

# Gender Pay Reporting



## Senior UK Limited

Senior UK Limited is the largest employing company covering the majority of Senior plc'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:

- Gender pay gap is the difference between the gross hourly earnings for both men and women across an organisation.
- 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, however it can indicate if there is an unequal distribution of women throughout the organisation structure.
- The national average gender pay gap is 18.1% (Office of National Statistics 2016) and the gender pay gap for engineering and manufacturing employees in the UK is 22%. In addition, it is worth noting that 10% of the workforce in engineering and manufacturing are women, 7% of apprentices are women and 15% of engineering graduates are women. (Data compiled by eef (Engineering Employer Federation)).

## Senior UK Limited results

- Our gender pay gap is less than the national average gender pay gap for the manufacturing sector.
- The proportion of male to female employees is 82%:18%. This is not unusual in the manufacturing sector. Women tend to occupy support functions in for example Finance and HR. The proportion of men to women in the operating businesses leadership teams is 85%:15%.
- 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. However, the mean gender bonus gap is 57% which we believe is as a result of two factors: the proportion of men in our manufacturing operational roles who benefit from bonuses based on productivity and the proportion of men in management roles who as leaders in our business have a higher element of variable to fixed pay.

# Gender Pay Reporting

- We are confident that there is no gender bias in the way our bonuses are paid. At the operational level, bonuses are based on performance metrics including the financial performance of the operating business unit and tend to be role specific, therefore manufacturing operators doing comparable jobs within a business unit will be eligible to the same bonus plan. Similarly, Senior Management bonuses are based purely on the financial performance of the relevant business unit.
- The Senior plc Board is made up of 3 women and 5 men and the Executive Management Team consists of 2 women and 6 men.

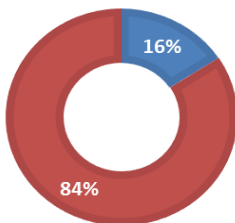
## Pay and Bonus data

	Mean (Average)	Median (Middle)
Gender Pay Gap	9.76%	5.34%
Gender Bonus Gap	57.75%	54.04%

## Quartiles

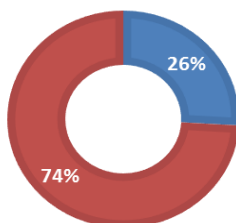
Q1 LOWER QUARTILE

■ Women ■ Men



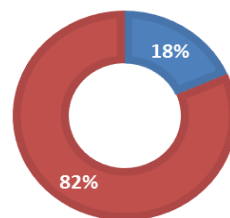
Q2

■ Women ■ Men



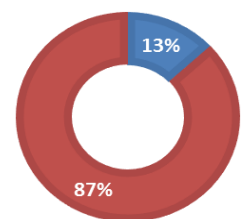
Q3

■ Women ■ Men



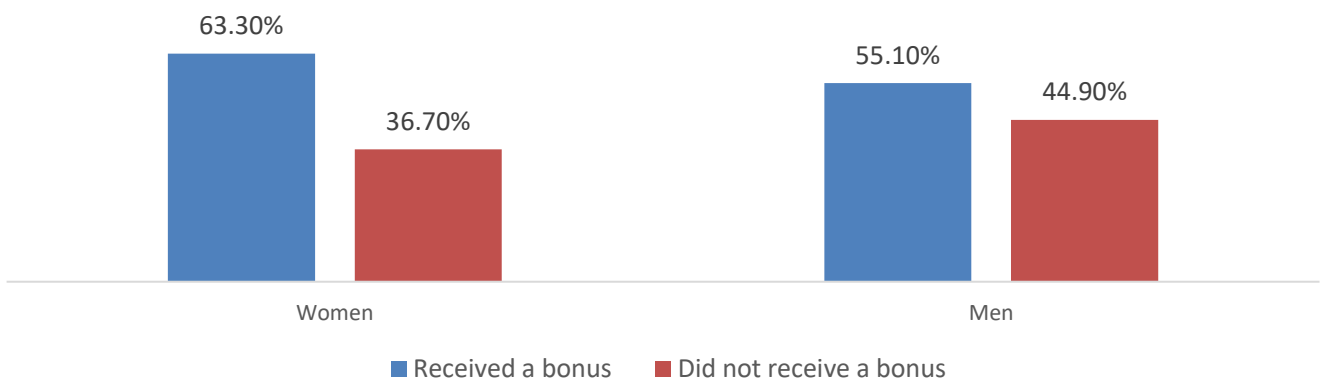
Q4 UPPER QUARTILE

■ Women ■ Men



## Proportion of employee receiving a bonus

PROPORTION OF EMPLOYEES RECEIVING A BONUS



# Gender Pay Reporting



## Actions

- Senior remains committed to the principle of equal opportunities and treatment of all employees regardless of sex, race, religion or belief, age, marital or civil partnership status, sexual orientation, gender reassignment or disability. Senior remains committed to paying employees equally for the same or equivalent work, regardless of gender (or any other characteristic set out above).
- We will continue to regularly review our job roles, pay grades and remuneration to ensure a fair structure.
- Although we have sought to recruit more women into our operations this has proved difficult. Therefore, we will develop an action plan to attract more women into our operations, for example by working 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.
- When recruiting we have committed to aiming for diverse shortlists including gender diversity, particularly for management and leadership roles.

Jane F Johnston

Group HR Director, Senior plc