

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: 2022 (Release date October 2022), this provisional 2022 data, estimates the median pay gap ranges from 14% to 22% and the mean ranges from 5% to 18%, for the occupations and roles that are most relevant for Senior's operations.

Senior UK Limited results:

- In 2022, our gender pay gap 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, and semi-skilled operational roles.
- The median is 15.10% and the mean gender pay gap is 15.23%. We believe the slight increase from 2021 in the mean pay gap and larger gap in the median may have arisen as a result of significant recruitment as the businesses began their recovery. The headcount has increased by around 26% and a proportion of the recruitment has been for lower paid semi-skilled operational roles occupied by women. This is illustrated by the change in the distribution of men and women in the lower and second quartile (see graphs). In 2021 the number of women were 21.28% and 18.75% respectively and in 2022 it is 33.48% and 29.13%. We have also been adding talent into specialist skilled roles that tend to be occupied by higher paid men. Some of these roles have attracted a premium due to skills shortages. The average hourly rate for both men and women has increased, whereas in 2021 compared to 2020, it had gone down. We believe that the reduction from 2020 to 2021 was as a result of the elimination of middle management roles during Covid and shop floor operators being on furlough so were excluded from the data at the snapshot date, thereby increasing the overall hourly rate.

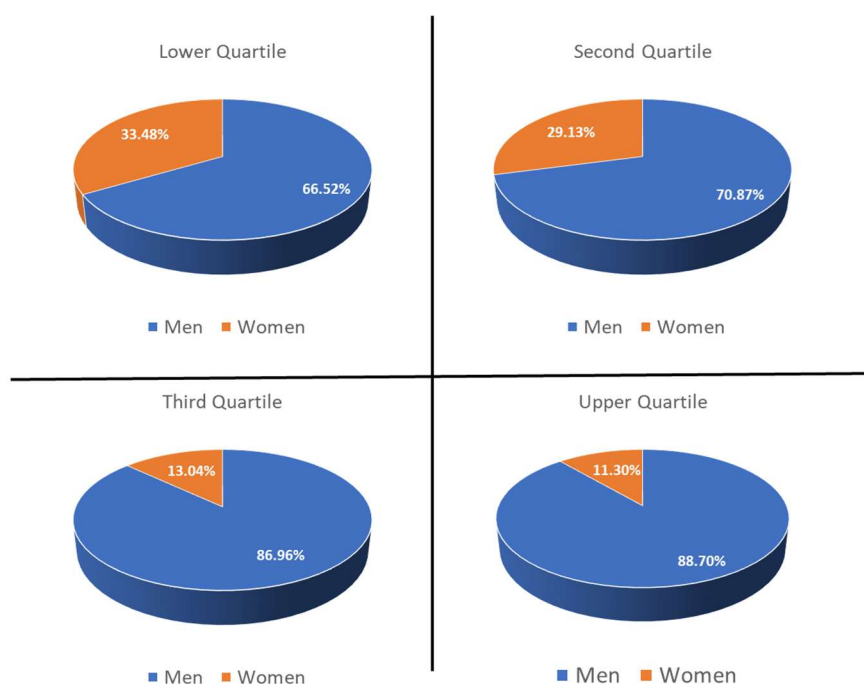
Gender Pay Reporting 2022

- 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.
- As in previous years, proportionately, more women than men receive a bonus with 56.9% of women and 53.27% of men receiving a bonus. In 2020/21, 25% of women and 21% of men received bonuses. We have also seen more employees receiving bonuses in 2021/22 as shopfloor/production bonuses have been reinstated as production increases following the downturn in 2020. The mean gender bonus gap is 47.12%, a reduction from the prior year and the median bonus gap is 0.0%. 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 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 based on the financial performance of the relevant business unit.
- For information, in April 2022, the snapshot date, the Senior plc Board is made up of 5 women and 4 men and the Executive Management Team consists of 2 women and 5 men.

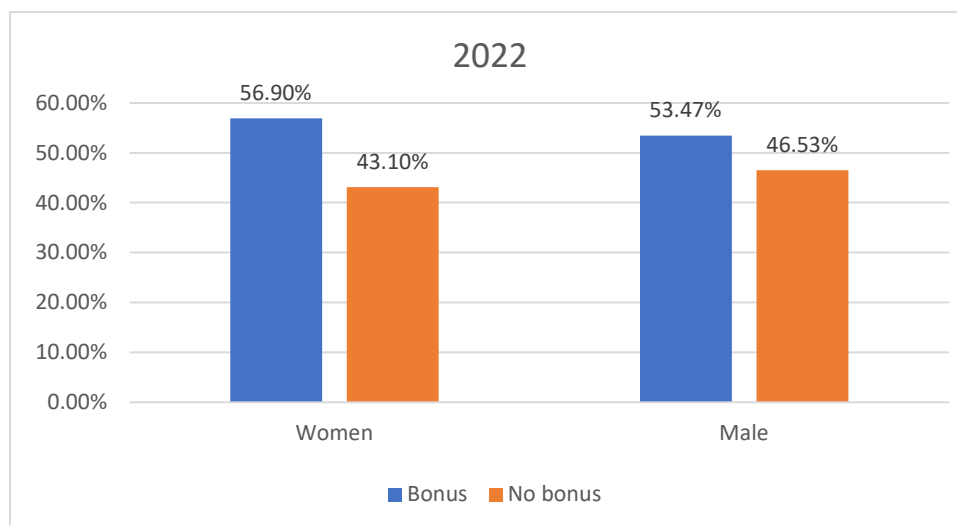
Pay and Bonus data:

	Mean (Average)	Median (Middle)
Gender Pay Gap	15.23%	15.10%
Gender Bonus Gap	47.12%	0.00%

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 staff to reinforce this and, underpinned by our Values, make our expectations clear.
- Building on the success of our first Global Employee Opinion Survey in May 2021, we launched our second survey in September 2022. The survey has provided 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 continue to review the feedback further, by gender, and take appropriate action related to gender off 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, on a global basis, in Mission Gender Equality Cross Company Mentoring (previously the 30% Club 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 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 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