

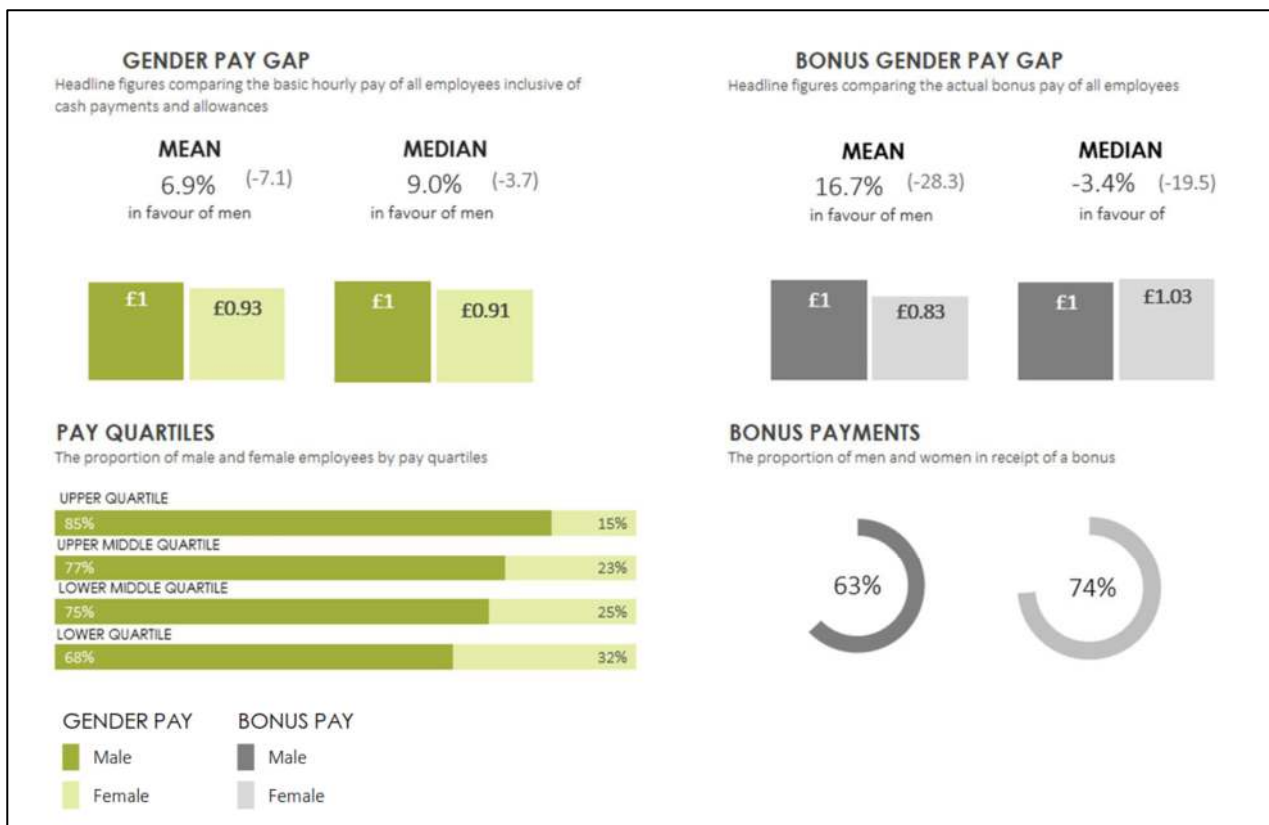
Gender Pay Reporting 2025

Senior UK Limited

Senior UK Limited is the largest UK employing company covering the majority of Senior’s UK businesses.

Status and Findings

The number of relevant employees included in this year’s Gender Pay Report has increased from 1,125 in 2024 to 1,182 in 2025. The cut-off date for reporting was April 5th, 2025. Similar to last year, the proportion of employees across the organisation are 77:23 in favour of male employees (76:24 in 2024).



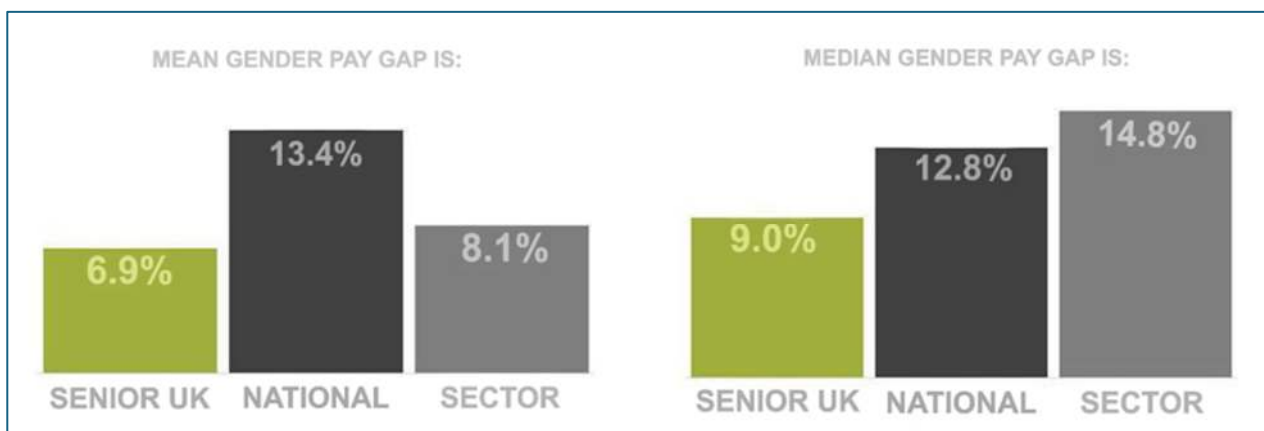
The mean gender pay gap has decreased from +14% in 2024 to +6.9% in 2025 and remains in favour of male employees. This is driven by the upper quartile pay gap shifting from favouring male employees in 2024 by 5.9% to favouring female employees by -6.8% in 2025. The representation of female employees in the upper middle quartile has increased by 11%, which will have had an impact on the overall pay gap decreasing as there is a higher representation of female employees in the top half of the organisation (upper quartile and upper middle quartile) vs last year’s Gender Pay Gap Report. Similarly, there is a slight decrease in the median gender pay gap of - 3.7 percentage points, from 12.7% in 2024 to 9% in 2025.

Apart from the upper quartile, all remaining quartiles have mean and median pay gaps that favour male employees. This explains why there is still an overall pay gap in favour of male employees across the organisation. The shift in the upper quartile now favouring female employees shows a shift in closing the pay gap overall.

Female representation in the top half of the organisation (upper quartile and upper middle) has increased vs last year which also aids in closing the pay gap. This is coupled with the fact that male representation in the bottom half of the organisation (lower middle and lower quartile) has increased by 9% vs last year.

The mean bonus pay gap has significantly decreased from +45% in 2024 to +16.7% in 2025, still in favour of male employees. Similarly, the median bonus pay gap has decreased by a substantial amount, dropping from +16.1% in 2024 to -3.4% in 2025. The median gap is now in favour of female employees. The proportion of female employees who were in receipt of a bonus is 11% higher than that of male employees (74% to 63%). The decrease in the pay gap has been partly driven by smaller overall bonus payments across the organisation in 2025, compared to what was reported in 2024. Bonus payments received in the last 12 months are broadly similar to those reported in 2024, however the larger payments made are significantly smaller vs the previous year.

The Senior UK Limited mean pay gap is 6.5% better positioned than the national average pay gap and 1.2% better positioned than the Manufacturing sector as illustrated below.



Methodology

Senior UK Limited is an employer required by law to carry out Gender Pay Gap 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.

The gender pay gap calculation compares the basic hourly pay of all employees inclusive of cash payments and allowances, allowing a direct comparison of part-time and full-time earners, paid in the relevant pay period.

The regulations ask for two measures of pay gaps to be reported: mean and median. The mean is the average number of a set of data, while the median relates to a value lying at the midpoint of a distribution of values.

The regulations require employers to report the proportions of male and female full-pay relevant employees across four pay quartiles. Employees are ranked from highest hourly rate to lowest hourly rate and then divided into four quartiles. Each quartile contains 25% of full pay relevant employees, with the upper quartile encompassing the highest earning 25% of employees, and the lower quartile the lowest earning 25% of employees.

The gender bonus pay gap measures the difference in actual bonus pay between male and female employees. While the gender pay gap calculation uses a conversion to an hourly rate to eliminate differences in part-time and full-time employees, the bonus gender pay gap calculation uses the actual bonus paid without a conversion to an hourly rate or pro-rated figure.

Commitment

Senior remains committed to equal opportunities and fair 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 continue to run and review Global Employee Opinion Survey data. The survey provides us with the opportunity to gain insight by demographic markers for all our operating businesses globally. Each operation reviews their feedback in detail, including, by gender, and create action plans for relevant continuous improvement.

Senior remains committed to paying employees equally for the same or equivalent work, regardless of gender (or any other characteristic set out above).

Talent development and succession planning is an established process at Senior. We nurture a diverse talent pool, develop through mentoring, coaching, project exposure and promotions, to ensure robust supply and combine with the aim to improve the representation of women, particularly in senior roles.

We will continue to regularly review our job roles, pay grades and remuneration to ensure a fair structure.

We actively work with recruitment consultants and executive search firms to ensure gender representation on short-lists.

We recognise our responsibility to contribute encouraging women and girls to choose engineering and manufacturing careers and build a pipeline. We work with local schools and colleges to encourage more women join our apprentice schemes.

Silvia Schwark, Executive VP Human Resources Senior plc.