

Gender Pay Reporting 2018

Senior UK Limited

Senior UK Limited is the largest 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

- 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.
- Gender pay gap for median gross hourly earnings is 17.9% (Annual Survey of Hours and Earnings (ASHE) - Office for National Statistics, Published October 2018, based on April 2018 data). The same report states that the median gender pay gap for skilled trade occupations is 23.9% and for process plant and machine operatives is 19.1%.
- Manufacturers struggle to attract women into their workforce. An early indication of EEF's forthcoming skills survey suggests the average make up of an EEF member is 85% male and 15% female, 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 almost certain.
- 7% of apprentices are women and the number of female engineering degree applications is 5% (Data compiled by EEF (Engineering Employer Federation)).

Senior UK Limited results

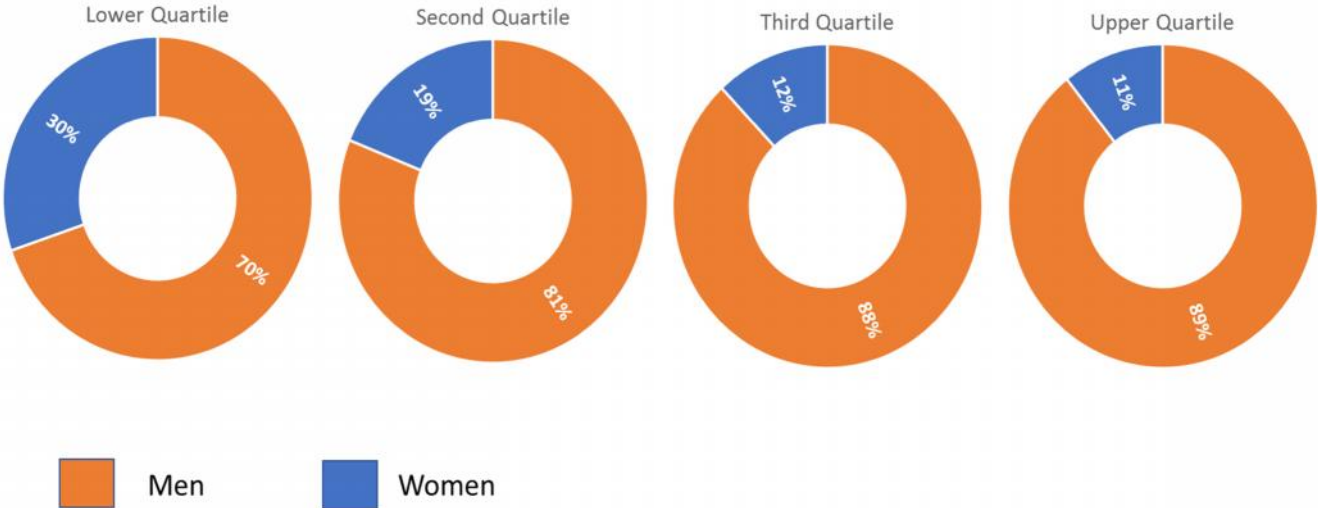
- Our gender pay gap is less than the national average gender pay gap for the manufacturing sector.
- The proportion of male to female employees is 82%:18%. This is not unusual in the manufacturing sector. Women tend to occupy support functions for example Finance and HR. The proportion of men to women in the operating businesses leadership teams is 86%:14%.
- 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.

- We believe that the change in the gender pay gap is as a result of a number of our UK businesses reorganising, restructuring and realigning pay bands to ensure we remain competitive in areas where there are particular skill requirements and shortages. These roles are typically occupied by men.
- Proportionately more women than men receive a bonus. The Mean gender bonus gap is 48% and the Median bonus gap is 0%. There are two factors at play; 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. In the relevant period 19% more individuals qualified for bonuses.
- 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.

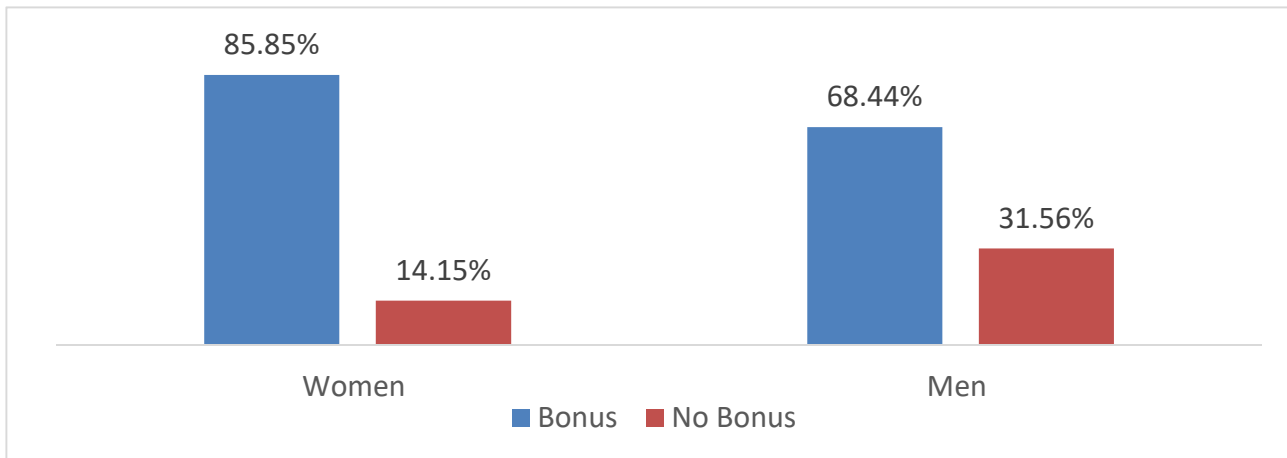
Pay and Bonus data

	Mean (Average)	Median (Middle)
Gender Pay Gap	14.22%	14.60%
Gender Bonus Gap	48.43%	00.00%

Quartiles



Proportion of employees receiving a bonus



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 have signed up to the 30% club and are participating in the Cross Company Mentoring Scheme run by Women Ahead. The aim is to improve the representation of women in senior roles by developing a stronger pipeline.
- We have improved the gender balance on our Executive Committee and were ranked 14 in the FTSE 250, Hampton Alexander Report in 2018 based on the gender balance of our Board and Executive Committee. The Senior plc Board is made up of 3 women and 5 men and the Executive Management Team consists of 3 women and 6 men.
- 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 have committed to aiming for diverse shortlists including gender diversity, particularly for management and leadership roles and are actively working with recruiters to ensure they understand our expectations regarding gender representation on shortlists.
- We 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