

Gender Pay Reporting 2020



Senior UK Limited

Senior UK Limited is the largest UK employing company covering the majority of our UK businesses.

Gender Pay Gap Reporting

Senior UK Limited is an employer required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

This involves carrying out calculations that show the difference between the average earnings of men and women in our organisation.

Points to note:

- The gender pay gap is calculated as the difference between average hourly earnings (excluding overtime) of women as a proportion of average hourly earnings (excluding overtime) of men's earnings. It is a measure across all jobs in an organisation, not the difference in pay between men and women for doing the same job (equal pay).
- Equal pay is different to the gender pay gap. Equal pay is men and women being paid the same for like work. A gender pay gap does not mean that an organisation has an equal pay issue. It can indicate there is an unequal distribution of women throughout the organisation structure.
- A central factor is the significant shortage of females choosing to work in manufacturing and engineering. It is an ongoing struggle to attract women into the workforce. With men likely to take up positions in manufacturing such as professional engineers, and women taking up more semi-skilled roles, a gender pay gap is expected.
- According to the Office for National Statistics, Gender Pay Gap in the UK:2020 (data from November 2020) the median pay gap ranges from 16% to 29% and the mean ranges from 16% to 21%, for the occupations and roles that are most relevant for Senior's operations.

Senior UK Limited results:

- Our gender pay gap is broadly in line with the gender pay gap for the manufacturing sector.
- The proportion of male to female employees in Senior UK Ltd is 80%:20%. This is not unusual in the manufacturing sector. Women tend to occupy support functions, for example, finance and HR. The proportion of men to women in the operating businesses leadership teams is 83%:17%.
- The mean gender pay gap is 19.8% and the median is 22.1%. We believe this worsening of the pay gap is being driven by the large number of operators being on furlough or Covid related absences at the snapshot date, a significant proportion of which were men working in shopfloor roles. The impact of this was that the average pay for men who were "relevant employees" at the snapshot date increased. We believe this has skewed the data as the average pay for men increased by 13.3% and the average pay for women increased by 7.5%.
- Of the 36% of employees who were on furlough or Covid-19 related absences at the snapshot date, 22% were women and 78% men.
- We are confident that the gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather, the gap is the result of the roles

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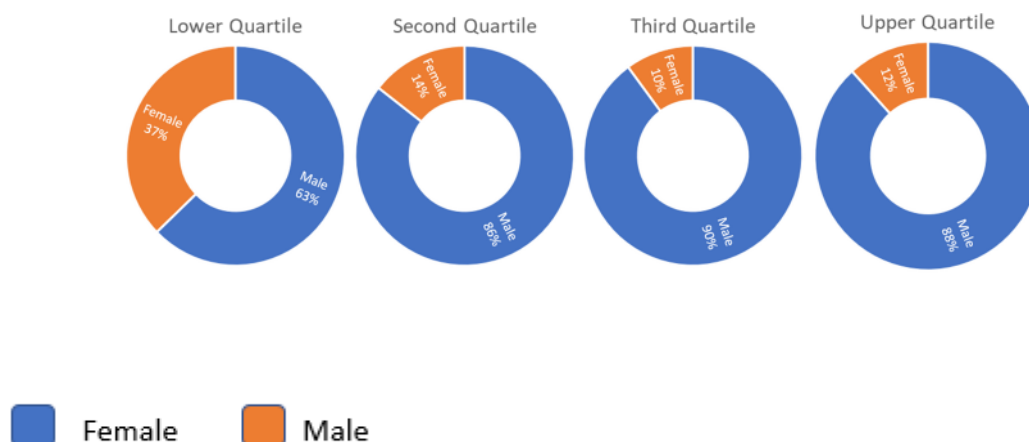
that men and women occupy within the organisation and the salaries that those roles attract.

- Proportionately, more women than men receive a bonus. 72% of women received a bonus and 63% of men. The gender bonus gap is 46.8%, and the median bonus gap is -16.7%. This means the mid-point for women receiving a bonus is greater than the mid-point for men. The majority of bonuses are received by manufacturing operatives, and there is a higher proportion of men in these roles. In addition, there are significantly more men in management roles who, as leaders in our business, have a higher element of variable to fixed pay.
- We are confident that there is no gender bias in the way our bonuses are paid. Our Operations teams receive bonuses based on performance metrics, including the financial performance of the operating business unit and productivity levels. They tend to be role specific, therefore manufacturing operators doing comparable jobs within a business unit will be in the same bonus plan. Similarly, Senior Management bonuses are based on the financial performance of the relevant business unit.
- A point to note is the proportion of men and women in the lower quartile. The proportion of women has increased from 20% to 37%. This is as a result of the number of operators that were placed on furlough, or absence due to Covid-19, for example shielding, a higher proportion of which were men.
- The Senior plc Board is made up of 3 women and 4 men and the Executive Management Team consists of 3 women and 5 men.

Pay and Bonus data

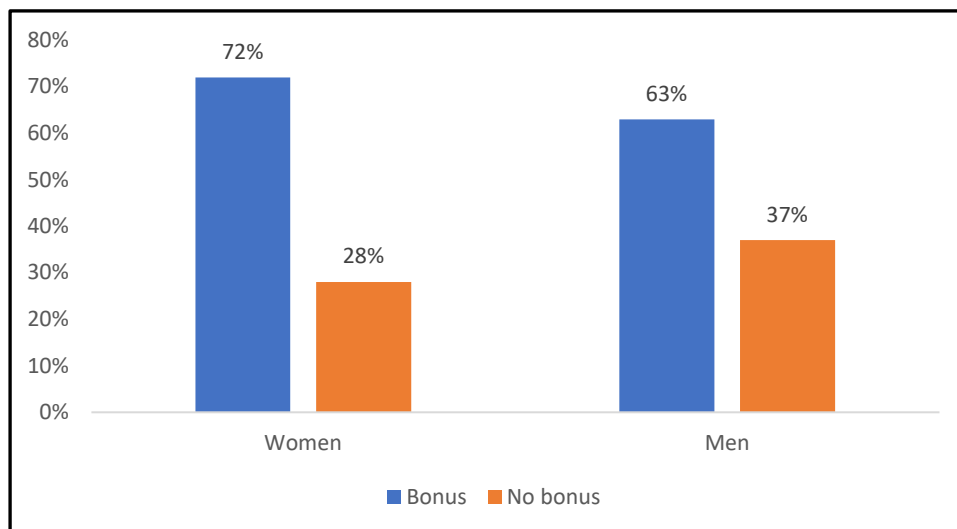
	Mean (Average)	Median (Middle)
Gender Pay Gap	19.8%	22.1%
Gender Bonus Gap	46.8%	-16.7

Quartiles



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Proportion of employees receiving a bonus



Actions:

- Senior remains committed to the principle of equal opportunities and equal treatment of all employees regardless of sex, race, religion or belief, age, marital or civil partnership status, sexual orientation, gender reassignment or disability. We provide training to all staff to support this and, underpinned by our Values, make our expectations clear. In 2020 all Senior employees globally completed online unconscious bias training.
- Senior remains committed to paying employees equally for the same or equivalent work, regardless of gender (or any other characteristic set out above).
- We continue to participate in the 30% Club Cross Company Mentoring Scheme run by Women Ahead and have extended it to participants outside the UK. The aim is to improve the representation of women in senior roles by developing a stronger pipeline.
- We will continue to regularly review our job roles, pay grades and remuneration to ensure a fair structure.
- We have committed to aiming for diverse shortlists including gender diversity, particularly for management and leadership roles, and are collecting relevant data. We continue to actively work with recruitment consultants and executive search firms to ensure they understand our expectations regarding gender representation on shortlists.
- We recognise that we need to encourage more women into engineering and manufacturing to build a pipeline of women and are continuing to work with local schools and colleges to encourage more women to join our apprentice schemes.
- We regularly perform in-depth succession planning reviews across the business and, as part of that process, have committed to improving the proportion of women in our talent pipeline.

Jane F Johnston

Group HR Director, Senior plc