

# Gender Pay Reporting 2024



## Senior UK Limited

Senior UK Limited is the largest UK employing company covering the majority of Senior's 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 of women as a proportion of average hourly earnings of men's earnings (excluding overtime).
- 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: 2024 this provisional data (release date October 2024) estimates the median pay gap is 13.1% and the mean is 13.8%.

### Senior UK Limited results:

- Our 2024 gender pay gap remains typical for the manufacturing sector.
- Based on ONS October 24 data referenced above, for the occupations and roles that are most relevant to Senior's operations the median gender pay gap ranges from around 8% to 22%, dependant on seniority and job classification.
- The proportion of male to female employees in Senior UK Ltd is 76%:24%, Previously it was 77%:23% therefore there is no significant change. This is not unusual in the manufacturing sector. Women tend to occupy support functions, for example, finance and HR as well as in semi-skilled operational roles.
- The median is 12.64% and the mean gender pay gap is 13.97%. This is a slightly increase in the pay gap from 2023 which was 11.90% and 10.44% respectively. This is disappointing, however we do not believe there is a systemic issue, rather a change in employee profile, for example an increase in the number of semi-skill women employed in a particular business to meet increased production levels. In our autonomous business model, each operating business is responsible for managing pay and benefits and follow pay structures and processes appropriate to their local market and skillsets. We have a robust approach to how we agree salary increases, including following union negotiations in some of our business. The majority of our businesses have structured rates of pay for specific roles and skills. The quartile pie charts also indicate we have increased the proportion of women in the lower quartile and decreased the number of women in the upper quartile which also demonstrates the change in profile which has lead to a slight increase in the pay gap. Men remain better represented in higher paid roles and we still have a challenge attracting women into technical and engineering roles.
- 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.

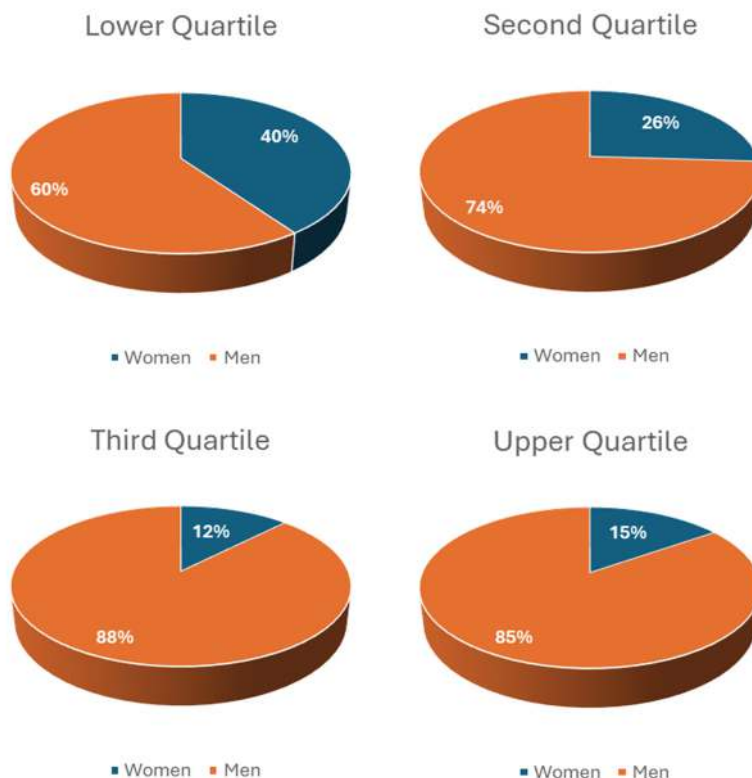
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- We have seen a reduction in the number of employees receiving bonuses across Senior UK Ltd in the relevant time period. Proportionately, 72.58% of women received a bonus and 65.19% of men. The proportions have changed from the prior year where 74.71% of women and 77.35% of men and received a bonus. The mean gender bonus gap is 45.01%, an increase from the prior year and the median bonus gap is 16.41%, again an increase from the prior year. As in previous years, the majority of bonuses are received by manufacturing operatives where bonuses are typically linked to financial and/or production performance metrics. 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 that 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 primarily based on the financial performance of the relevant business unit.
- For information, at the end of 2024, the Senior plc Board is made up of 5 women and 4 men and the Executive Management Team consists of 3 women and 5 men.

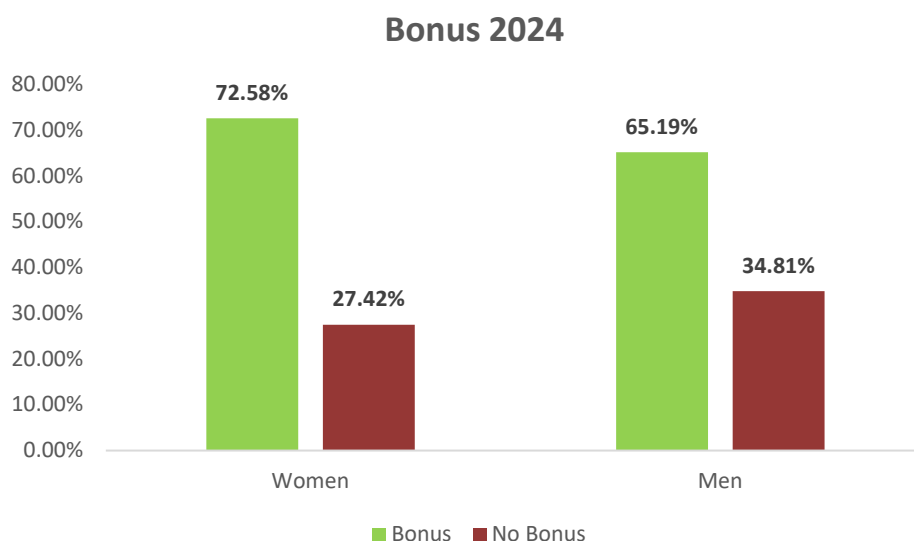
## Pay and Bonus data:

	Mean (Average)	Median (Middle)
<b>Gender Pay Gap</b>	<b>13.97</b>	<b>12.64</b>
<b>Gender Bonus Gap</b>	<b>45.01</b>	<b>16.14</b>

## Quartiles:



## 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 employees to reinforce this and, underpinned by our Values, make our expectations clear.
- We have once again reviewed Global Employee Opinion Survey data, from May 2024. The survey has provided us with the opportunity to analyse the survey results by gender for all our operating businesses globally. The scores for the UK, when reviewed by gender, suggests that women are more engaged than men. Each operation reviews their feedback in detail, including, by gender, and creates action plans based in the feedback.
- Senior remains committed to paying employees equally for the same or equivalent work, regardless of gender (or any other characteristic set out above).
- In 2024 we set up a Women's Network to focus on:
  - Identifying, raising awareness and addressing barriers for women in the workplace;
  - Driving alignment with relevant diversity benchmarks and objectives;
  - Promoting and developing internal talent; and
  - Providing educational, networking and relationship-building opportunities.

The aim is to improve the representation of women, particularly in senior roles by developing a stronger pipeline and will be launched across Senior plc in 2025.

- We will continue to regularly review our job roles, pay grades and remuneration to ensure a fair structure.
- We have internal targets which are monitored for achieving improved gender representation on candidate shortlists, for management and leadership roles, and monitor progress on a regular basis.
- 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.

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- 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. This is evidenced by an increase in the number of women attending our Group development programme: Leading for Excellence.

Jane F Johnston, Group HR Director, Senior plc