

2020 Gender Pay Gap Report



“Promoting inclusiveness and diversity within a global company culture”

Gender Pay Gap Reporting - Overview

The gender pay gap legislation requires all companies with over 250 employees to report their data against six key measures:

- Mean hourly gender pay gap
- Median hourly gender pay gap
- Mean gender bonus gap
- Median gender bonus gap
- Proportion of male and female employees who receive a bonus
- Proportion of male and female employees in quartile pay bands

Equal pay is different to the Gender Pay Gap – it is important to understand the difference

Gender Pay Gap

The gender pay gap is the percentage difference between men's and women's median hourly earnings, across all jobs in the UK; it is not a measure of the difference in pay between men and women for doing the same job.

Equal Pay

Equal pay means that men and women performing equal work should receive equal pay – this is a legal requirement.

Whilst we remain confident that men and women are paid equally for doing the same job, the greater proportion of men than women in senior roles creates a gender pay gap.

We are working very hard to address the imbalance of our figures through inclusive and diverse recruitment, including diverse shortlists, mixed interview panels, offering flexible working, providing continuous unconscious-bias training.

By attracting more women to the industry and into senior roles we will benefit from greater diversity and a wider talent pool, which will improve diverse performance.

Embracing diversity and inclusion is one of our key principles and will help to drive our culture and reaffirms our commitment to improve on issues like gender pay and gender equality.

Gender Pay Gap – SAS Approach

How does SAS compare to other organisations?

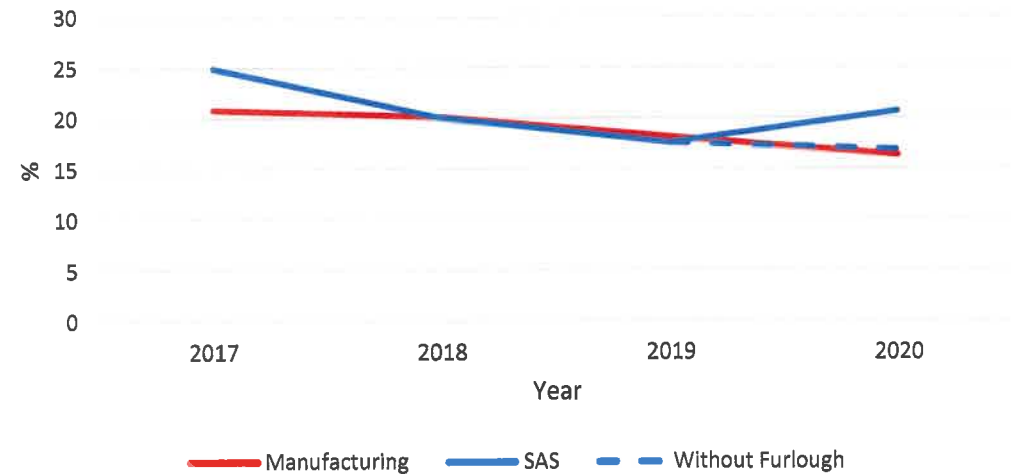
Most organisations have a gender pay gap of some degree. The median gender pay gap for the whole economy (according to the November 2020 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figure is 15.5%.

The median pay gap for full time workers in the UK is 7.4% (ONS), and in the manufacturing industry this figure is 16.3% (compared to 18.1% last year).

This year SAS has reported a median pay gap of 20.52% which is higher than the previous year at 17.57%. Predominantly the reason for this increase is due to a large number of employees being furloughed throughout the year which are excluded from the data figures in accordance with guidelines.

The graph opposite shows that if these employees were not excluded from the figures we would have seen an improvement at 16.87% which would have been in line with the overall manufacturing industry.

SAS vs Manufacturing Industry - Median Gender Pay Gap

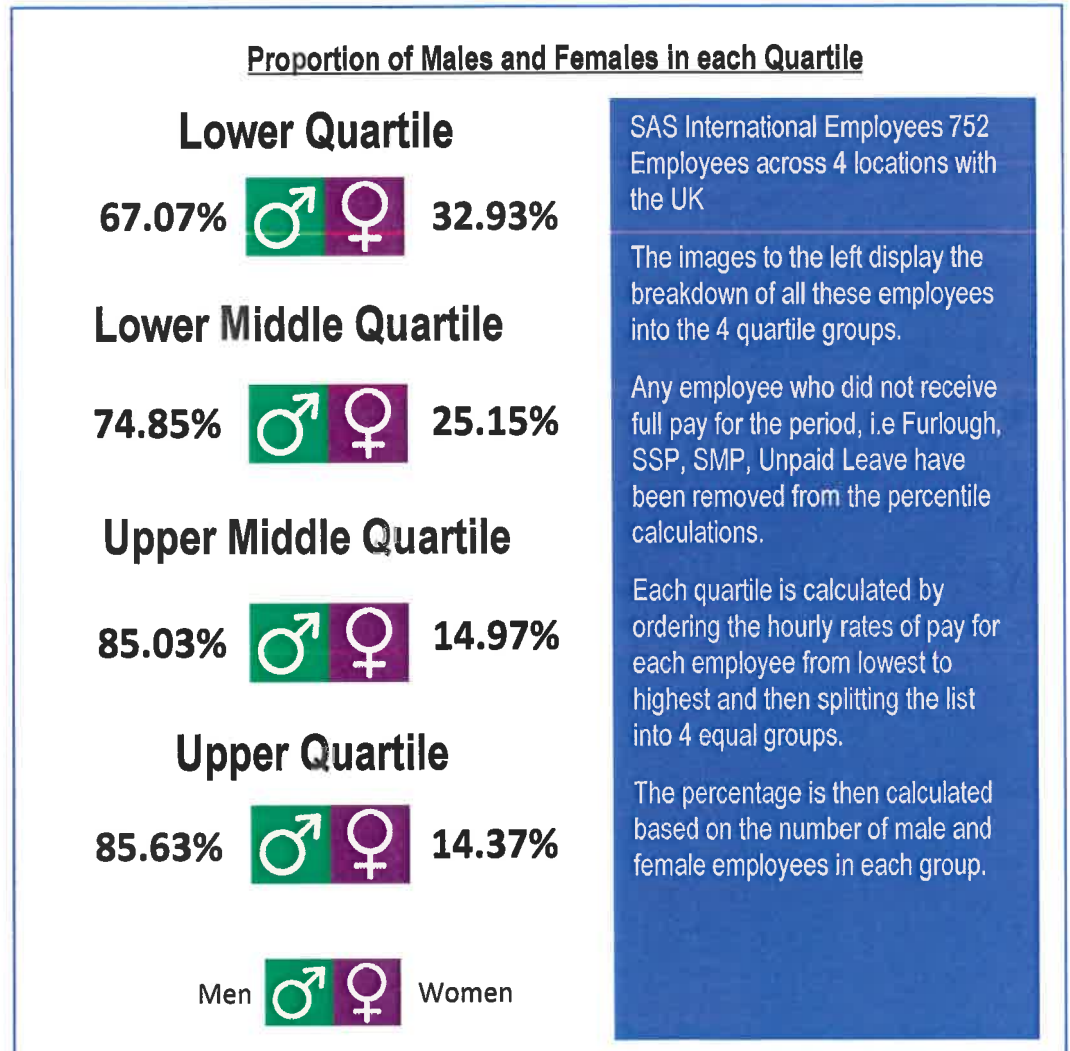


Statutory Disclosure

	2019	2020	% Change
Mean Gender Pay Gap	16.58%	15.57%	1.01%
Mean - The average pay of men in SAS is 15.57% higher than the average pay of women across all jobs			

	2019	2020	% Change
Median Gender Pay Gap	17.57%	20.62%	-3.05%
Median Gender Pay Gap* <small>*(Excluding Furlough)</small>	17.57%	16.87%	0.70%
Median - The middle value of pay (all rates in order - taking the middle value of men and the middle value of Women) is 20.62% higher for men than it is for women. The impact of furlough is highlighted in the above figures.			

2019 to 2020 Comparison	
Lower Percentile	saw a decrease in the number of women by 2.09%
Lower Middle Percentile	saw an increase in the number of women by 1.99%
Upper Middle Percentile	saw an increase in the number of women by 2.54%
Upper Percentile	saw a decrease in the number of women by 0.32%



The Figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) regulations 2017

Statutory Disclosure - cont'd

Mean Gender Bonus Gap 64.00%

Mean - The average bonus payment to men in SAS is 64.00% higher than the average bonus payment to women in SAS.

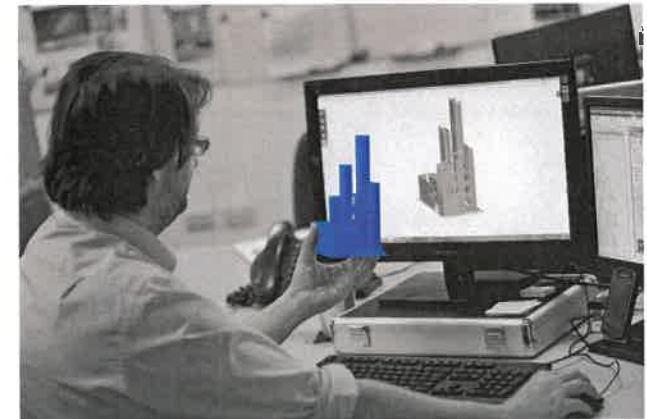
Median Gender Bonus Gap 20.14%

Median - The middle value of bonuses paid to men (all bonuses in order - comparing the middle value of men and the middle value of women) is 20.14% higher than it is for women.

Proportion of Males and Females receiving a bonus payment



6.32% of all male employees received a bonus payment, compared to 4.11% of females.



Closing the Gap

Eliminating Bias in Recruitment

Inclusive Recruitment – by increasing the number of female applicants, we believe we will positively influence and increase the gender distribution of new employees and therefore improve the overall diversity of our workforce.

We have now introduced mixed panel interviewing to ensure a fair and balanced selection process.

Employee Development Program

Supporting the development of staff across all levels of the business through our Apprentice Scheme, Graduate Scheme and Management Development Program, irrespective of gender or background. We believe this is key to the success of developing our internal talent.

A mentoring program is planned to help support the development of these employees.

Flexible Working

Research shows that greater flexibility in the workplace across all levels enables women to progress and earn higher salaries, whilst giving them additional freedom to balance home and family commitments. According to statistics some recognised benefits to flexible working include; increased productivity, reduction in stress and anxiety and greater job satisfaction, therefore helping to attract top talent.

Succession Planning

Ongoing focus led by the Executive Board. Employees with the potential for senior management are actively identified and a Development Plan tailored to their individual needs. Personal and career aspirations are taken into consideration as well as practical support needs e.g flexible working.

Accreditation - Living Wage Employer

This is a long-term investment in our people based on our values and our belief that a hard day's work deserves a fair day's pay.

SAS Success Stories



Jerom Lee – Junior Designer

SAS has helped with my career development, starting as a design & technical apprentice to now becoming a junior designer. During my apprenticeship at SAS, I have been lucky enough to explore the many different department within the business. Allowing me to expand my knowledge about the business as well as design and manufacturing processes as I spent four weeks in one of our factories in Bridgend with the engineers on the shop floor. SAS has also invested in furthering my career as I am currently doing a Level 4 HNC in mechanical engineering while still working at SAS.



Emily Judges – Estimator

When I first started at SAS in 2015 I had never worked in an office environment before. I had only just completed my A Levels that same year and had no idea what I wanted to do as a career. I went to so many interviews and no one was willing to take a chance on me, as I had no office experience! I still remember the glares I received from the other employees at the places I went to for an interview and didn't feel at ease at all. SAS took that chance on me that I needed. The atmosphere was immediately so different- everyone was so welcoming and friendly. SAS has transformed me into someone who was so shy she didn't like picking up the phone to customers to now being a senior estimator and on my way to being in a managers role. I owe so much of my success to my manager and others working at SAS who saw the potential in me and helped push me to recently completing and achieving my level 3 in team leadership and management and giving me so many opportunities. I am so grateful and so looking forward to what's next to come. My story just goes to show that at SAS it doesn't matter about your age and certainly whether you're a female in the construction industry- you're still able to achieve whatever you want. Being a young mum working at SAS it is also great knowing my hours can be flexible so I know I'll have no problems with dropping my daughter off to nursery. There has also been a lot of support and advice when it came to my maternity leave and the transition back into work.



Tommy McCarthy – Technical Technician Apprentice

As there is a lack of skillset within the engineering industry, I felt very privileged to gain a role at SAS to complete my apprenticeship. I joined SAS international in August 2019 as a Technical technician apprentice, the course I was enrolled on was advanced manufacturing engineering level 3. Since joining I feel SAS have really encouraged my development of key skills that will benefit me throughout my career. Throughout my time at SAS, I have been involved in a range of new opportunities and had the advantage to be able to cross train in different departments such as quality. My role at SAS is now a Quality & Technical apprentice, the mentoring and guidance I have received from my managers & peers has really supported me in my role and I look forward to developing further within SAS International.



Dawn Richards – Payroll Manager

I joined SAS in 2009 as a payroll advisor. During my time here I have been given many opportunities to develop and improve processes and procedures within payroll and my role. This being recognized I progressed quickly to Payroll Manager for the UK and more recently have been promoted to International Payroll Manager where I now have the responsibility of all the overseas companies. I've always worked full time & have always wanted to, but also being a mum can be challenging finding that work life balance, without SAS supporting flexible working I'm sure I wouldn't be doing the role that I love doing whilst still wanting to work full time. I am thankful to be able to work for such a company that recognizes potential and is fully supportive of its employees.



Luke Hargreaves – Engineering Technician Apprentice

Due to the lack of apprenticeships within manufacturing engineering I was delighted to get the opportunity to join SAS in July 2019 as an apprentice engineer. I am now in my second year at SAS and the business and mentors within Apollo Park have encouraged and taught me lots of skills in the engineering area. I am enjoying the opportunity to learn how to operate different types of machinery and obtaining CAD drawing skills. I look forward to developing further within SAS International.



Bethan Grant – Senior HR Business Partner

I started work with SAS International as a HR Manager at their manufacturing site in South Wales. After 18 months in this role, our family circumstances called for us to move to Ireland due to my husband's work. In most situations for women, this would have been yet another 'family related career interruption', which typically women do have to resign themselves to. Fortunately, our HR Director suggested we pilot an alternative role. This new role would be part time, working from home, mainly focussed on bringing most of our recruitment function in-house. I transitioned to this role immediately once I had relocated. This new position had elevated me from my day to day HR Manager work at one site and allowed me to gain a more expansive view of the overall business. Enabling me to deal with people from all areas of the Company, including overseas operations has clearly developed me as an individual. In a world where gender pay gap and gender bias still exist, I feel opportunities like this should be highlighted. If more employers encouraged these type of work arrangements (where possible), it would certainly help towards a level career playing field within our industry.

SUMMARY



SAS International is committed to equality, diversity and inclusion within its workforce by 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.

Employees are the greatest asset of our business and we believe that a motivated workforce can prove to be the difference between a 'good' and 'great' business.

Operating in an industry which is proven to have one of the highest gender pay gaps, manufacturing as a whole continues to be male dominated. We have worked hard to try and bridge that gap at SAS International by offering and supporting a fully flexible working policy aimed at offering employees greater flexibility.

We remain confident that we have equal pay at SAS and have rigorous processes in place to ensure this. We do however accept that we do have a gender pay gap and it remains a primary focus to bridge that gap whilst we continue to endeavour to obtain meaningful and sustainable solutions.

One of the areas we are focusing on is increasing the number of women in senior roles. So far, we have worked hard to reduce unconscious bias; pushed our recruiters to have inclusive shortlists; consciously helped women to seek promotion within the business; and created several programmes designed to support our employees with their individual needs.

Thank you for taking the time to read this report.

I Gert Van Doormalen, Chief Executive, confirm that the information in this statement is accurate.

Signed Dated:



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