------------|-----------|----------------|
| <b>Median</b> | 29.9%        | 3.5%                              | -61.4%                    | -100%                              | -                | -         | -100%          |
| <b>Mean</b>   | 42%          | 3.5%                              | -22.9%                    | -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 2531 employees an increase of 414 colleagues from April 2020. We employ nearly twice as many women (65%) as men (35%) and proportionally remains the same as last year.

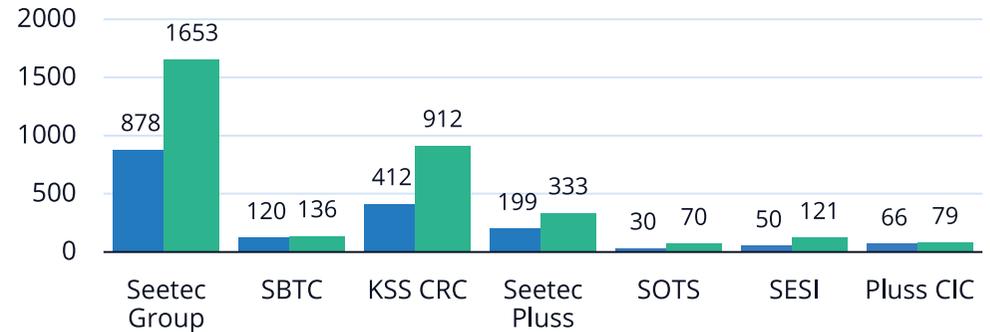
## Number of Employees by Company



## Male/Female Representation

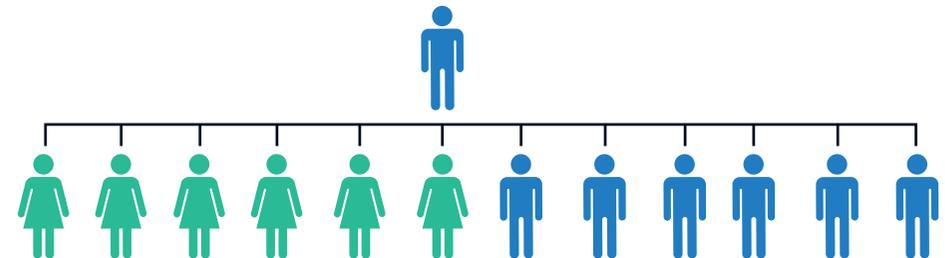


## Employee Gender Representation by legal entity



## Board composition

Just under half our Group Executive Board members are women.



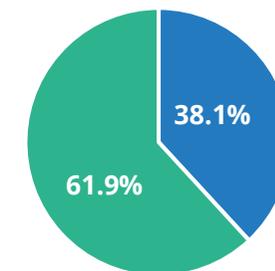
## Part-time and Full-time Working

Women represent over three quarters (78%) of our part-time working population, and nearly 2 thirds of our full-time employees. Part-time males represent 22% of this population but just 4% of our overall employees.

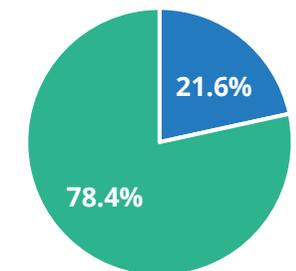
We support all employees who wish to work more flexibly where we are able to. We also encourage the uptake of shared parental leave enabling men to take on more caring responsibilities and this is reflected in our family friendly policies.

## 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 in Senior Manager/Directors positions, than females. Female representation at this level has declined in the last 12 months from 54.8% to 42.9%. This is partly due to turnover at senior levels, and unfilled vacancies at the time of the report. 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.

There are more women in management roles than men however this is proportionally lower than male colleagues 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, with the highest representation in the lower quartile, 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.

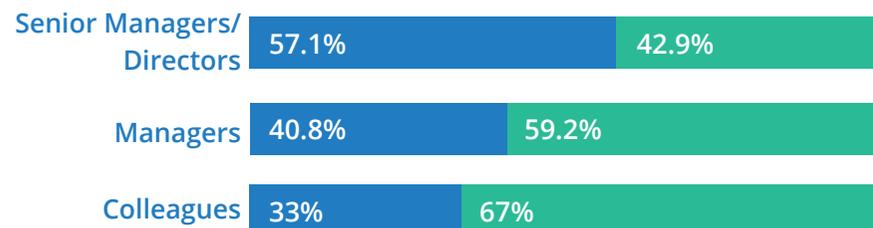
Our median gender pay gap of 6.5% for April 2021 is driven by:

- Employing fewer women in management and senior roles
- Employing more female than male colleagues in junior and support roles

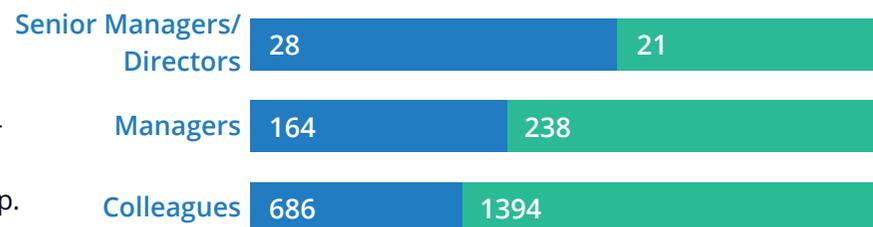
Our 2021 calculations show our mean and median hourly rates as:

- Mean, £25.91 per hour for men and £22.24 per hour for women
- Median, £21.64 per hour for men and £17.39 per hour for women

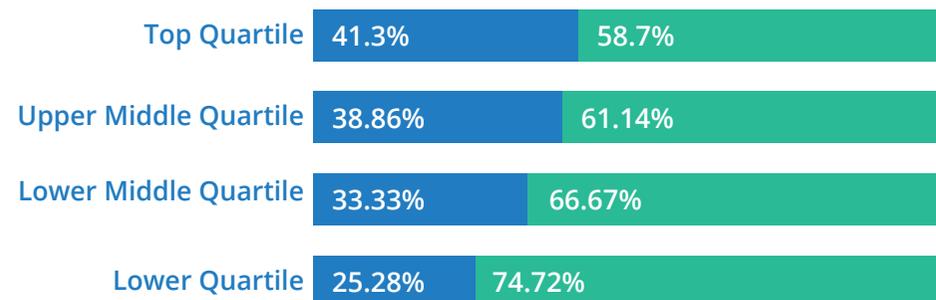
## Colleagues by level



## Proportion by Gender by Level (actual numbers)



## Proportion of females and males in each pay quartile



# Our results | Seetec Business Technology Centre Ltd

## Gender Pay Gap

| Median |      | Mean  |      |
|--------|------|-------|------|
| 19.6%  | 16.2 | 14.1% | 14.8 |

## Bonus Pay Gap

| Median | Mean |
|--------|------|
| 42%    | 3.5% |

## Proportion of colleagues receiving a bonus

| Male  | Female | Total     |
|-------|--------|-----------|
| 0.46% | 0.67%  | 0.6% (3)* |

\*Number of colleagues receiving a bonus

## Results

There has been a significant reduction in both the median and mean pay gaps against our Gender Pay Gap Report 2020.

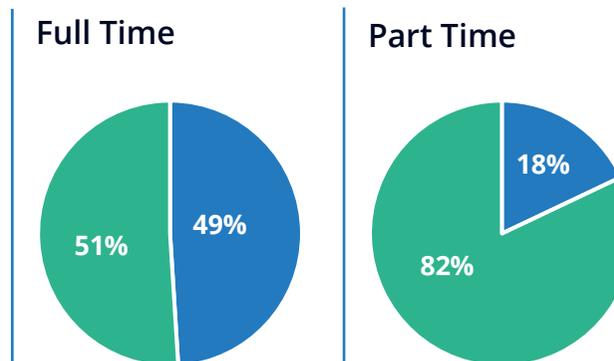
Our results show fewer women are represented in managerial positions and higher pay quartile levels, resulting in a gender pay gap.

The percentage of female Managers has increased since our last report from 35% to 50%, showing positive progress.

## Overall gender representation



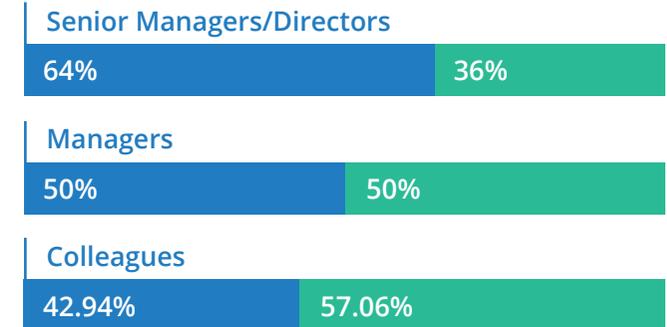
## Gender representation Full/Part Time



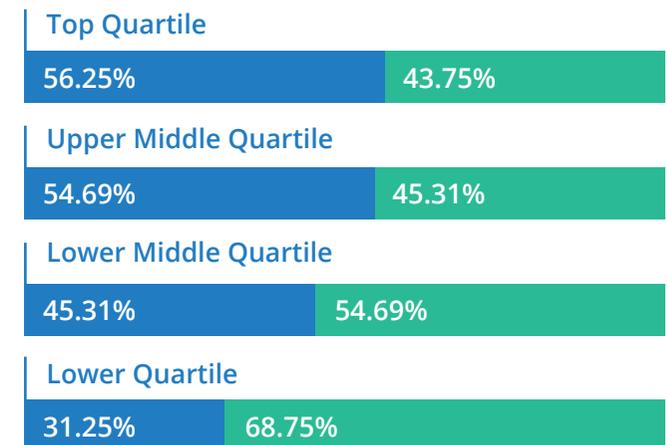
The level of Senior Managers/Directors declined from 42% to 36%, but can in part be attributed to turnover at senior levels and replacements not yet appointed at the time of this report.

Representation at Colleague level remain unchanged from our last reporting period.

## Colleagues by level



## Proportion of females and males in each pay quartile



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

## Gender Pay Gap

| Median |   | Mean |   |
|--------|---|------|---|
| 12%    | 0.8  | 6.8% | 1.6  |

## Bonus Pay Gap

| Median | Mean   |
|--------|--------|
| -61.4% | -22.9% |

## Proportion of colleagues receiving a bonus

| Male | Female | Total     |
|------|--------|-----------|
| 0.5% | 0.8%   | 0.7% (9)* |

\*Number of colleagues receiving a bonus

## Results

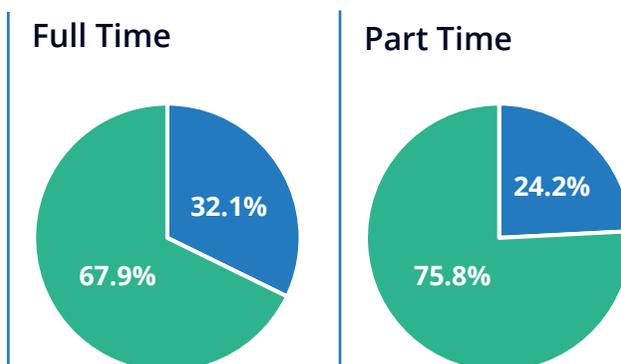
We have good representation of females across all levels and pay quartiles showing the opportunity for career progression.

There has been a slight increase of 0.8 percentage points on our median pay gap and a reduction in our mean gap against our Gender Pay Gap Report 2020.

## Overall gender representation



## Gender representation Full/Part Time



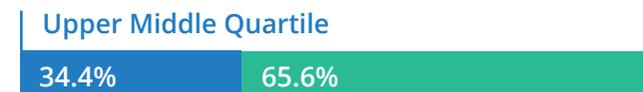
Our results show the percentage of women decreases when moving up from Colleague, Manager to Senior Manager/Director level and similarly from the lower quartile to top quartile pay ranges. In contrast the percentage of men increases, resulting in a gender pay gap.

The percentage of female Colleagues and Managers remained at a similar level to last year but the percentage of female Senior Managers decreased from 65% to 59%, contributing to this year's increase in the median pay gap.

## 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 |   |
|--------|---|------|---|
| 0%     | 0.8  | 6.8% | 1.6  |

## 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

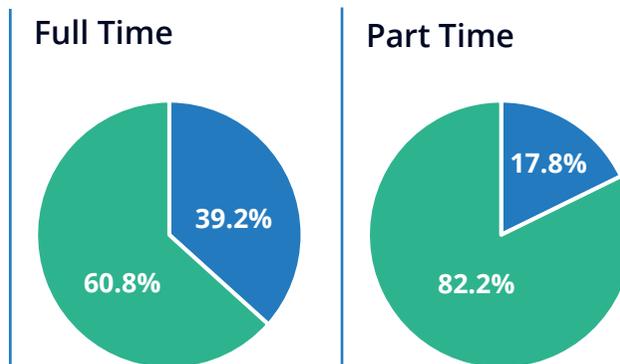
The median gender pay gap for Seetec Pluss is 0%, meaning that there is no differential in the median pay between men and women.

We have a balanced representation across the pay quartiles with a higher percentage of women in the upper middle pay quartile, balancing out the top pay quartile to give us no median pay gap. At the Senior Manager/Director level, women are not represented which results in a mean pay gap that favours men.

## Overall gender representation



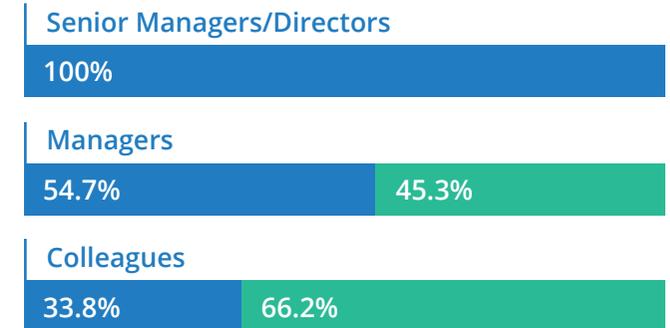
## Gender representation Full/Part Time



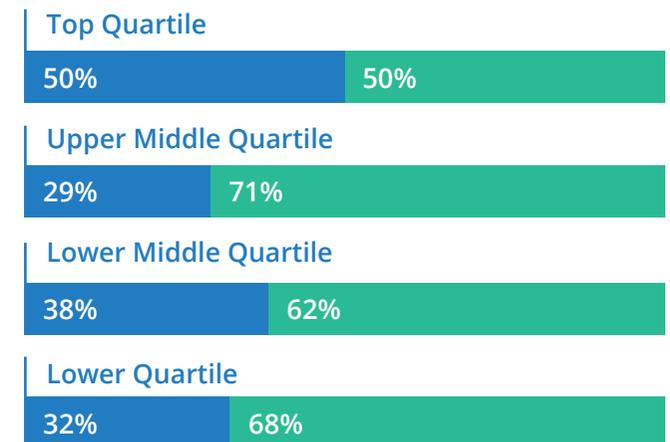
Overall gender representation has remained unchanged from our last report.

There were no bonus payments received in the reporting period.

## Colleagues by level



## Proportion of females and males in each pay quartile



Key:  Male  Female

# Our results | Pluss Community Interest Company

## Gender Pay Gap

| Median |        | Mean |     |
|--------|--------|------|-----|
| -10.8% | 29.7 ↓ | 0.7% | 1 ↑ |

## Bonus Pay Gap

| Median | Mean |
|--------|------|
| 0%     | 0%   |

## Proportion of colleagues receiving a bonus

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

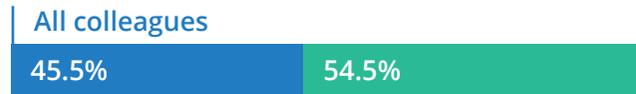
\*Number of colleagues receiving a bonus

## Results

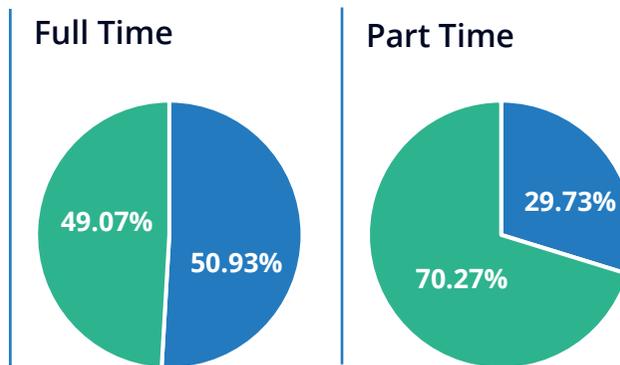
The median gender pay gap for Pluss CiC is -10.8% in favour of women. This is a reduction of the last year's pay gap of -40.5%, also in favour of women. This is a positive result, as it closes the differential in the median pay between men and women and moves closer to our target of 0%.

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

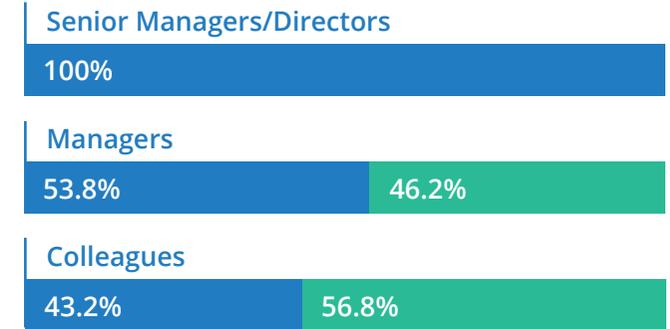


of women. Our lower pay quartile roles are predominately in our manufacturing business, the majority of which are held by men.

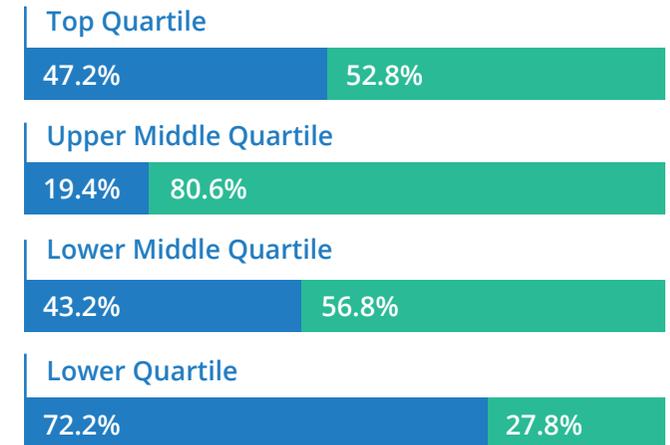
There were no bonus payments received in the reporting period.

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  |   |
|--------|---|-------|---|
| -7.2%  | 2.4  | -3.4% | 8.7  |

## Bonus Pay Gap

| Median | Mean  |
|--------|-------|
| -100%  | -100% |

## Proportion of colleagues receiving a bonus

| Male | Female | Total   |
|------|--------|---------|
| 0%   | 1.5%   | 1% (1)* |

\*Number of colleagues receiving a bonus

## Results

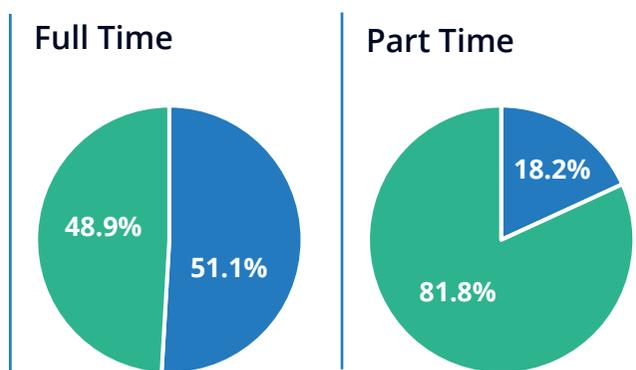
Women represent over two thirds of the workforce and are well represented in the upper and top quartiles of pay, resulting in a female pay advantage.

The median gender pay gap is -7.2% in favour of women. This further increase last year's pay gap of -4.8%, also in favour of women moving further from our our target of 0%. The mean pay gap has reduced by 8.7 percentage points in this reporting period.

## Overall gender representation

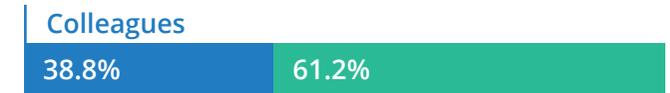


## Gender representation Full/Part Time

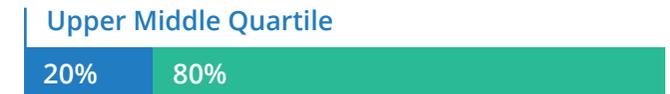


Seetec Outsource Skills and Training employs less than 250 employees and is not legislatively included in Gender Pay reporting.

## 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   |       |
|--------|--------|--------|-------|
| 6.21%  | 25.4 ↓ | 18.56% | 8.5 ↑ |

## Bonus Pay Gap

| Median | Mean  |
|--------|-------|
| -100%  | -100% |

## Proportion of colleagues receiving a bonus

| Male | Female | Total     |
|------|--------|-----------|
| 0%   | 0.7%   | 0.6% (2)* |

\*Number of colleagues receiving a bonus

## Results

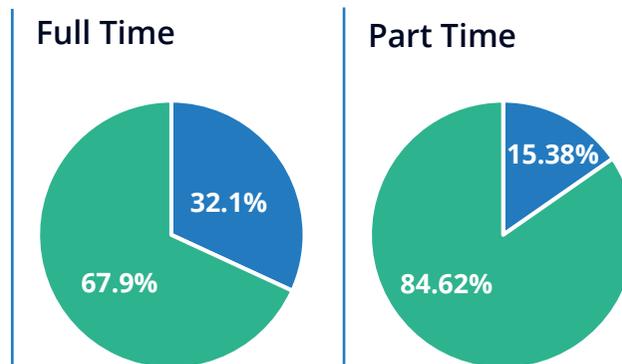
There are more females this year at Manager level, significantly improving the median pay gap, however the top pay quartile has had an increase in male representation so has increased the mean pay gap.

Whilst there has been an increase in the mean gender pay gap the median has significantly reduced from 31.6% to 6.21%.

## Overall gender representation



## Gender representation Full/Part Time

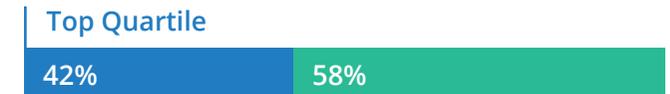


Seetec Employability and Skills Ireland employs less than 250 employees and is not legislatively included in Gender Pay reporting.

## Colleagues by level



## Proportion of females and males in each pay quartile



# 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 reviewing our pay and grading structure in 2022, to ensure we continue to provide fair and equal pay opportunities. This will include an analysis of job hierarchies and consideration of market pay rates. We will analyse gaps in attainment, pay and progression of female colleagues.

**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 and reviewing representation of 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 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.

**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 disproportionality experienced by under-represented groups. We are 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.

**Commitment:** We commit to further develop a Diversity MI Suite, providing 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 and 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.