

Gender Pay Reporting 2021



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.
- The manufacturing and engineering sector continues to 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: 2021 (Release date October 2021) the median pay gap ranges from 17% to 31% 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:

- In 2021, our gender pay gap is smaller than is typical for the manufacturing sector.
- The proportion of male to female employees in Senior UK Ltd is 77%:23%. 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 business leadership teams is 78%:22%.
- The mean gender pay gap is 14.23% and the median is 10.79%. We believe the improvement may be influenced by headcount reductions and furloughs during 2020/21. As part of businesses restructuring, some middle management and indirect roles were eliminated, and these roles were typically occupied by men. Another interesting observation is the change in proportion between men and women in each quartile, with more women in the third and the upper quartile in comparison to previous years. The average hourly rate for both men and women has gone down. We believe that this is due to the elimination of middle management roles. In addition, last year (2020) many of our shopfloor operators were on furlough so were excluded from the data at the snapshot date, thereby increasing the overall hourly rate.
- 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 that men and women occupy within the organisation and the salaries that those roles attract.
- Proportionately, more women than men receive a bonus with 25% of women and 21% of men receiving bonuses in 2020/21. It is also worth noting that the number of employees receiving a bonus significantly reduced, again due to business conditions driven by Covid. The mean gender bonus gap is 69.0%, and the median bonus gap is -159.3%. This means the mid-point

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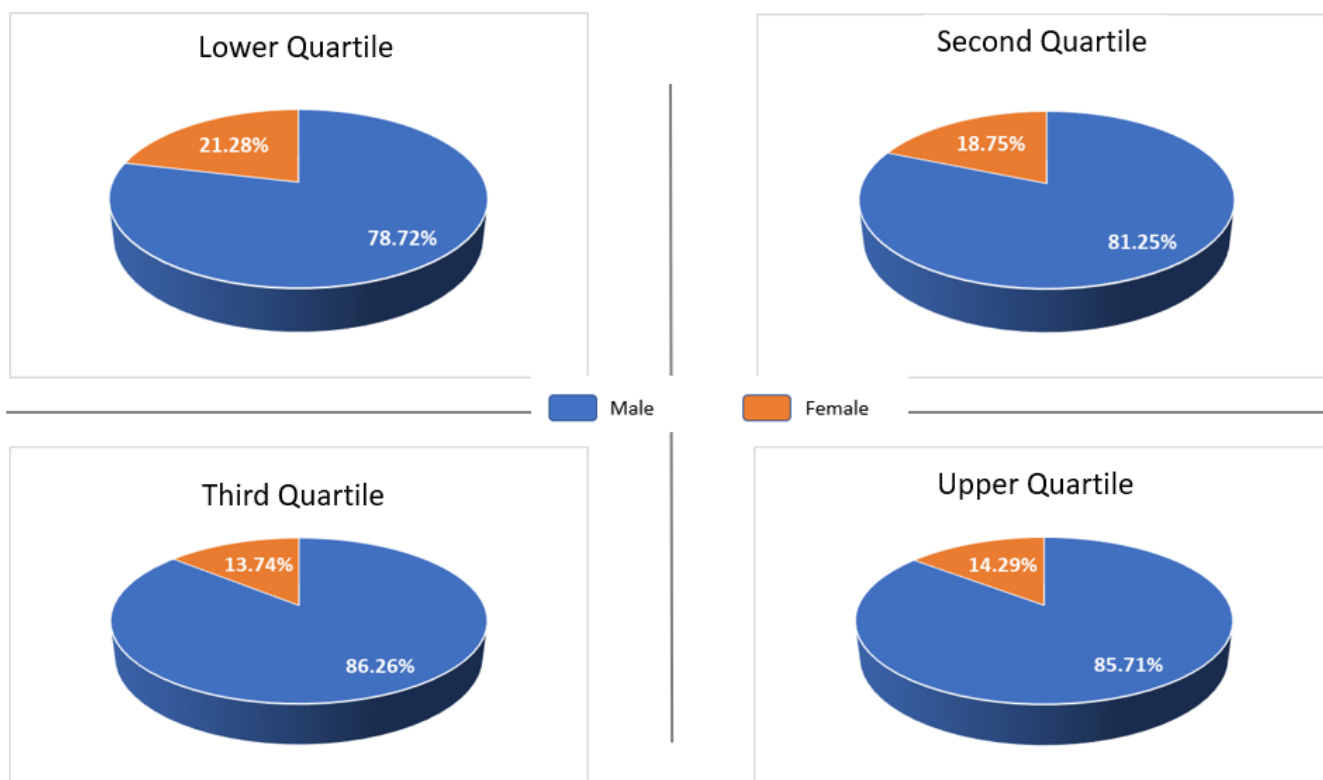
for women receiving a bonus is greater than the mid-point for men. The majority of bonuses are received by manufacturing operatives, and there is a higher proportion of men in these roles. In addition, there are significantly more men in management roles who, as leaders in our business, have a higher element of variable to fixed pay.

- We are confident that there is no gender bias in the way our bonuses are paid. Our operational 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.
- For information, in April 2021, the snapshot date, 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

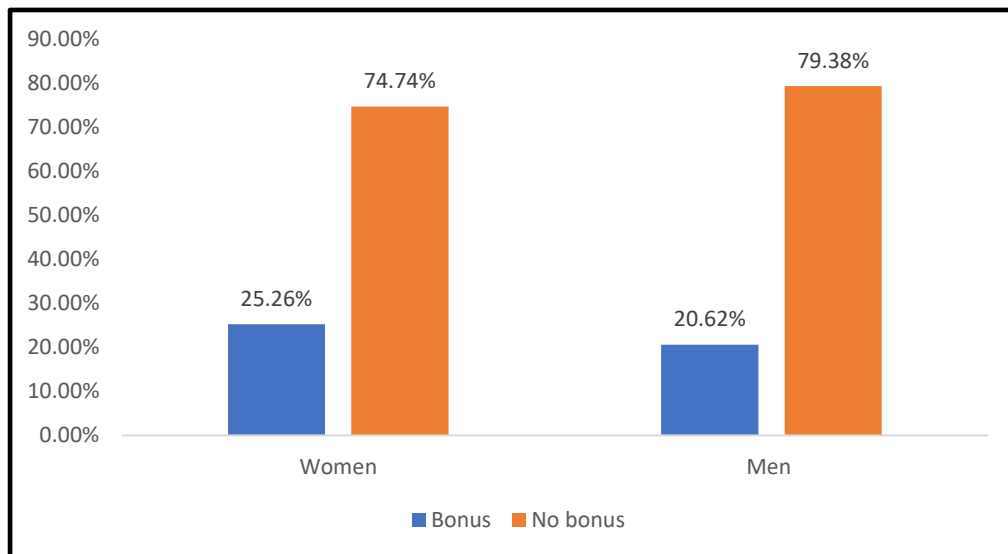
	Mean (Average)	Median (Middle)
Gender Pay Gap	14.23%	10.79%
Gender Bonus Gap	69.04%	-159.26%

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 reinforce this and, underpinned by our Values, make our expectations clear.
- In May 2021 Senior launched its first global Engagement Survey. This provides us with the opportunity to analyse the survey results by gender for all our operating businesses including Senior UK Ltd. The scores for the UK, when reviewed by gender, suggest that women are more engaged than men. We will be reviewing the feedback further, by gender, and taking appropriate actions related to gender on the back of the survey data.
- 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 Mission Gender Equality Cross Company Mentoring (previously 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 internal targets for achieving improved gender representation on candidate shortlists, 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 short-lists.
- 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