

# Gender Pay Reporting 2023



## 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: 2023 (Release date November 2023), this provisional 2023 data, estimates the median pay gap is 14.3% and the mean is 7.7%.

### Senior UK Limited results:

- Our 2023 gender pay gap remains typical for the manufacturing sector.
- For the occupations and roles that are most relevant to Senior's operations the median gender pay gap ranges from around 13% to 25%, dependant on seniority and job classification (based on ONS November 2023 data referenced above).
- The proportion of male to female employees in Senior UK Ltd remains at 77%:23%, the same as 2022. 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 11.90% and the mean gender pay gap is 10.44%. This is an improvement from 2022, however we are not complacent. We believe the improvement in the mean and median pay gap may have arisen as a result of the ongoing increase in headcount during 2023 as the business continued to recover post pandemic. In our autonomous business model, each operating business is responsible for managing pay and benefits and follow pay structures and process appropriate to their local market and skillsets. We have a robust approach to how we agree salary increases and the majority of our businesses have structured rates of pay for specific roles and skills. We have also supported employees during the cost-of-living crisis with additional allowances, as appropriate. The quartile pie charts also suggest we have increased the proportion of women in the upper and third quartile and believe this change in profile has helped to narrow the gap. The average hourly rate for women has increased, from 2022 which is encouraging and suggests they are better represented in higher paid roles although 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.

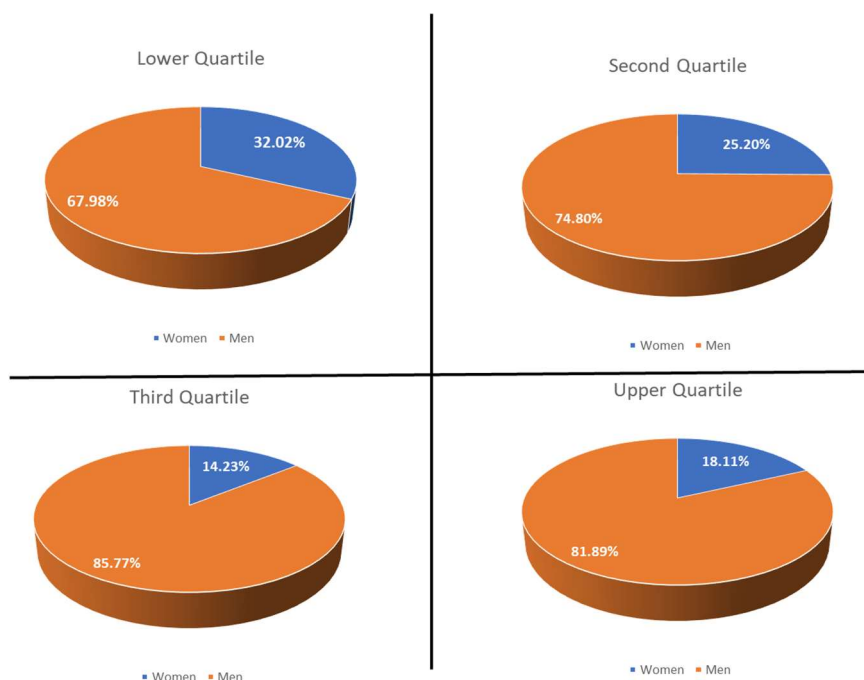
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- We have seen a significant increase in the number of men and women achieving bonuses. As our operations recover, we have seen an increase in shopfloor bonuses, often linked to production performance metrics. Proportionately, 74.71% of women received a bonus and 77.35% of men. The proportions are broadly similar to 2022 with both more men and women receiving a bonus across Senior UK Limited. The mean gender bonus gap is 34.24%, a reduction from the prior year and the median bonus gap is -13.25%. By way of context, we still have a situation where 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, at the end of 2023, the Senior plc Board is made up of 4 women and 3 men and the Executive Management Team consists of 3 women and 5 men.

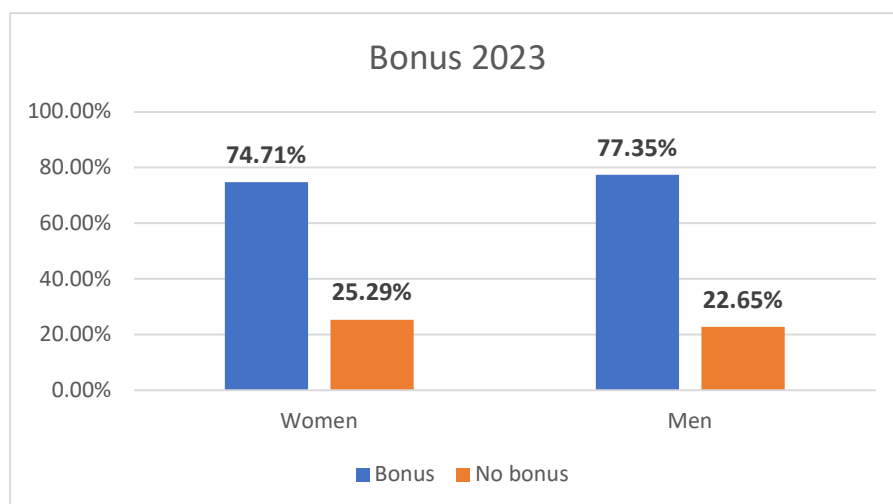
## Pay and Bonus data:

	Mean (Average)	Median (Middle)
<b>Gender Pay Gap</b>	<b>10.44</b>	<b>11.90</b>
<b>Gender Bonus Gap</b>	<b>34.24</b>	<b>-13.25</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 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, for example flexible working, wellbeing initiatives and enhanced family leave provisions.
- 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 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.
- 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 the number of women attending our Group development programme: Leading for Excellence.