

GENDER PAY GAP REPORT

2022





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FOREWORD FROM OUR CEO

Paul Anscombe

DECLARATION

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

I am very pleased to introduce our third gender pay gap report.

We continue to make progress as a Group but it is also important to record that we made three acquisitions during this period and that this impacted our progress.

The report also highlights the relatively high number of female part time workers we employ and the numbers reported are based on the pro-rata figures not the annualised amounts.

That said, we know from previous acquisitions that several female colleagues, having joined the Group, have progressed into senior roles across the business and I have every confidence that this trend will continue.

Furthermore, we have purposely sought to make the business less 'London-centric', preferring instead to broaden our leadership team across our numerous regional offices. This measure in itself, is providing opportunities for male and female colleagues who can continue to work locally whilst progressing their careers.

In terms of employee benefits in the wider sense, our Pay Review Committee, made up of a cross section of colleagues from across the business, has made several proposals for the Board to consider. We are progressing with some immediately and others require further consultation.

As our Group expands, we recognise the value of having a diverse and fair workforce who are paid on role and performance, not gender. We will keep pushing to make progress and look forward to making further development this year.

Paul Anscombe
Group Chief Executive Officer

REPORTING THE GENDER PAY GAP

Legislative Requirement:

Seventeen Group Limited - as a Company of more than 250 employees - is required to report our gender pay gap which provides a 'snapshot' of pay balance data as of 5th April 2022.

This mandatory data under the Equality Act 2010 (Gender Pay Gap Regulations 2017) evaluates the difference between the average and median earnings of both men and women, irrespective of their job role or seniority.

Gender pay gap reporting is not to be confused with equal pay, whereby employers are legally obliged to ensure that men and women in the same employment performing equal work must receive equal pay – unless any differences can be justified.

This report details the following lawful requirements:

- mean and median averages for gender pay gap and bonus gap
- Percentages of men and women in each pay quartile
- Percentages of men and women receiving bonuses



Mean

Average within a dataset.

To calculate this, we take the sum of all employees' hourly earnings and divide this total by the number of employees in the dataset.

Median

Mid-point within a dataset.

To calculate this, we find the mid-point in the dataset after sorting all male *and* female hourly rates of pay in order.

Pay Quartiles

Quartiles are determined by splitting the dataset you have into male & female, then dividing into 4 equal pay bands. The proportion of male & female in each quartile pay band will make up that 25% of earners.

OUR NUMBERS

Our gender pay gap figures have been calculated in line with the government regulations, during the period incorporating **5th April 2022**. Seventeen Group had 304 employees of which 160 were female.



304 total employees



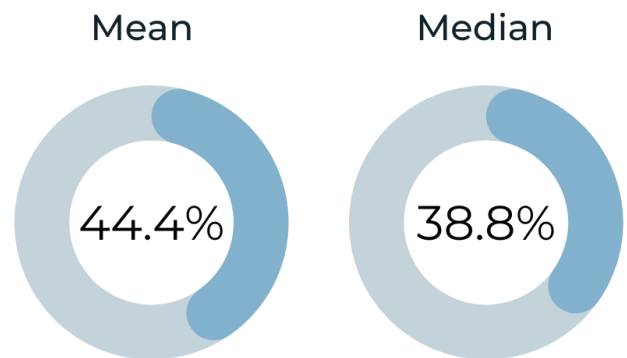
160 female employees

Our Report Findings:

Gender Pay Gap

We are pleased to report not only a growth in the overall Company by 25% since April 2021, but also an improvement in both the mean and the median average salary pay gap from our previous 2021 figures.

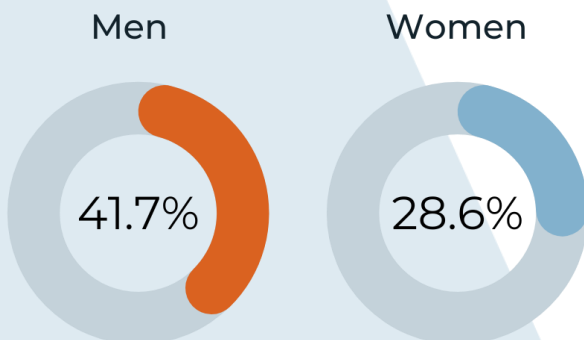
The mean pay gap has improved by 3.04% alongside a 2.13% improvement for the median pay gap.



	Mean 2021	Mean 2022	Median 2021	Median 2022
Hourly fixed pay	47.4%	44.4%	40.9%	38.8%

Bonus Pay Gap

Proportion of men & women **receiving bonus pay***



Bonus Pay Gap Mean & Median

	Mean 2022	Median 2022
Bonus pay	73.4%	30.5%

*The bonus figures reported in the percentages shown only take into account a fraction of employee bonuses awarded. This is owing to split payments that fall outside of the required snapshot date.

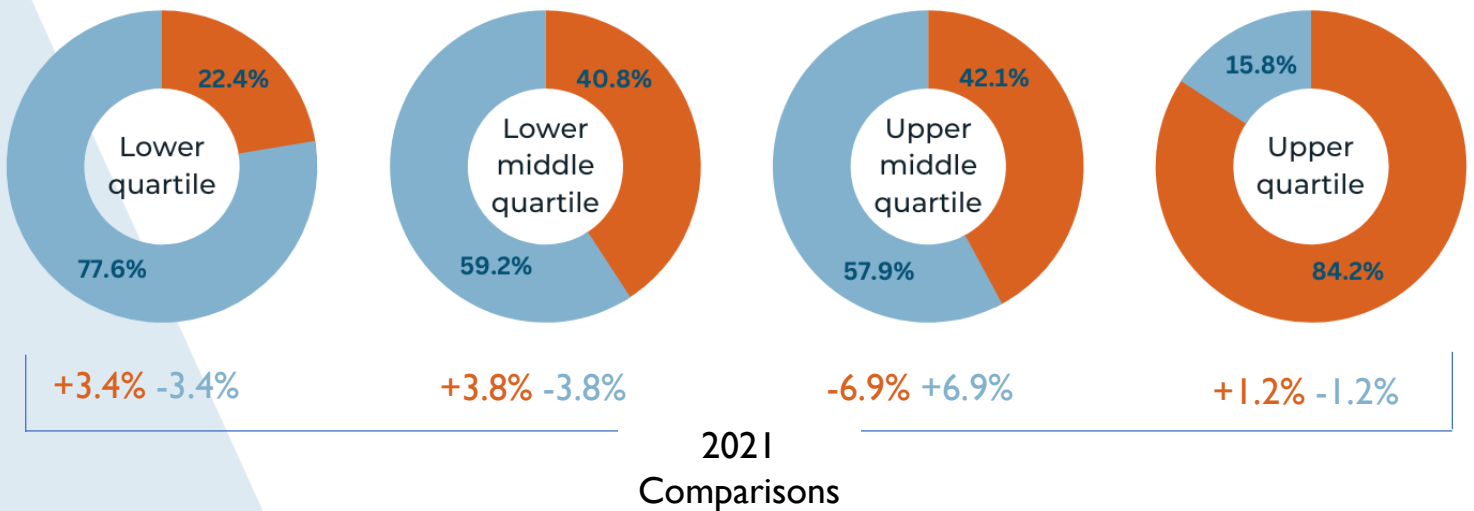
OUR NUMBERS



Pay Quartiles

The pay quartiles differ slightly across the business in comparison to 2021 figures, nevertheless Seventeen Group strive to work towards being inclusive of diversity, fairness and gender symmetry within our leadership pipeline in future reports.

The recognition that our workforce profile is underrepresented by females in senior management roles contributing to the gap separations whereby females are dominating the lower, lower middle, and upper middle quartiles however being sparse in the upper quartile.



Addressing the gender pay gap:

Seventeen Group is committed to encouraging and promoting a diverse and inclusive workforce which supports the growth of women across all entities and actively working to close our gender pay gap enabling everyone to succeed and thrive, feeling that they belong.

Whilst there are several factors contributing to our pay gap, one that stands out conspicuously is the volume of female part-time workers, in comparison to male part-time workers. We are confident that our pay gap is not a result of paying men and women differently for the same or similar roles, instead we recognise that the gap in our workforce needs to be addressed in the lower quartile and upper quartile where males and females are oppositely dominant.

This also leads into the bonus gap calculations which are typically considered based on a percentage of full-time equivalent salaries and are awarded on the basis that departments achieve set targets. We continue to focus on getting the right balance across all roles within the business by obtaining an even split of each gender across each pay quartile.

We will continue to ensure our policies, procedures and processes are fair to all employees using our annual appraisals, annual remuneration reviews against our talent framework matrix, and environmental factors such as competitive market rates.



ACHIEVEMENTS

Snapshot of achievements during 2022:

- Introducing new policies for enhanced parental leave incorporating paternity leave, maternity leave and adoption leave.
- Looking into our recruitment practices ensuring the agencies we work with are committed to ensuring candidate shortlists incorporate diversity, inclusion and gender balance.
- Kickstarting an internal pay review committee that meet quarterly.
- Diversity and inclusion training for all management increasing awareness of unconscious bias through our leadership team.
- Supporting employees with their wellbeing needs and working to create and promote suitable work-life balances.
- Strengthening our female talent through frameworks enabling identification for promotional opportunities.
- Dedicating time and resources to developing current leaders through training and workshops.



NEXT STEPS

Other initiatives and on-going commitments:

- Women in leadership programme in the pipeline to be rolled out during 2023.
- Continuing to expand and promote our internal mentoring programme encouraging women in business to strive for promotional opportunities.
- Supporting women and men returning to the workplace after extended leave and working to nurture female talent removing any barriers that may prevent them from developing into more senior roles.
- Incorporating younger talent into an apprenticeship programme to promote female and male career paths within the industry.
- Partnering with organisations and charities focused on assisting female career paths, returning to work initiatives and building a pipeline for female talent.



SeventeenGroup



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