

GENDER PAY GAP REPORT 2023



Committed to change



We have a responsibility, for our own people and society, to drive towards the removal of the gender pay gap.

Removing the gap at SAS International aligns with our core values and strategic objectives. By prioritising fairness, diversity, and inclusion, we not only strengthen our organisational culture but also enhance our employer brand and drive sustainable business performance.

Ahead of the curve

In a landscape where gender pay disparities within our industry persist, recent research by PwC has confirmed that it will take 62 years to close the gender pay gap in the manufacturing industry. They also found that it will take at least 33 years for women's participation rate in the labour force to catch up to men's current participation rate of 80%.

SAS International's gender pay trends show us that we are markedly ahead of these manufacturing industry standards, and we will strive to continue to make positive progress by aiming to close our gap to under 5% within the next 3 years.

A handwritten signature in black ink, appearing to read 'Bethan Grant'.

Bethan Grant, Head of HR

I confirm that data reported by SAS International is accurate and has been calculated according to the requirements and methodology set out in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Who we are

SAS International is a market leading, internationally operative British designer and manufacturer of metal ceilings. With over 50 years of progressive innovation, we have diversified into associated disciplines such as partitioning systems and doors, energy efficient cooling and heating, room comfort solutions and interiors architectural metalwork finishes.

Within our organisation, we have a diverse range of job roles and functions: Sales, Design & Engineering, Construction, Project Management, Marketing, Finance, Logistics, Manufacturing, Administration, IT, Customer Service, Technical, Operations, HR, and Facilities Management.

Ambitions

SAS International's gender pay ambitions are clear. In order to successfully achieve these aspirations, we need to address our shortcomings on attracting more women into professional manufacturing and engineering (STEM) positions.

Our report also focusses on how we need to retain and advance existing female talent through several targeted strategies such as STEM partnering initiatives, EDI training, flexible working practices, pay grading, leadership development programmes and more.

By implementing these strategies, SAS can work towards achieving our goals of increasing gender diversity and building a brighter and more inclusive future for SAS International and beyond.



GPG - an overview



British public, private, and voluntary sector organisations with 250 or more employees are required to report on their gender pay gaps annually. The reports show the difference between the average earnings of men and women, expressed relative to men's earnings. If an organisation reports a gender pay gap, it does not mean women are paid less than men for doing the same job, but it does show that, on average, men occupy higher-paying roles than women. Employers must report six different measures, based on a snapshot of pay data on a date set out by the Government Equalities Office:

Median gender pay gap

the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

Mean gender pay gap

the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

Median bonus gap

the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

Mean bonus gap

the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

Bonus proportions

the proportions of male and female relevant employees who were paid bonus pay during the relevant period.

Quartile pay bands

the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle, and upper quartile pay bands.



Gender Pay Gap Data



SAS International's gender pay gap data was collected on the snapshot date of 5 April 2023 and includes 640 employees within the UK workforce - 135 women and 505 men. This is a reduction in headcount from last year but the percentage split of men and women across the organisation remains the same.



Men - 79%



Women - 21%

Mean gender pay gap

The difference between the hourly pay of all men and women when added up separately and divided by the total number of the men and women in the workforce.

8.7%

Mean gender pay gap

Median gender pay gap

The difference between the pay of the middle man and woman, when all of the employees are listed from the highest to the lowest paid.

10.0%

Median gender pay gap

Mean and median bonus gap

The bonus gap is the difference between the bonus pay paid to men and that paid to women. Only relevant employees who received a bonus are included in the calculation. This gives you the mean and median gender pay gap for bonus pay as a percentage of men's pay.

67.7%

Mean gender bonus gap

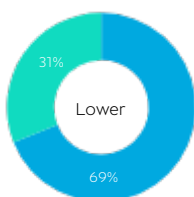
26.4%

Median gender bonus gap

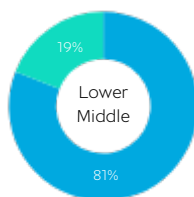
The percentage of employees awarded a bonus during the 12 month period from 6 April 2022 to 5 April 2023 was 1%. These bonus pay gap figures are therefore based on an extremely small number of employees compared to 2021 for example when over 90% of employees received a bonus which included a one-off Christmas bonus. No bonus was awarded in 2022.

Quartile pay bands

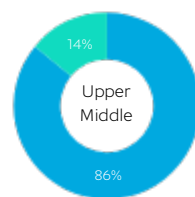
The pay quartile data shows the proportion of men and women across the organisation within each quartile, when hourly rates of pay are ranked from lowest to highest.



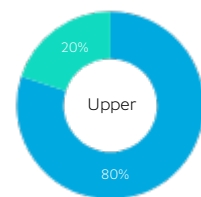
Men in Quartile - 69%
Women in Quartile - 31%



Men in Quartile - 81%
Women in Quartile - 19%



Men in Quartile - 86%
Women in Quartile - 14%



Men in Quartile - 80%
Women in Quartile - 20%

Our data explained



This year our mean gender pay gap has narrowed by 2 percentage points to 8.7% and our median gender pay gap has narrowed by 4 percentage points to 10%.

Our median and mean pay gaps are similar, suggesting we don't have concentrated groups of extremely high or low earners. The difference between the two pay gap figures (1.3%) has narrowed compared with last year (3.2%). We are pleased to see our gender pay gaps closing year on year.

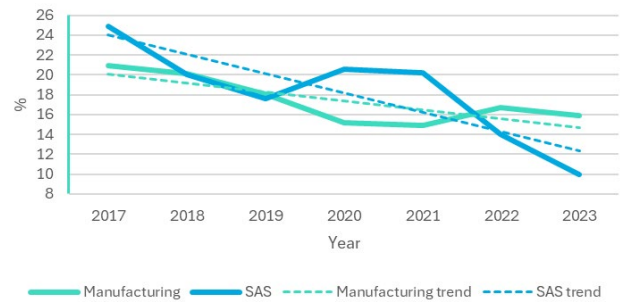
When comparing average hourly wages (mean), women receive 91p for every £1 that men receive. The woman in the middle of the female pay range received 10.0% less than the man in the middle of the male pay range meaning that for every £1 a man received, a woman received 90p. We believe this is due to there being less females in our engineering related skilled roles within the factories which is a point to address within our people strategy.

If we compare our data to both the UK and manufacturing industry, we can see a sharper decline in our pay gap figures over the last few years. The UK median pay gap shared by the ONS currently stands at 14.3% compared to our figure of 10%, and the manufacturing industry is higher at 15.9%, demonstrating that when we compare ourselves to manufacturing businesses, we are making positive progress.

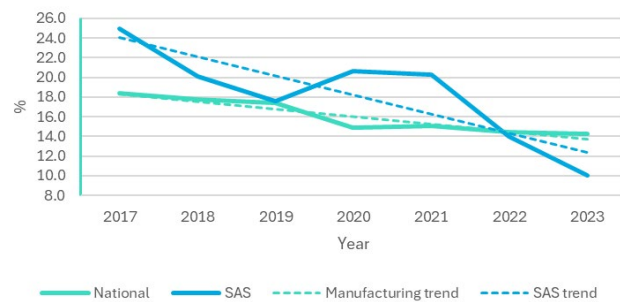
With a workforce that's 21% women and 79% men, relatively small changes in the distribution of women across the different pay quartiles in the organisation can have a significant impact on our gender pay gap. In our Extended Leadership team group, we have a much higher proportion of men at 83% and this will be a key focus in our people strategy going forwards.

We are confident we pay people fairly and equally in the same and similar roles, but minor changes in our demographics and the levels and pay grades at which people operate have a significant impact on our figures.

SAS vs Manufacturing Industry - Median Gender Pay Gap



SAS vs UK Median Gender Pay Gap



Bonus pay gap

The bonus gap is the difference between the bonus pay or one-off lump-sum payments (such as recognition awards) paid to male employees and those paid to female employees.

This year an exceptionally small number of employees received one-off project related bonus payments which has resulted in a mean bonus pay gap of 67.7% and a median bonus gap of 26.4% in favour of men. Less than 1% of our population received a single long term project related bonus payment, which if excluded, results in a 20.5% bonus pay gap. In 2022, no bonuses were awarded.

Equal Pay vs Gender Pay Gap

The gender pay gap is the difference in average pay for men and women across an organisation.

This is different to equal pay, which is a direct comparison of men and women being paid the same when doing the same or similar work.

Driving gender equity

What we're doing at SAS International

Our plan to be a more inclusive employer involves 5 key focus areas.

Fair salaries and pay transparency

SAS International is committed to equal pay in employment. It believes its employees should receive equal pay for like work, work rated as equivalent or work of equal value. In order to achieve this, the Company will endeavour to maintain a pay system that is transparent, free from bias and based on objective criteria.

Across our production sites in the UK, we are undertaking a job evaluation project and are focused on streamlining pay bands to create more pay transparency and clearer career paths. This ensures that everyone is paid fairly for undertaking the same or a similar role.

We are looking to develop a bonus scheme in conjunction with our Remuneration Committee. There is an opportunity for us to create a more diverse corporate governance structure to ensure fairness and diverse decision making on all pay related matters. We are making progress to bring a clear and defined structure to our annual pay review process, including bonus incentive payments, ensuring fairness across every pay grade.

We have implemented policies that tackle systemic and structural workplace inequalities such as our equal opportunities and diversity policy. SAS International is proud to be accredited by the Living Wage Foundation as a Living Wage employer, seeing the Living Wage Accreditation as a force for good, providing an ethical benchmark for responsible pay.

Supporting diversity and inclusion

This year we are introducing a global Equality, Diversity and Inclusion (EDI) survey to ensure we have a comprehensive view of our employee diversity metrics. With this improved insight we can continue to make actionable change such as implementing gender identity questions in our HR technology to better understand our workforce.

Within our new learning management system (LMS) launching this year, we are encouraging development in this area through modules such EDI training, emotional intelligence, bullying and sexual harassment awareness, gender identity and expression, neurodiversity awareness, and unconscious bias.

We are taking positive steps to improve the representation of diverse groups in our workforce and to ensure that barriers to progression for these groups are identified and removed.

Career progression

We acknowledge that we have a lack of women in senior roles as also demonstrated in the proportion of females in our extended leadership team (17%). We're committed to bringing more women into SAS International and increasing the number of women through middle and senior roles, creating a more inclusive organisation across the pay quartiles. Our people strategy focuses on a formal succession plan process with the opportunity to identify high performing individuals and encourage further career development within our female workforce.

Providing a spotlight on female role models can be a motivating factor for others looking to develop their careers within a male dominated industry. Take Lidia Wojtevicz, who trained and worked in Archaeology but decided to take a career change and joined SAS International as a purchasing assistant in Bridgend. Since then, she has progressed through roles in purchasing, planning and manufacturing design, and with SAS providing support to complete a level 4 certification, she now works as our Product Costing Manager and will be enrolled onto an MBA programme.

At SAS we are proud to support employees with their further education and career development. Tyler, our National Sales Manager, has completed her senior leadership master's degree apprenticeship and began working with us as a junior project developer.

We are committed to ensuring everyone has the opportunity to succeed and fulfil their potential. We not only need the best and the brightest people working with us, but teams that bring together a variety of experience and perspective, that challenge the status quo, innovate and push each other to be better every day.



"As a woman in SAS, I am committed to being qualified in every area possible. I am immensely grateful to SAS for their support and belief in my abilities. I aspire for young women to perceive me as a testament that success knows no gender or age boundaries - if I can achieve it, so can they."

Tyler Nanney
National Sales Manager

Driving gender equity

What we're doing at SAS International



Women in Science, Technology, Engineering and Mathematics (STEM)

Despite the historical challenges in bringing more women and girls into engineering and manufacturing sectors, we are making efforts to positively influence careers in STEM and better represent women in the industry.

We recognise that sparking an interest in STEM early on is important, and last year we collaborated on a project with local sixth form students at Brynteg Comprehensive through the Engineering Education Scheme Wales (EESW). The team won the 'best use of STEM for Sustainability and Environment' prize for providing a sustainable and practical solution to one of Bridgend's manufacturing primary waste streams. We are proud to be part of a scheme that actively encourages and supports young adults taking STEM subjects at school.

The Learning and Work Institute finds that women account for only 6.7% of successful EMT (Engineering Management and Technology) apprenticeship applications.

Apprenticeships are an excellent route for women to enter manufacturing and through our own apprenticeships and graduate schemes at our manufacturing sites we aim to attract and retain more women into our male dominated industry.

We also attend the design careers fair and hope to attract more talent like Sibel who started working for us as a designer and has now progressed into a senior design manager role.



"SAS has given me many opportunities over the years to work, learn and grow in my role by mentorship and access to relevant resources. I feel that there are always challenges to get stuck into and develop my skills and career. SAS has provided a clear career path for advancement and my achievements have been recognised which I am grateful for."

Sibel Nash, Senior Design Manager

Driving gender equity

What we're doing at SAS International



Flexibility, wellbeing and work-life balance

We are working towards ensuring our practices encourage everyone to have the option to work flexibly, so they can deliver their best work. We are proud that many of our roles are already carried out on a flexible basis. We continue to shape areas of policy and practice, such as maternity and paternity leave, that focus on enabling new parents to take equal responsibility for childcare commitments. It will take time, but this will help address the current imbalance that occurs when more women than men work flexibly to fulfil family responsibilities.

Over the last couple of years, we have offered all our employees access to an employee assistance programme, and together with our occupational health support, offer support for women returning to work. Our LMS will this year open up training to all employees on subjects like mental health awareness, menopause awareness, mindfulness, and returning to work.

Across all our UK sites we have established employee forums enabling employees to connect and contribute to an inclusive culture. Our forums are a diverse representation of employees and enable us to consult and drive forward improvements to benefits (such as eye care vouchers, Gym memberships, employee discount scheme, and holiday buy scheme), investigations of changing working hours, upgrading welfare facilities (such as toilets and air-conditioning, free tea and coffee), establishing Mental Health First Aiders and charity fundraising.

Ensuring our workplace is a welcoming environment for everyone is critical to our success and we are committed to delivering positive changes for women.

As we reflect on our progress and ambitions regarding gender pay at SAS International, I want to thank everyone for their contributions to creating a more inclusive and equitable workplace.

Our latest gender pay report demonstrates the significant strides we have made towards closing the gap within our organisation. I am confident that together, we will continue to make meaningful progress towards our gender pay aspirations.

Alyn Gammon, CEO

