

Gender **Pay Gap** Report

2025

 XVII
SeventeenGroup

A word from our CEO



Oliver Thorne
Chief Executive Officer
Seventeen Group

At Seventeen Group, we are committed to creating a workplace where every colleague has the opportunity to thrive, progress, and be rewarded fairly for the work they do. Our 2025 Gender Pay Gap Report reflects both the progress we have made and the work we must continue to do to ensure greater equity across our organisation.

Over the past year, we have taken meaningful steps to support this ambition including the introduction of our People Forums, targeted leadership development for women across the group and enhanced Diversity, Equity & Inclusion initiatives. Our continued focus on menopause support, reviewing parental offerings, and the introduction of a dedicated in house recruitment function, will further help us attract, retain, and develop diverse talent.

Our recent investment into a new Human Resource Information System (HRIS) solidifies our commitment to employee progression and strengthening our talent pipeline. Insights from this system will be vital to ensure development pathways are transparent, equitable, and aligned with our ambition to increase female representation at senior levels.

Looking ahead, increasing female representation in senior leadership positions is critical to shifting our long term trajectory, the actions set out in this report will remain central to driving meaningful, sustainable change. Closing the gender pay gap is not a short term task, but a long term commitment. I am confident in the steps we are taking to ensure Seventeen Group continues to be a place where talent can grow and succeed, regardless of gender.

Committed to closing the gap



In-house Recruitment Role

Following a review of our recruitment process, we identified the need for an in-house recruitment capability.

To support this, we welcomed a Talent Resourcing Executive who will manage diverse talent pools, build a deep understanding of departmental needs, and align recruitment activity with succession planning. This strategic addition will enhance our ability to attract, hire, and retain more female talent, as well as increase diversity across the business.

Menopause Support

We have continued our Menopause Support Group and the work of our Menopause Champions to ensure we provide a supportive environment for employees who are experiencing, or have previously experienced, menopause symptoms.

The sessions allow employees to share experiences and learn ways to alleviate symptoms, which presents a positive contribution to retention and progression. In addition, maintaining the BUPA Menopause Plan benefit provides employees with an individual care plan and ongoing support for 12 months.



Introduction of Management Forums

Successfully launched Management Training Forums to proactively develop managers through targeted masterclass sessions.

The content of each forum has increased manager confidence and helps create a consistent employee experience across the Company.

Committed to closing the gap

Leadership Programmes

To develop female talent, the Company has placed female colleagues on established leadership programmes such as the Aviva Leadership Programme, Covea Broker Development Programme, Aviva Rising Star, in addition to our own Leadership and Management scheme.



DE&I Awareness

We have also launched a compulsory Bullying & Harassment module for all employees and managers, reinforcing a culture of respect and inclusion.

This initiative helps create a safe and supportive environment, enabling female employees to thrive and progress into senior roles, an essential factor in closing the gender pay gap.

In addition, we actively promote participation in Diversity, Equity and Inclusion (DE&I) and celebrate key awareness days, including International Women's/Men's day, and Menopause Awareness Day. These actions demonstrate our commitment to fostering an inclusive workplace, which is critical for attracting and retaining female talent.

Helpful definitions



Mean is the 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 database



Median is the 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



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



The gender pay gap measures the difference between men and women's average pay. Equal pay is the legal obligation under the Equality Act 2010 that requires employers to give men and women equal pay if they are employed to do like work.



Our headline figures

Our gender pay gap figures have been calculated in line with the current government regulations.

During the period incorporating 5th April 2025 Seventeen Group had 495 employees of which 255 were women, making up 51.5% of our workforce. The mean and median pay gap is based on hourly rates of pay as of 5th April 2025. The mean and median bonus pay gap is based on bonuses paid in the 12 months prior to 5th April 2025.

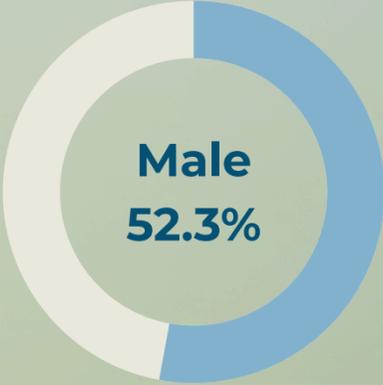
Gender pay gap

	Mean	Median
2024	38.4%	31%
2025	41.4%	33.9%

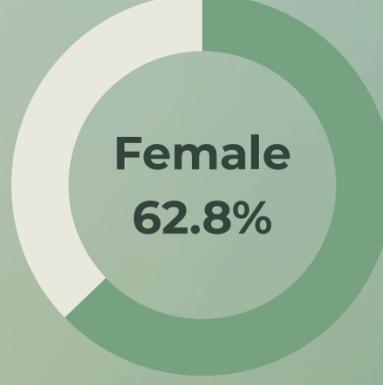
Bonus pay gap

	Mean	Median
2024	87.3%	57%
2025	87.9%	57%

Percentage of employees receiving a bonus



52.6% in 2024

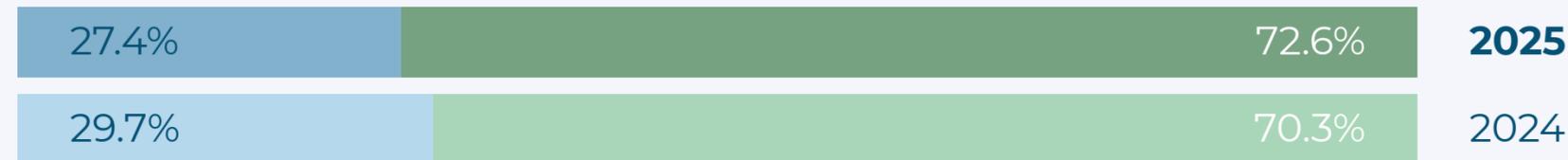


57.3% in 2024

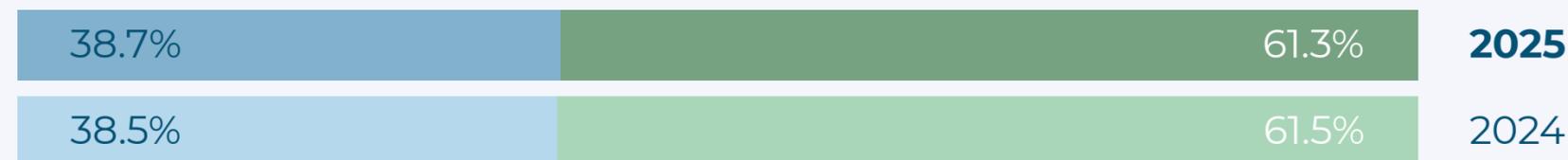
Pay quartiles

495 total employees
255 female employees
240 male employees

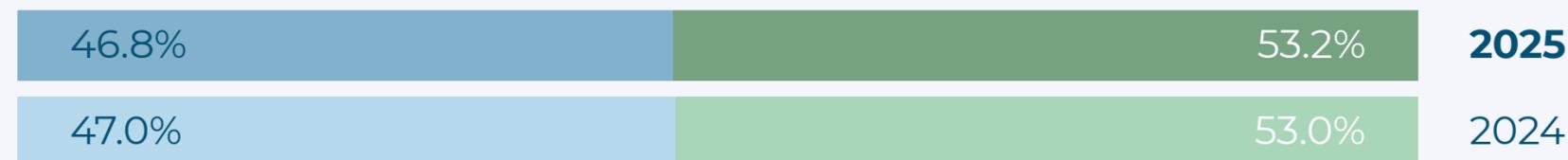
Lower quartile



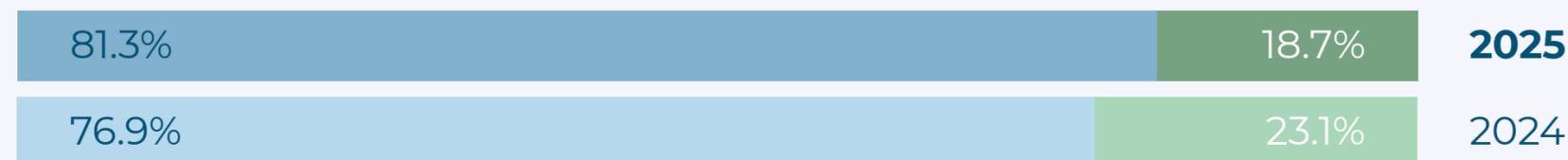
Lower middle quartile



Upper middle quartile



Upper quartile



Analysis of our pay quartiles shows that female representation remains concentrated in the lower quartiles, and whilst we have seen improvement in female representation within the upper-middle quartile, it continues exhibit a lower representation of women in senior management, technical, and executive broking positions, which remains the primary driver of our pay gap.

Currently, women make up just over 51% of our workforce; however, only 18.7% hold senior positions, compared to 23.1% previously reported. Increasing female representation in senior roles remains a key priority and creating structured pathways for employees to progress into leadership positions is imperative.

We recognise that our growth through acquisitions presents both opportunities and challenges, including inherited workforce structures that can influence our reported figures. Nevertheless, we remain committed to developing businesses that share our ambition for a fair, inclusive and balanced workplace.

Our Action Plan

Closing the gender gap is essential to building a fair, inclusive, and high-performing culture. We recognise where progress still needs to be made, and we are committed to taking meaningful, sustainable action that supports equity and opportunity for all colleagues.

Recruitment

- Review of our recruitment strategy to align with our commitment to inclusive hiring.
- Developing our talent strategy to provide hiring managers with practical tools to minimise bias and promote fairness throughout the recruitment process.

Inclusive Leadership

- Continue our 'unconscious bias and inclusive leadership' training.

Internal Progression

- Assist employees with personalised development programmes and succession strategies to encourage internal progression and balance the higher quartiles.
- A focus on early careers and apprenticeships in multiple areas of the business to improve gender representation at all levels.

Support

- Enhancing our employee benefit offerings to include relevant family friendly policies to promote a healthy work/life framework and staff retention.
- Internal communications focussing on role models and success stories within the business to inspire employees.

HR Information System

- Implementation of a new HR Information System (HRIS) incorporating improvements to the appraisal process, skills-gap assessment, and data insights, strengthening our commitment to staff retention and equitable career progression for high-performing employees.



Legislative requirements

Seventeen Group Limited is required to report on our gender pay gap data which provides a 'snapshot' of pay balance as of 5th April 2025.

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 fair pay, whereby employers are legally obliged to ensure that men and women in the same employment, performing equal work 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 & women in each pay quartile
- percentages of men & women receiving bonuses



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