

# GENDER PAY GAP REPORT 2024



# Committed to change



## Foreword by Bethan Grant, Head of HR

We are pleased to share this year's Gender Pay Gap Report, which reflects the continued progress we have made over the past 12 months. Through a focused plan and meaningful action, we have not only strengthened our approach to closing the gender pay gap but have also delivered tangible results that we are proud to celebrate.

Over the past year, several targeted initiatives have been implemented to support gender parity across all levels of our business. These efforts have included improved talent development programmes, structured career progression pathways and data-driven pay reviews. As a result of these combined actions, we are proud to have achieved our gender pay aspirations a full year ahead of our previous commitment.

While this represents meaningful progress, we remain focused on maintaining momentum and driving continued improvement in closing the gender pay gap. We believe that our grassroots apprenticeship programmes, inclusive recruitment practices, and ongoing investment in leadership development and female representation are critical to sustaining this progress. Our Senior Leadership Team remains fully committed to these initiatives and looks forward to seeing further positive outcomes and inspiring success stories in the year ahead.



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.

A handwritten signature in black ink, appearing to be 'Bethan Grant', written over a light blue horizontal line.

### 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 and internal 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.

# GPG - an overview

In the UK, 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 2024 and includes 536 employees within the UK workforce - 120 women and 416 men. This is a reduction in headcount from last year but the percentage split of men and women across the organisation has changed by 1 percentage point in favour of women (now 22% from 21%).



Men - 78%



Women - 22%

## 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.

**4.29%**

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.

**8.25%**

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.

**40.48%**

Mean gender bonus gap

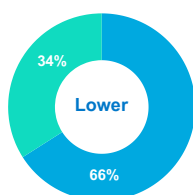
**9.09%**

Median gender bonus gap

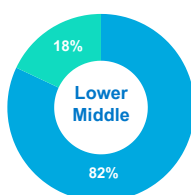
The percentage of employees awarded a bonus during the 12 month period from 6 April 2023 to 5 April 2024 was 7.6%. These bonus pay gap figures are therefore based on a small number of employees albeit higher than the previous 2 years.

## Quartile pay bands

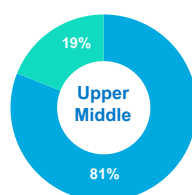
The pay quartile data shows the proportion of men and women across the organisation within each quartile, when hourly rates of pay are ranked from lowest to highest.



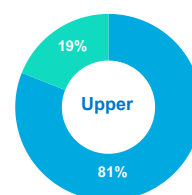
Men in Quartile - 66%  
Women in Quartile - 34%



Men in Quartile - 82%  
Women in Quartile - 18%



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



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

# Our data explained



## At SAS International, we are pleased to report further positive improvements in our pay gap data this year.

Our mean gender pay gap has reduced from 8.7% to 4.29% and our median gender pay gap has reduced from 10% to 8.25%.

When comparing average hourly wages (mean), women receive 96p for every £1 that men receive. The woman in the middle of the female pay range received 8.25% less than the man in the middle of the male pay range, equating to a woman's earnings of 92p for every £1 a man earned.

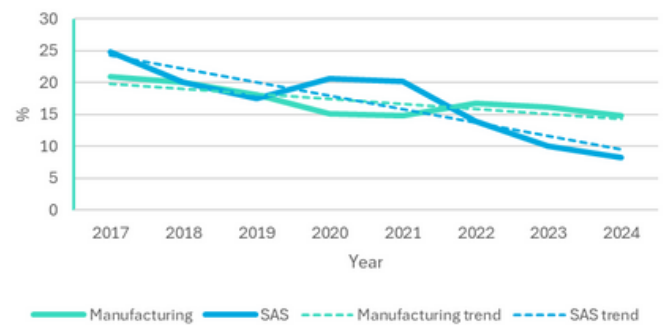
In comparison with UK and manufacturing industry standards, we continue to observe a more progressive downward trend in our pay gap figures.

With a workforce that's 22% women and 78% men, relatively small changes in the distribution of women across the different pay quartiles in the organisation can significantly impact our gender pay gap. While 3 of our quartiles show a consistent distribution of men (81%) and women (19%), our lower pay quartile shows in comparison a higher percentage of women at 34%. This is attributable to a 19% reduction in the number of men in this quartile compared to last year, as opposed to a smaller 10% reduction in women, resulting in a higher retention of women in production roles.

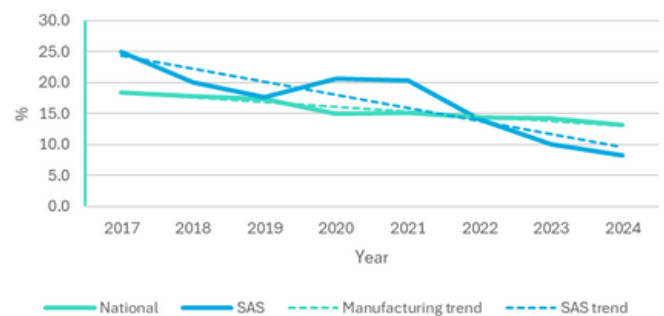
Through the implementation of formal talent mapping and succession planning processes, we have effectively developed and retained women in senior roles, demonstrated by the increased number and proportion of females in our upper middle quartile.

Last year, we highlighted a 17% proportion of females within our extended leadership team. By late 2024, following a restructuring of our Leadership Team, this proportion has increased to 27% female representation.

### SAS vs Manufacturing Industry - Median Gender Pay Gap



### SAS vs UK Median Gender Pay Gap



# Our data explained



This year, employee data from Truline Systems, our acoustics glass doors and windows business currently employing 79 individuals, has not been included as it now operates as a separate company entity. While Gender Pay Gap Reporting is only mandated for companies with over 250 employees, we would like to share some key data points for this business.

## Truline Systems

The mean gender pay gap for this separate entity of SAS is 3.7% in favour of women, meaning a man receives 96p for every £1 a woman receives. When looking at the median gender pay gap this figure is 12.2%, meaning the woman in the middle of the female pay range received 12.2% less than the man in the middle of the male pay range. For businesses with fewer employees, the median figure may be less informative. After excluding Truline Systems' employee data showing a small gender pay gap favouring women, the gap at SAS International, which favours men, has continued to reduce.

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.

## Bonus pay gap

The bonus gap is the difference in bonus pay between male and female employees. This year, the mean bonus gap is 40.48% and the median is 29.09%, both favouring men. Our results show that the proportion of women receiving a bonus was 10% compared to 7% for men. With a small data sample, these figures can change significantly with any minor changes. Last year, less than 1% of employees received a long-term project bonus, making comparisons difficult.

In 2023, more employees received bonuses, mainly in the sales team for meeting sales targets. A third of our employees within our sales and commercials teams are women and this is higher than the company's overall male-to-female ratio where women equate to 22%. Some discretionary bonuses were also given for exceptional project contributions.

## 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 continues to involve these 5 key focus areas.**

### **Fair salaries and pay transparency**

SAS International ensures equal pay for like work, work rated as equivalent, or work of equal value. The company aims to maintain a transparent, unbiased pay system based on objective criteria.

The job evaluation project, nearing completion, helps assess the relative value of roles within the organisation, translating into a fair pay grading structure that provides visibility and motivation for employees to progress.

Over the past 12 months, we have revised our pay review process, moving away from standard base adjustments each year. The new pay model aligns salary increases with individual performance and competitive market value, helping to ensure fairness and consistency. It also further mitigates potential wage disparities by preventing role band creep.

### **Career progression and leadership development**

We recognise the lack of women in senior roles and are committed to increasing their representation at SAS International through middle and senior roles, creating a more inclusive organisation across the pay quartiles. Our people strategy focuses on a formal succession plan process to identify high performing individuals and encourage career development within our female workforce.

This year, we are launching our first-ever group leadership programme, which emphasises strategic and critical thinking, creating a high-performance culture, empowering and coaching teams, and enabling behaviour change to drive positive culture. With women comprising 34% of participants in the leadership development training programme, compared to their 20% representation in our overall workforce, we demonstrate our strategic emphasis on developing more females into leadership positions within our organisation.

We recognise the crucial role our leaders and managers play in our success and are committed to enhancing their leadership capabilities. This year, we will support their growth and improvement journeys through coaching, active bystander training, and 360-degree feedback programmes, which will be further rolled out throughout the organisation.

We continue our efforts to support early career development through apprenticeships and graduate programmes. 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 in our male-dominated industry. We have nine apprentices across the UK building skills for life within our manufacturing, design, engineering, and operations teams.



Rhianna, a Portfolio Apprentice, is excited to begin her sales career at SAS. She is working towards her Level 3 Business Administration apprenticeship, having already completed her Level 2 at college. This apprenticeship, along with regular management support and coaching, will equip Rhianna with the skills and confidence to grow and further develop within the company.

“Our apprenticeship schemes are a key part of our commitment to building a strong talent pipeline and fostering a diverse and inclusive workforce. By investing in apprenticeships, we aim to develop future leaders, nurture fresh perspectives, and ensure sustainable growth for SAS.”  
Bethan Grant, Head of HR

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.

# Driving gender equity

## What we're doing at SAS International

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

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.

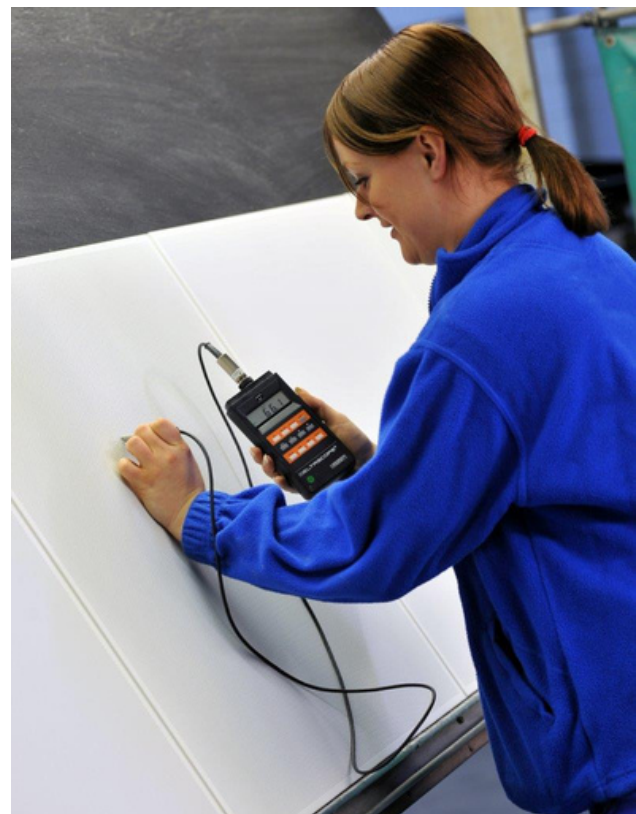
Recognising the importance of early interest, we are building relationships with universities to recruit graduates. Our goals include increasing brand awareness, developing talent pipelines for underrepresented groups, establishing strong partnerships, and becoming an 'employer of choice'.

Cerys Goldsworthy, an Architecture graduate and bronze award winner from the STEM young female programme, is an Operations Graduate at Bridgend. Her 5-year development plan includes mentoring by senior management, practical on-the-job experience, rotations through key business areas, and formal training in lean six sigma and management.



At SAS, Cerys has gained experience in continuous improvement, manufacturing, scheduling, and process engineering, contributing significantly to operational projects. She now takes on responsibility for the chilled manufacturing process, enhancing her leadership and manufacturing skills, applying lean six sigma, and driving operational excellence at our Bridgend site.

Working on a rotation basis our graduates gain experience across STEM subjects, and we now have a structured graduate programme for our operations and engineering functions.



### Supporting diversity and inclusion

This year, we introduced a new company behaviours charter to create a performance-driven environment, foster respectful interactions, and cultivate inclusivity. The SAS Behaviours Charter integrates our values across the organisation, providing consistent language for discussing behaviours and guiding our work and achievements. Along with a new code of conduct and leadership development programmes, we aim to ensure inclusive, safe, and positive workplaces.

Our new learning management system (LMS) promotes development through modules such as 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. An upgraded HRIS system will enhance our EDI data quality, supporting our People Strategy and fostering a diverse, inclusive workplace.



# Driving gender equity

## What we're doing at SAS International



### Flexibility, wellbeing and work-life balance

We are working towards ensuring our practices provide everyone with the option to work flexibly so they can perform their best work. Many of our roles are already carried out on a flexible basis.

We offer all employees access to an employee assistance programme and occupational health support, providing support for women returning to work. Our Learning Management System is operational with additional training on topics such as mental health awareness, menopause awareness, young people in the workplace, adapting to life as a new parent, and working as a parent.

Across all our UK sites, we have established employee forums that enable employees to connect and contribute to an inclusive culture. Our forums represent a diverse range of employees and help us consult and improve benefits, welfare issues, and CSR. In the past 12 months, we have focused on both men and women's health through interactive social events across the company.

This year, we held our first MenoPAUSE event, bringing together male and female employees both in person and online. Feedback was positive, and we will continue to focus on activities, events, and initiatives supporting employee wellbeing through our employee forums.

Creating a welcoming environment for everyone is crucial to our success, and we remain committed to implementing positive changes.

I'm proud of our achievements highlighted in this year's Gender Pay Gap Report, with real successes across the business, particularly the high number of apprentices now in place and the launch of new graduate schemes.

Thank you to everyone who's helped drive this progress. SAS remains firmly committed to driving further positive outcomes in this area and creating a truly inclusive workplace where everyone has the opportunity to thrive.

**Alyn Gammon, CEO**

