

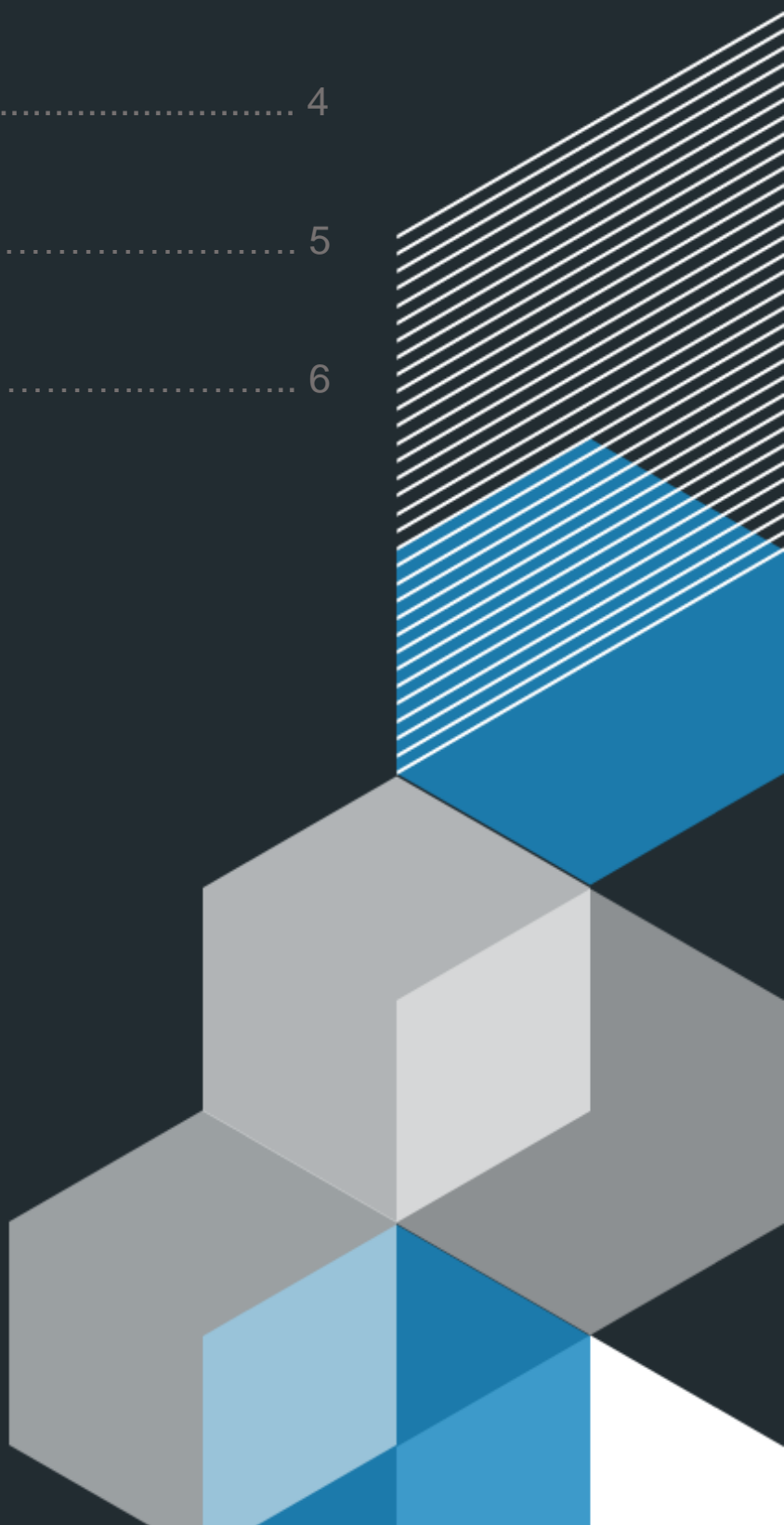
The cover of the Gender Pay Gap Report 2021. The background is a low-angle photograph of a modern, curved glass skyscraper. On the right side, there is a decorative graphic of overlapping blue and white geometric shapes, including hexagons and triangles. The title 'Gender Pay Gap Report' is written in a large, white, serif font across the middle of the image.

Gender Pay Gap Report

2021

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Foreword

From Our CEO

I am really pleased to introduce the very first publication of our gender pay gap report. The diversity and equality of opportunity of our staff directly influences the success of Seventeen Group and gender pay gap reporting is one important measure of the progress we need to make. We recognise that we have work to do and are committed to do so.

We are seeing an increasing number of female colleagues progress within the Group but we need to do more to help them reach their potential. The working environment has gone through an enormous change over the past 12 months and it is fair to conclude that further changes towards a more flexible, dynamic way of working are inevitable. This is a fantastic opportunity to create a level playing field for staff and we must seize this opportunity.

The Group are currently reviewing the training and development support for our younger staff and it would be excellent to see all staff embrace this programme to be announced shortly. We have a mentoring programme in place for staff to help them shape their future development and I am aware of examples already where female colleagues have taken new roles within the Group following mentoring support.



Declaration

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Our business is going through inevitable change and this will create new roles and opportunities. It is senior management's responsibility to ensure that we give an equal opportunity to all staff keen to develop. In addition, we give support for paternity and maternity leave, Initiatives that provide support for mental, physical and financial wellbeing and creating an environment to thrive - flexible working practices.

I can confirm that the statistics in this report, prepared by our HR team, are correct and we will of course update on future progress. Our success will require both staff and senior management to work together but equality of pay and opportunity is worth fighting for!

A handwritten signature in black ink, appearing to read 'Paul Anscombe'. The signature is fluid and cursive.

Paul Anscombe

What is Gender Pay Reporting?

Gender Pay Gap reporting seeks to explain the difference in the pay of male and female employees, according to a series of measures as defined by UK Government.

What must be reported?

Since April 2017, organisations with over 250 employees must report annually:

- The difference in the Mean and Median Pay of Male and Female employees - The Gender Pay Gap
- The percentage of Male and Female employees in each pay quartile.



What is Mean Pay?

We add together the hourly pay for all male employees, then divide by the number of male employees. We do the same for all female employees and then compare the average (or mean)

What is Median Pay?

We rank all male employees in order of their hourly pay. We do the same for all female employees, and then compare the pay of the “middle female” and the ‘middle male’

What is a Pay Quartile?

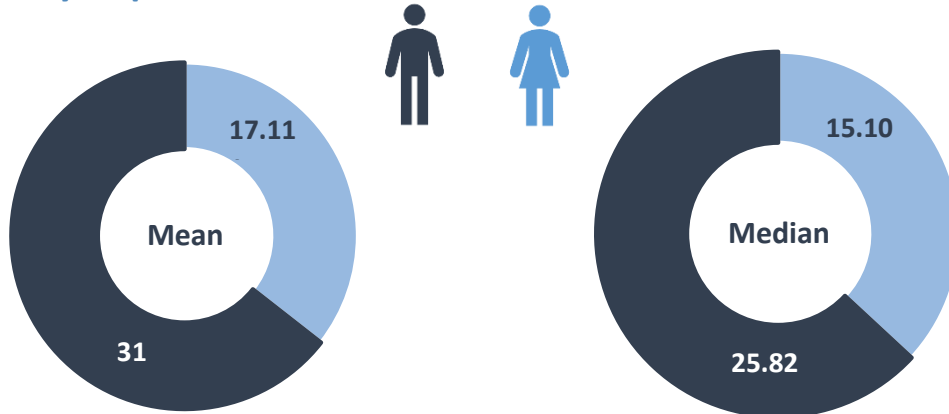
We rank the workforce from lowest to highest paid, then split into four equal groups (quartiles), and state the percentage of men and women in each group.

Our Company's

Numbers at a Glance

Our gender pay gap figures have been calculated in line with the government regulations and show the mean and median pay gap and mean and median bonus gap.

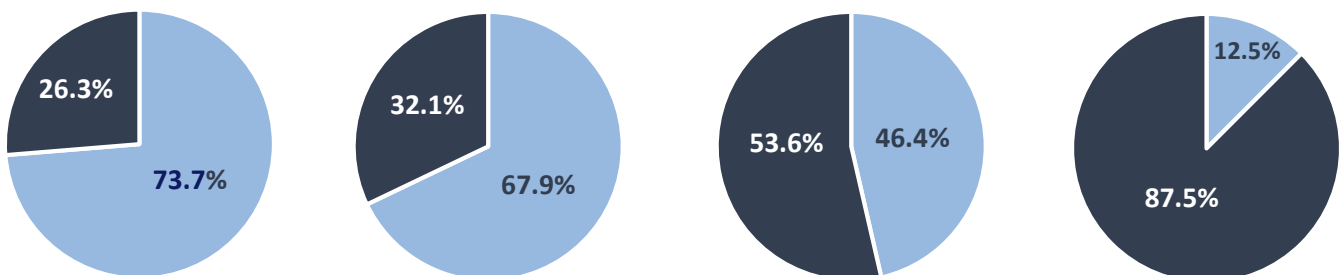
Gender Pay Gap



Percentage Difference



Proportion of men and women in each pay quartile



Lower
Quartile

Lower Middle
Quartile

Upper Middle
Quartile

Upper
Quartile

Taking Action

Seventeen Group Limited are committed to initiating an action plan that aims to reduce the gender pay gap within the workplace.

We are determined to see gender equality across Seventeen Group Limited and are passionate that this will be a vital to the Company's integral part of our success.

Below we detail some of our ongoing initiatives designed to drive this change..

➤ **Structure on Pay/Role Banding**

-To support our objective to increase female representation on succession plans in senior roles. We are committed to make a change to create a new structure so all employees will be able to have objectives on how to achieve promotions right through to more senior role in the business. This will help close the equality gap by creating even more opportunities.

➤ **Supporting female careers**

(We are committed to accelerating change to enhance female representation in our senior management population, this will include):

- Review of current flexible working policies to encourage and promote more flexible working options for all employees at all levels to support a healthier balance between home and work.
- Continuing to improve our Returnships programme, such as providing mentoring support to help women returning from maternity leave, or those employees that have had time out of the business for other reasons.
- Reviewing and improving internal promotion and selection processes on an ongoing basis to create a positive female role models in senior positions across the business and to encourage movement internally.
- HR to promote clear channels to communicate any suggestions or concerns employees may have in relation to pay and opportunities.
- The business to put into place a 'Women in Leadership' Programme.

➤ **Leadership development training to support the commitment**

- Reducing bias in the workplace.
- Inclusive Leadership Techniques and development programmes.
- Equip leaders to understand their role in supporting equality by arranging training on specifically Equality & Diversity.

➤ **Recruitment**

- To ensure a stronger gender balance within our recruitment approach – both from the candidate pool and those taken through to interviews.
- Placing greater gender emphasis on our talent pool and succession plan.
- Following on from the Leadership development programme, for senior leaders to be aware of unconscious bias.

➤ **Mentoring Programme**

- To improve mentoring programmes to be better equipped for workplace equality.

