



Gender Pay Gap Report 2025



Committed to change

Foreword by
Bethan Grant, HR Director



Over the past year, we have continued to focus on targeted initiatives aimed at improving gender parity across all levels of our organisation. These efforts include enhanced talent development programmes, clearer and more structured career progression pathways, and more rigorous, data-driven pay review processes to ensure fairness and consistency.

During the 2025 reporting period, the business also underwent significant organisational change and restructuring. This has had a measurable impact on our gender pay gap results for the year, with the mean pay gap increasing by 3.49% and the median by 2.96%. It is important to note that many of these structural changes, affecting core functions across the business, were implemented shortly after the snapshot date and are therefore not yet reflected in the published figures.

Over the past two years, we have made steady progress in increasing female representation within our Leadership Team. We are pleased with this progress, overall achieving an increased representation of 10% between 2024-26. We continue to invest in our leadership capability and supporting all leaders into new and expanded leadership roles and expect the positive impact of these changes to become more evident in future reporting periods.

We recognise that sustainable progress on gender pay takes time. Building strong talent pipelines through early careers, graduate programs, and long-term development initiatives is a gradual process, but one we remain fully committed to. We will continue to embed these changes across the organisation and monitor our progress closely, ensuring we remain focused on creating a more diverse workplace.



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 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

Gender Pay Gap: 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 bonus gap

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

Bonus proportions

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

Median bonus gap

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

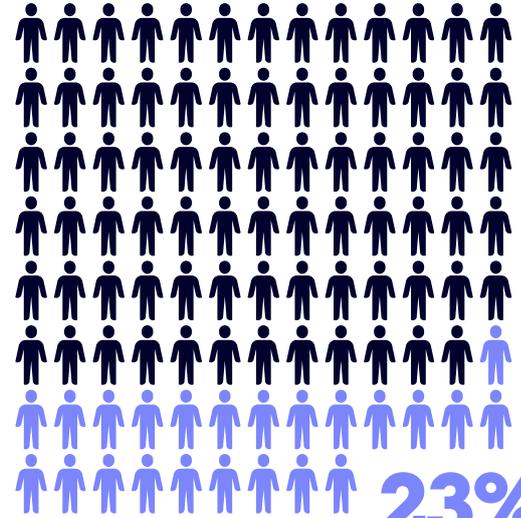
Quartile pay bands

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 2025 and includes 529 employees within the UK workforce - 122 women and 407 men. This is a slight reduction in headcount from last year but the percentage split of men and women across the organisation has changed to 77% men and 23% women, a 1% increase in the proportion of women.

77% Men



23%
Women

11.21%

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.

7.78% Mean gender pay gap

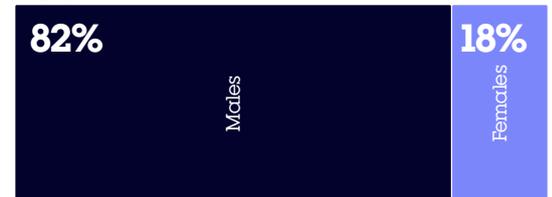
The difference between the hourly pay of all men and women when added up separately and divided by the total number of the men and women in the workforce.



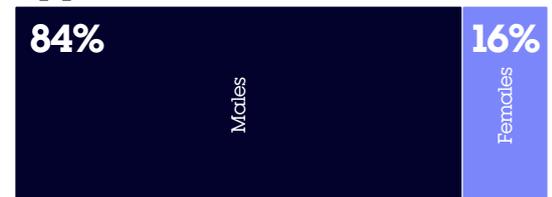
Quartile pay bands

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.

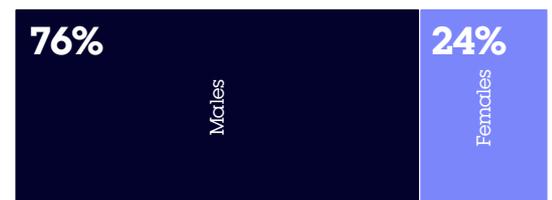
Upper



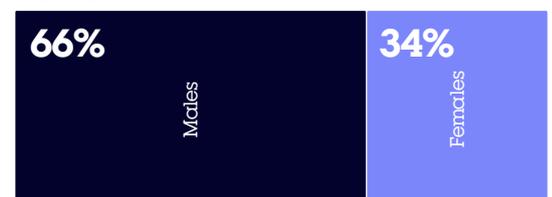
Upper Middle



Lower Middle



Lower



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.

Employees were not awarded a bonus during the 12 month period from 6 April 2024 to 5 April 2025 and therefore there is no bonus pay gap data to share.

Our data explained

For 2025, our gender pay gap figures show a mean gap of 7.78% and a median gap of 11.21%, based on a workforce of 529 employees (407 men and 122 women). On average, women receive 92p for every £1 earned by men, and the woman at the median of the female pay range earns 11.2% less than the man at the median of the male range. As no bonuses were paid during the reporting year, our bonus pay gap remains at zero.

Our quartile data shows that **women represent 33.83% of the lower quartile, 24.24% of the lower-middle quartile, 15.91% of the upper-middle quartile, and 18.18% of the upper quartile.** This year, we also see a notable rise in the number of women in the lower-middle quartile, increasing from 24 in 2024 to 32 in 2025, alongside a corresponding decrease in men (10). While female representation remains highest in the lower quartile, the lower proportions in the upper-middle and upper quartiles highlight the continued challenge of improving representation in senior and higher-paid roles.

When we look at our Gender Pay Gap results by site, our mean gender pay gap is widest at our Reading office with 24.6%, then Maybole at 17.7% and Bridgend at 10%. Our highest paid role is a female and this has an impact on our mean, and gives us an overall mean at SAS International of 7.78% which is broadly in line with last years UK average of 7%.

These patterns reinforce the importance of our ongoing work to strengthen leadership development, build transparent career pathways, and provide targeted support for women progressing into more senior positions. With a workforce comprising 23% women and 77% men, even small changes in the distribution of women across pay quartiles can significantly influence our gender pay gap. As our initiatives continue to embed, we expect to see further progress in future reporting years.



Over the past two years, we have made steady progress in increasing female representation within our Leadership Team, defined as Senior Leadership Team roles excluding one direct report layer. Between 2024 and 2025, the proportion of women in these leadership positions increased to 27%.

As of the statutory snapshot date of 5 April 2025, female representation had risen further to 32%. Since that snapshot was taken, continued organisational focus and a number of leadership appointments have resulted in further progress.

37%

of the Leadership Team are now represented by women.

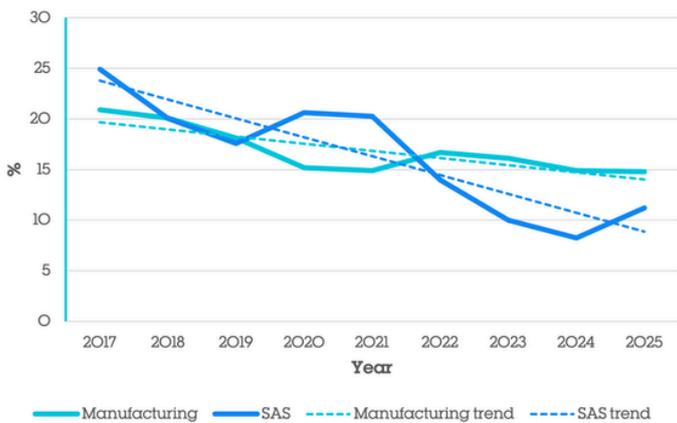
It is important to note that this most recent increase is not yet reflected in the published gender pay gap data, as the current figures capture only the organisation's position at the snapshot date. We therefore expect the impact of these changes to be more fully reflected in future reporting periods.

We view this as meaningful and sustained progress towards our long-term ambition of achieving a 50/50 gender balance in leadership by 2030. While we recognise that progress takes time, this upward trend reflects our continued investment in leadership development, succession planning and inclusive recruitment practices.

Our data explained

When looking at our Median pay gap compared to the manufacturing industry we are still tracking positively despite the slightly increased median figure for 2025.

SAS vs Manufacturing Industry - Median Gender Pay Gap



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.

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.



As with last 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.

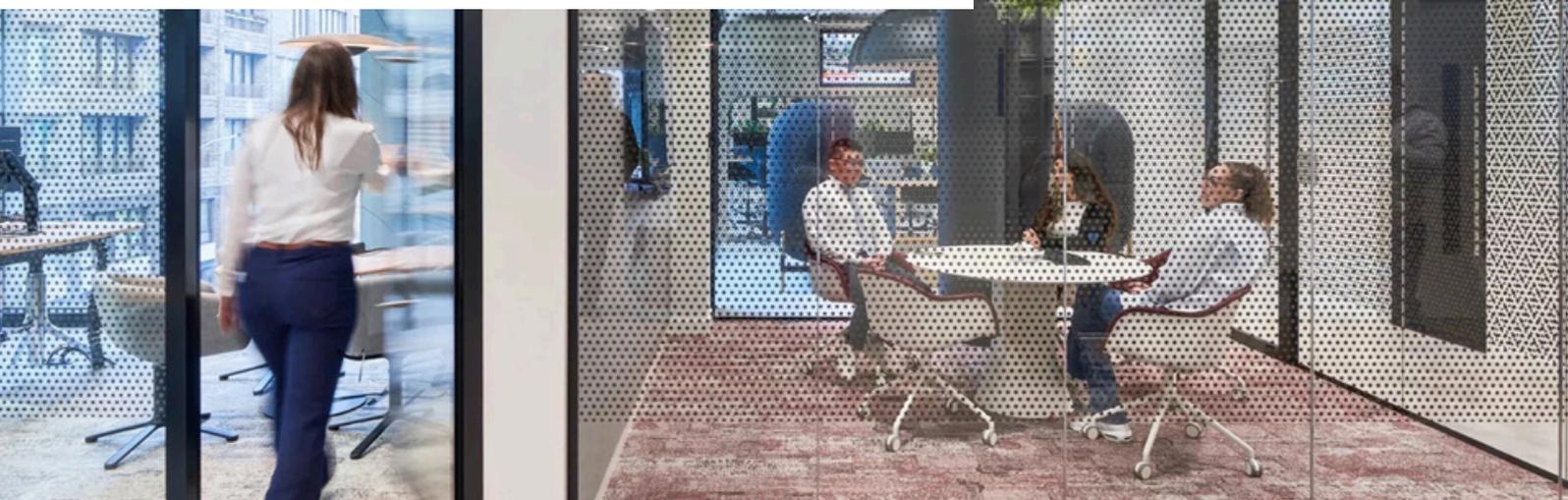
The median gender pay gap is 13.75%, meaning the woman in the middle of the female pay range earns 13.75% less than the man at the middle of the male range — a figure that can be more sensitive in smaller workforces.

As with SAS International, no bonuses were paid during the reporting year, resulting in a zero bonus pay gap. These results reflect the specific role mix, pay distribution, and the smaller employee population within Truline Systems, where year-on-year changes can appear more pronounced.

The 2025 Truline mean gender pay gap

-0.53%

This indicates that, on average, women earn slightly more than men.



Ethnicity Pay Gap: Data

SAS International's ethnicity pay gap data was collected on the snapshot date of 5 April 2025 and includes 415 employees within the UK workforce - 392 White employees and 23 from All Other Ethnic Groups (AOEG). This results in a proportion of 94% white employees and 6% from AOEG.

Median ethnicity pay gap

-14.68%

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.

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

Mean ethnicity pay gap

-22.06%

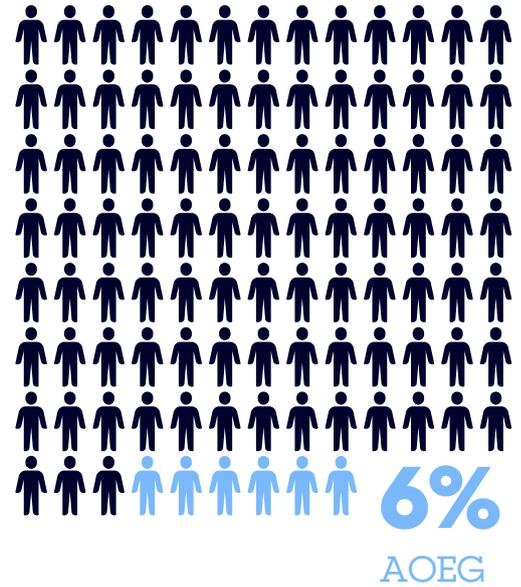
Mean and median bonus gap

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

Employees were not awarded a bonus during the 12 month period from 6 April 2024 to 5 April 2025 and therefore there is no bonus pay gap data to share.



94% White



Quartile pay bands

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

Upper



Upper Middle



Lower Middle



Lower



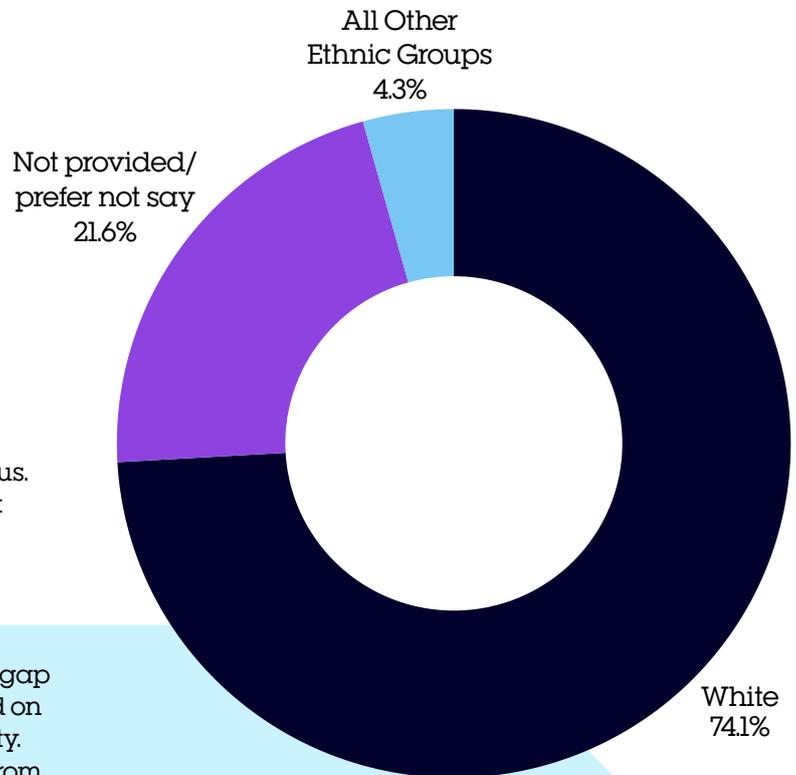
Ethnicity Pay Gap

At SAS International, inclusivity means looking beyond gender pay differences, which is why we have chosen to voluntarily publish our ethnicity pay gap for the first time this year.

True inclusion requires a workforce that reflects the diversity of the UK population, and by sharing this data, we aim to demonstrate transparency and accountability in promoting fairness across our organisation.

Every individual brings unique experiences, skills, and perspectives—and that diversity strengthens us. We remain committed to fostering an environment where everyone feels valued, respected, and empowered to be themselves.

In our first year of reporting, our mean ethnicity pay gap is -22.06% and our median pay gap is -14.68%, based on data from 415 employees who disclosed their ethnicity. These figures indicate that, on average, employees from All Other Ethnic Groups (AOEG) receive higher pay than White employees on both the mean and median measures. For example, using the mean, for every £1 paid to a White employee, employees from AOEG receive £1.22. Because both results are negative and fairly closely aligned, this suggests that the difference is consistent across the wider pay distribution, rather than being driven by isolated roles at the very top or bottom.



The distribution of ethnic groups is broadly consistent across our pay quartiles - circa 4-9% within each pay quartile, but with a modestly higher presence in the Upper-Middle band. This pattern supports our interpretation that the negative mean and median ethnicity pay gaps are not explained by a disproportionate AOEG concentration solely in the highest quartile, but by role mix and within-quartile pay levels.

We also recognise that 114 employees either did not provide their ethnicity or preferred not to say. This group could influence future results depending on its pay characteristics. Given the relatively small number of colleagues identifying within AOEG, year-on-year changes may also appear more pronounced, and we will continue to monitor trends over time rather than relying solely on a single-year snapshot.

To protect employee identity, we report our ethnicity pay gap using a binary method (White vs All Other Ethnic Groups). This approach allows us to share meaningful insights while maintaining confidentiality in a workforce of our size. We remain committed to reviewing this methodology regularly to ensure we balance transparency, data quality, and protection of individual identity.



Driving gender equity

At SAS International, our plan to be a more inclusive employer continues to involve these 5 key focus areas.



Fair salaries and pay transparency

In 2025, we successfully completed and rolled out our Job Evaluation programme, delivering a key strategic objective to ensure consistency, fairness, and equity in pay across the organisation. This programme provides a robust and objective framework for evaluating roles, structuring salary bands, and supporting equitable reward decisions across all functions.

Career banding has been clearly communicated to employees, significantly improving transparency and helping individuals better understand how their role is positioned within the organisation. This will strengthen trust, support engagement, and lay the foundation for clearer career pathways and informed development discussions.

Career progression and leadership development

During 2025, we delivered a comprehensive organisational structure review, focusing on layers, role clarity, and accountability. This represented a significant period of organisational change, impacting most functions and multiple leadership layers across the business. As a result, a number of new roles were created and many new leaders appointed.

This transformation has directly contributed to improved diversity outcomes, including a measurable increase in female representation in leadership roles. To support leaders through this change, coaching support has been made available, enabling leaders to build capability, confidence, and effectiveness in their roles. In parallel, we have begun forming strategic relationships with external providers to support future leadership and management development programmes.

We have implemented a structured talent mapping and succession planning process, which is currently being refreshed to reflect recent organisational changes and new leadership appointments. This process is being embedded across the business and has a direct impact on individual development plans for critical roles, as well as strengthening our long-term succession planning capability.

Following the successful implementation of the Job Evaluation programme, from Q2 onwards we will be working closely with functions to develop role-based skills matrices. These will provide greater transparency around required skills, capability expectations, and development opportunities across the organisation. Importantly, this work creates a clear and consistent link between development, progression, and reward. Together with our broader talent and development initiatives, this forms a core pillar of our HR strategy for 2026.



35 individuals

across the group have either completed or are undertaking professional qualifications or certifications during the year, reflecting our continued investment in skills, capability, and professional growth.

Driving gender equity

At SAS International, our plan to be a more inclusive employer continues to involve these 5 key focus areas.

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

We continue to invest in early-career pipelines to support greater gender balance in STEM roles, particularly within operations. Our graduate programme remains a key focus area, with our first intake including one female graduate. In 2025, we recruited a further female graduate into operations, reinforcing our commitment to building diverse talent from the ground up.

Grass-roots initiatives will remain a priority, alongside our apprenticeship programme. As highlighted during Apprenticeship Week 2025, we achieved a record number of apprentices, with 12 individuals either completing their qualifications or currently working towards them.

New for this year, we will be launching a further targeted trial within operations, where gender imbalance is most pronounced. This initiative will focus on attracting, supporting, and retaining talent within operational roles. It will aim to introduce three structured entry streams. Summer internships for A-level students, providing early exposure to operational environments, with clear pathways into higher-level apprenticeships and/or progression into degree-level study with SAS.

Undergraduate internships for students completing a sandwich year, offering project-based experience aligned to specific operational or technical priorities. Work experience placements for GCSE students, designed as a feeder route into manufacturing, technical, and operator apprenticeship programmes.



Supporting diversity and inclusion

As part of our C2C Social Fairness program, we have further strengthened our human rights-related policies, ensuring alignment with best practice and reinforcing our commitment to ethical and inclusive working practices.

We have continued to roll out enhanced training across the group, including cultural awareness and active bystander training, to build understanding, encourage respectful behaviours, and support a positive and inclusive working culture. In addition, human rights-specific training has been delivered to the Senior Leadership Team to ensure strong leadership ownership and accountability in this area.

To further support transparency and trust, we have implemented an online reporting tool for grievances and whistleblowing. This enables us to identify trends across the group, address concerns proactively, and take targeted action on any issues related to equality, diversity, and inclusion.

Flexibility, wellbeing and work-life balance

We continue to develop our Employee Value Proposition (EVP), recognising that being an attractive and responsible employer is a key strategic objective. Our EVP is underpinned by a five-year plan focused on delivering sustainable, meaningful improvements over time.

During the current year and looking ahead, key initiatives include:

- A trial of flexible working hours, supported by a newly formalised, group-wide policy.
- A review of working time policies, particularly relevant to production and travelling roles, alongside an education programme to ensure understanding and compliance.
- A review of life event policies, with enhancements proposed for implementation in April 2026.
- Expanded wellbeing resources made available through our new benefits platform.
- Continued delivery of employee support programme and better alignment of wellbeing, social, charity, and engagement activities across the group.

Together, these initiatives support our ambition to make SAS an inclusive, supportive, and wellbeing-focused place to work.