



GENDER PAY GAP REPORT 2023

NSG
GROUP



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FOREWORD FROM OUR CHIEF HR OFFICER

"NSG Group and its subsidiaries have always been at the forefront of innovation, with a mission to change our surroundings and improve our world.

Our people are central to everything we do, and we want to foster an inclusive workplace where everyone can perform their best, and be themselves at work. When we celebrate and value all backgrounds equally, we become stronger. We acknowledge that manufacturing and foundation industry sectors have been, historically, male dominated, and we understand the pivotal role we need to play to make change happen.

This report recognises and reflects on the encouraging progress we have made at many levels of our organisation over the past year, but also acknowledges the challenges and significant journey ahead of us.

As we move into a new medium-term plan (MTP), 'Diverse Talent' continues to be a core priority for us, and I am delighted to be launching a new Diversity, Equity and Inclusion (DEI) strategy this year, developed together with our employee-led DEI committee, fully supported by our senior leadership, which sets out ambitious targets to attract diverse talent, encourage participation, foster innovation and further business growth.

I'm excited for the future of NSG Group as we work with our colleagues to drive our plans forward and support change."

Denise Haylor
Chief HR Officer
NSG Group



ABOUT NSG GROUP

NSG Group is one of the worlds leading manufacturers of **glass** and glazing systems in three major sectors: **Architectural**, **Automotive** and **Creative Technologies**.

We have approximately **26,000** permanent employees globally with circa **1,600** **within the UK**, and **18 per cent of those are female**.

18

18% of our global workforce is female.

24

24% of UK Management population is female

14

14.4% of Global managers are female

16

16% of our UK workforce is female.

100

100% of our employees who take any parental leave return to work afterwards



WHAT IS THE GENDER PAY GAP?

HOW WE CALCULATE THE MEAN PAY GAP

TOTAL HOURLY PAY OF
ALL FEMALES

÷

NUMBER OF FEMALES

=

MEAN FEMALE PAY

TOTAL HOURLY PAY
OF ALL MALES

÷

NUMBER OF MALES

=

MEAN MALE PAY

DIFFERENCE IS MEAN HOURLY PAY GAP

HOW WE CALCULATE THE MEDIAN PAY GAP



Under the UK Governments Gender Pay Gap regulations, UK companies must publish the Gender Pay Gap for all legal entities within the UK that employ more than 250 people. NSG Group employs 25,000 permanent employees worldwide; circa 1,500 in the UK. Within the Group, there are only two UK legal entities that are in scope of this report. However, we will detail the numbers for all of our employing entities in the UK in the next pages.

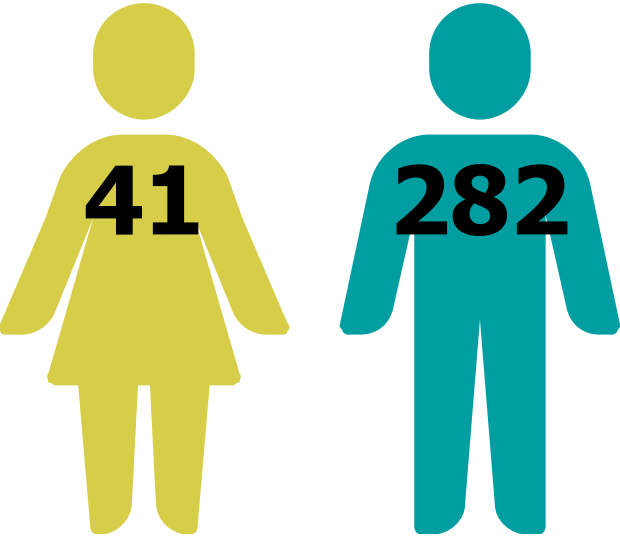
The Gender Pay Gap shows the difference in average pay between a man and a woman within a workforce, through a number of different statistics. It is not the same as Equal Pay, which relates to differences in pay between a man and a woman who carry out the same or similar jobs or work of equal value.



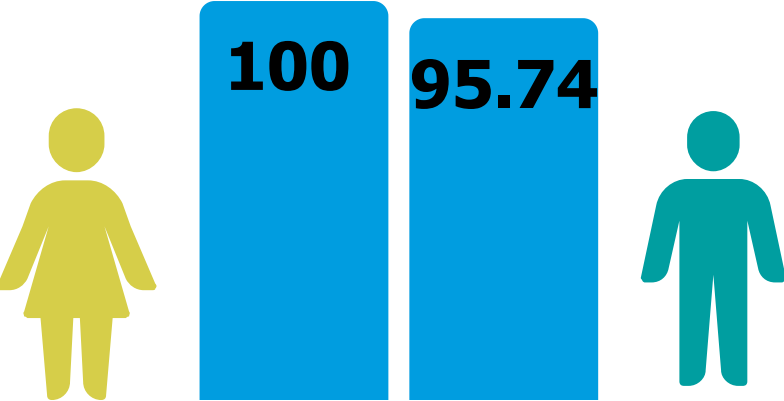
UNDERSTANDING THE NSG GROUP GENDER PAY RESULTS

PILKINGTON AUTOMOTIVE LIMITED

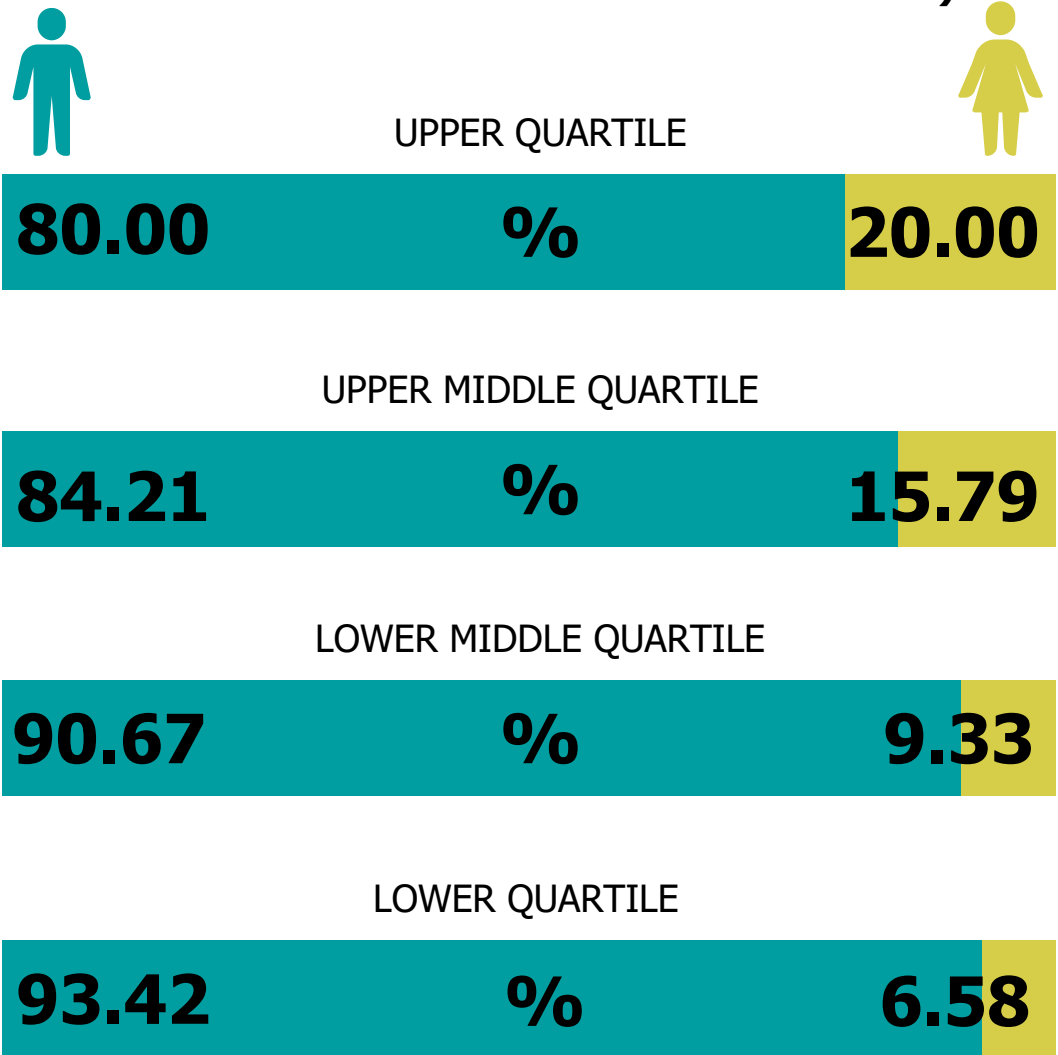
Employee gender



% Employees receiving a bonus payment

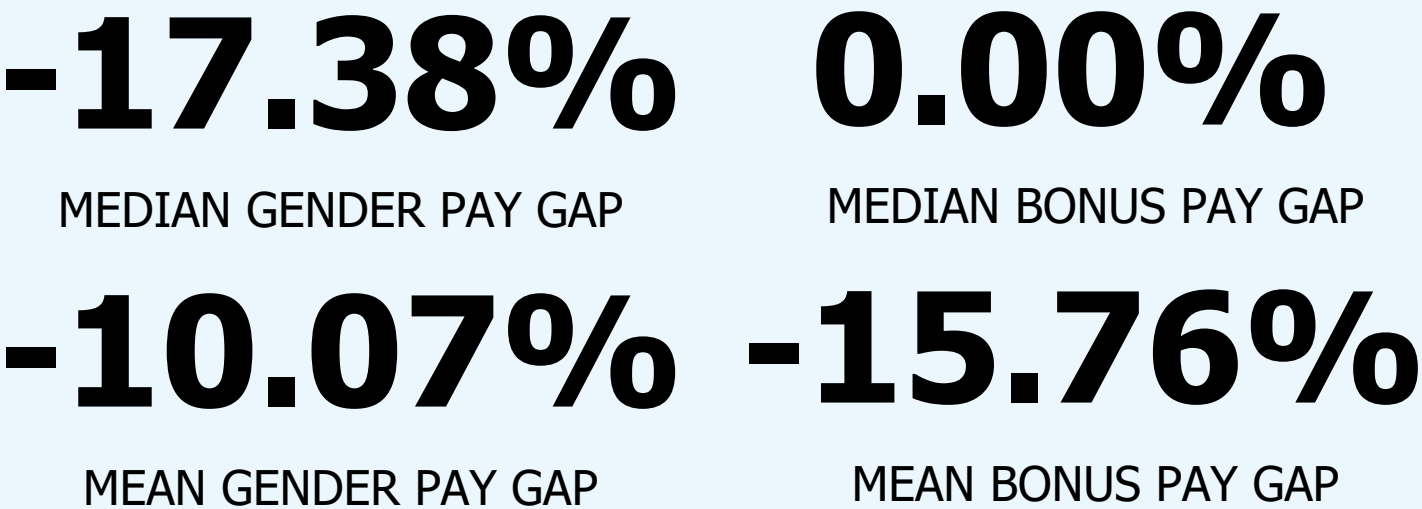


PROPORTION OF MALE AND FEMALE EMPLOYEES ACCORDING TO QUARTILE PAY BANDS (I.E. WHERE PAY FOR WOMEN IS HIGHER THAN FOR MEN)



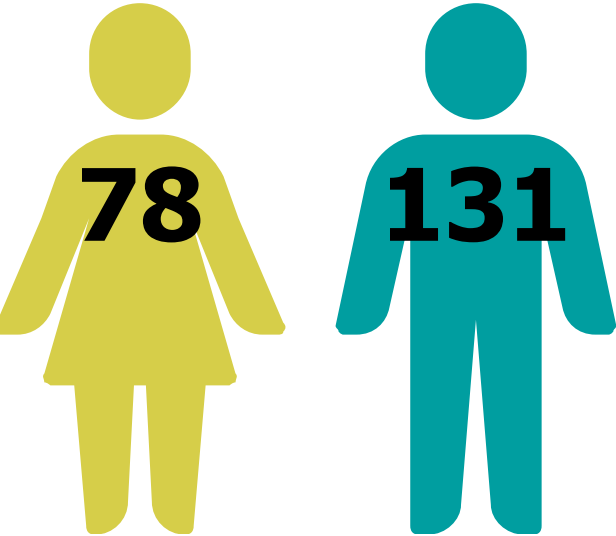
Pilkington Automotive Limited employs **323** employees, **41** of whom are female. This entity typically includes workers who work in a production environment either in operative or managerial roles.

There are a number of women employed in team leader and management positions within this business which leads to the negative pay gap (i.e. where pay for women is higher than for men).

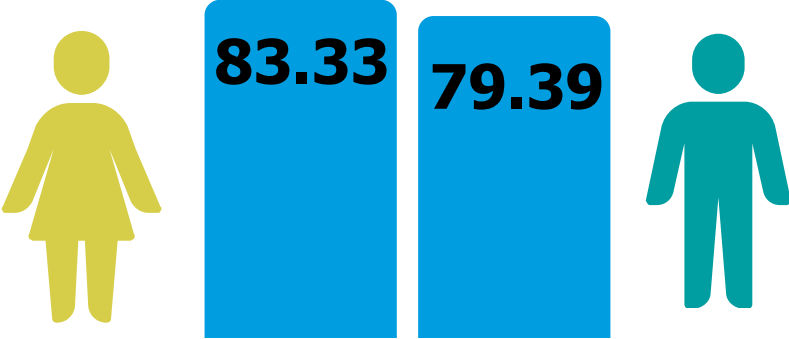


PILKINGTON GROUP LIMITED

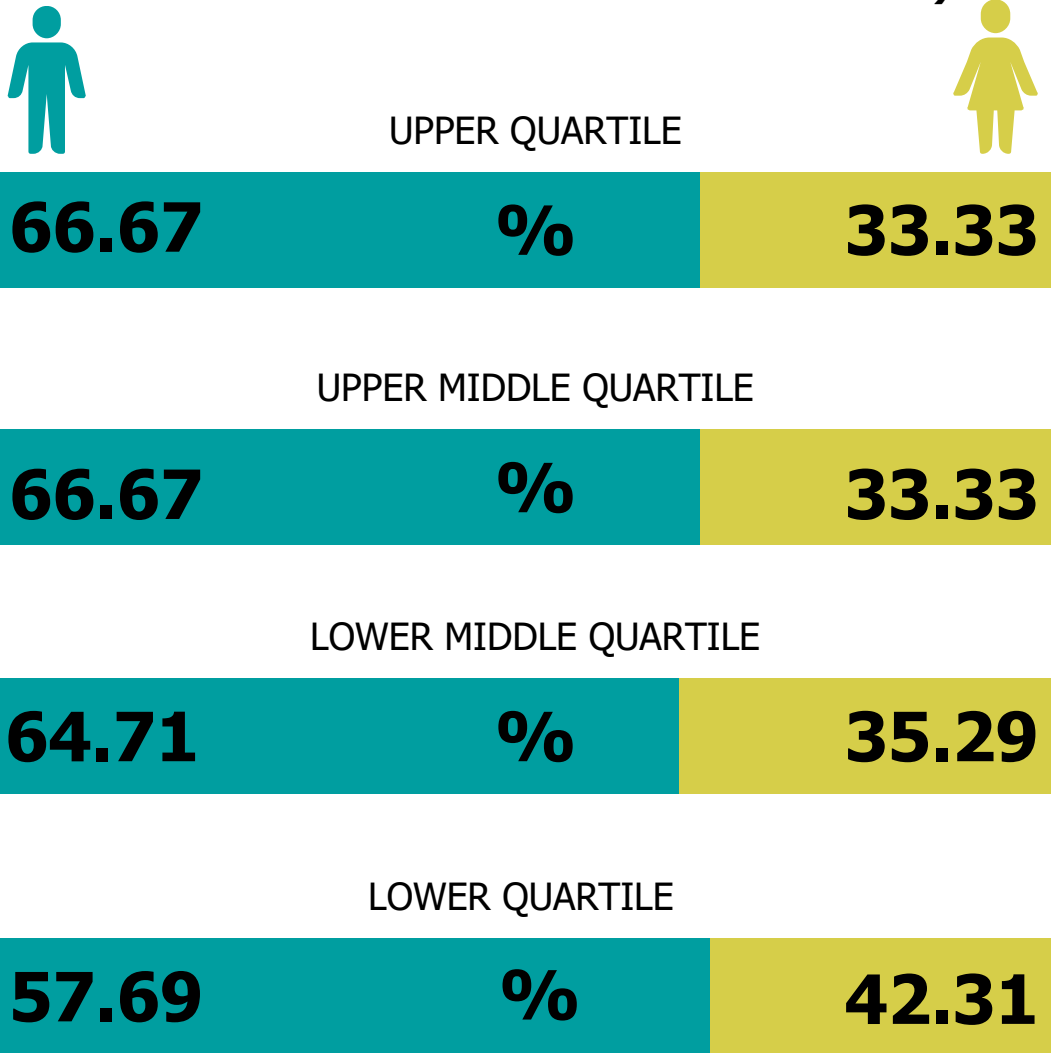
Employee gender



% Employees receiving a bonus payment



PROPORTION OF MALE AND FEMALE EMPLOYEES ACCORDING TO QUARTILE PAY BANDS (I.E. WHERE PAY FOR WOMEN IS HIGHER THAN FOR MEN)



Pilkington Group Limited employs **276** employees, **78** of whom are female. Our management positions are equally split amongst females and males, hence why the median pay gap is quite small.

The mean pay gap is influenced by the fact that the majority of our senior global leaders are male and many of those are employed in this entity.

3.03%

MEDIAN GENDER PAY GAP

9.57%

MEDIAN BONUS PAY GAP

17.81%

MEAN GENDER PAY GAP

38.12%

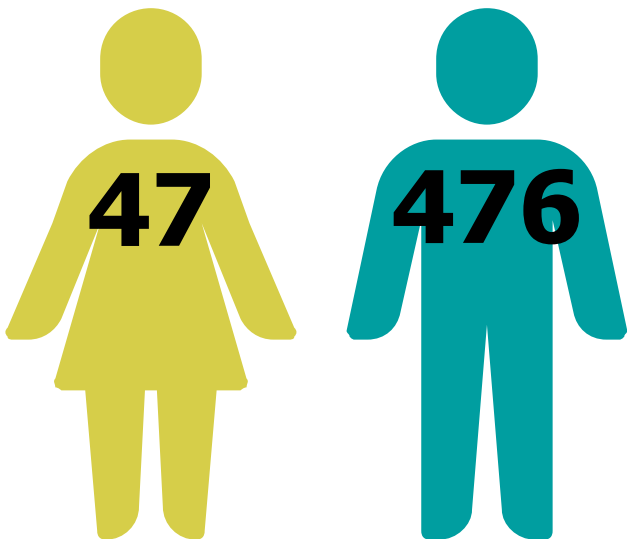
MEAN BONUS PAY GAP

PILKINGTON UNITED KINGDOM LIMITED

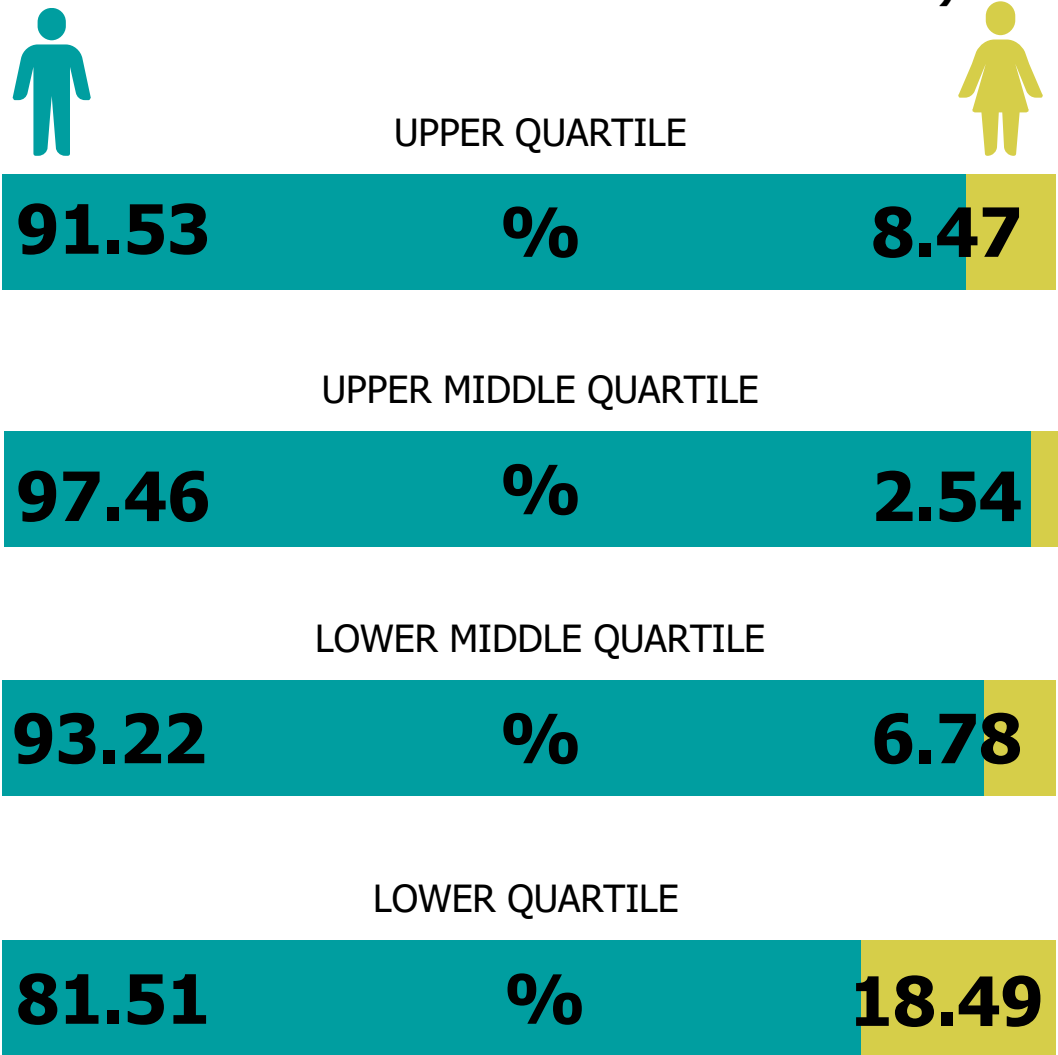
Pilkington United Kingdom Limited employs **523** employees, **47** of whom are female. We believe this to be consistent with the demographic of the manufacturing industry in this area.

The roles are, in the main, operational in nature predominantly within manufacturing, warehousing and engineering. Women account for a limited number of managerial positions as a result of the demographic of the shop floor as opportunities are generally filled from within.

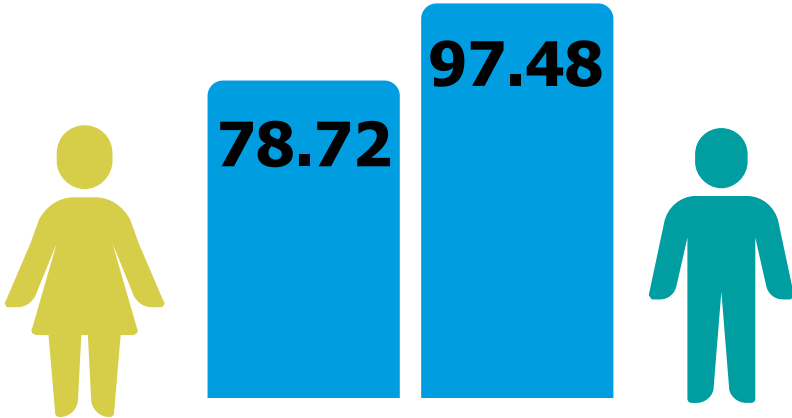
Employee gender



PROPORTION OF MALE AND FEMALE EMPLOYEES
ACCORDING TO QUARTILE PAY BANDS (I.E. WHERE PAY
FOR WOMEN IS HIGHER THAN FOR MEN)



% Employees receiving a bonus payment



19.88%

MEDIAN GENDER PAY GAP

6.20%

MEDIAN BONUS PAY GAP

4.63%

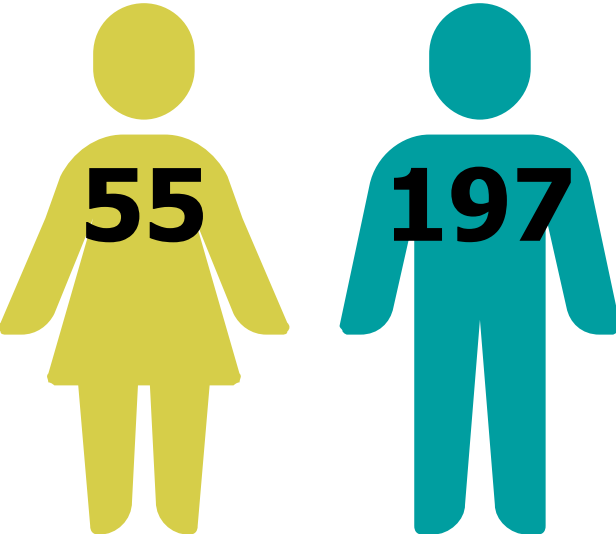
MEAN GENDER PAY GAP

-57.02%

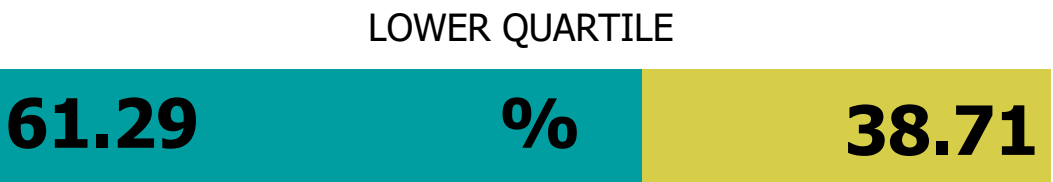
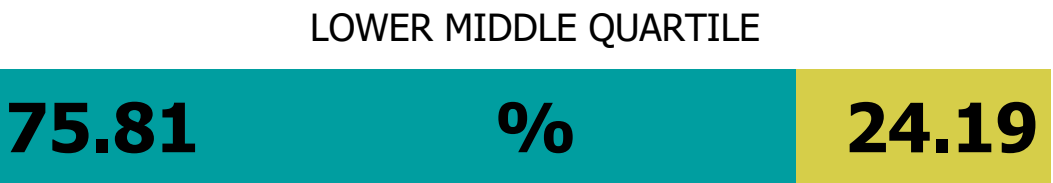
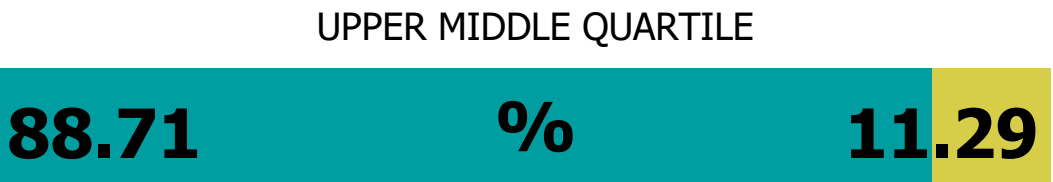
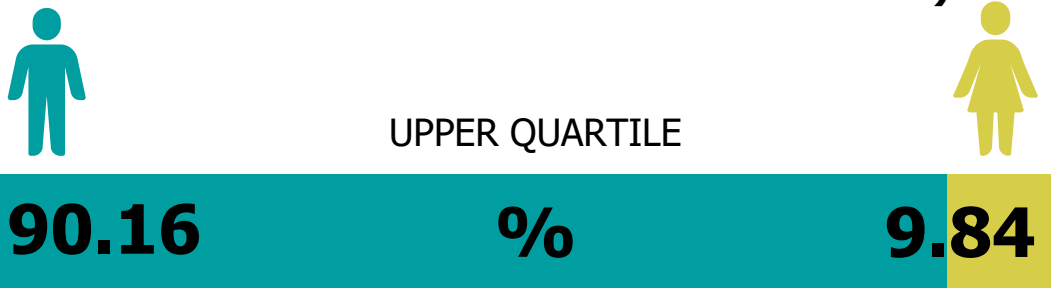
MEAN BONUS PAY GAP

PILKINGTON TECHNOLOGY MANAGEMENT LIMITED

Employee gender



PROPORTION OF MALE AND FEMALE EMPLOYEES
ACCORDING TO QUARTILE PAY BANDS (I.E. WHERE PAY
FOR WOMEN IS HIGHER THAN FOR MEN)



% Employees receiving a bonus payment



Pilkington Technology Management Limited
employs **252** employees, **55** of whom are female.

This entity employs a number of engineers, the majority of which are male, that travel overseas on specific projects. The majority of the female population within this entity are office or laboratory based, leading to a greater Gender Pay Gap.

28.54% **60.09%**

MEDIAN GENDER PAY GAP

MEDIAN BONUS PAY GAP

19.50% **27.52%**

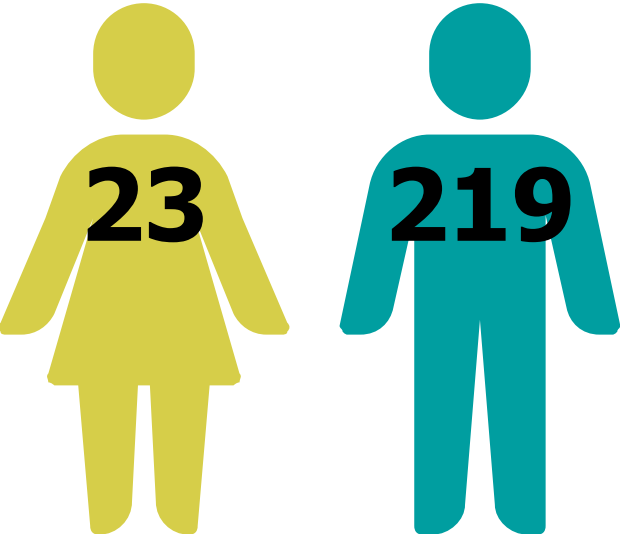
MEAN GENDER PAY GAP

MEAN BONUS PAY GAP

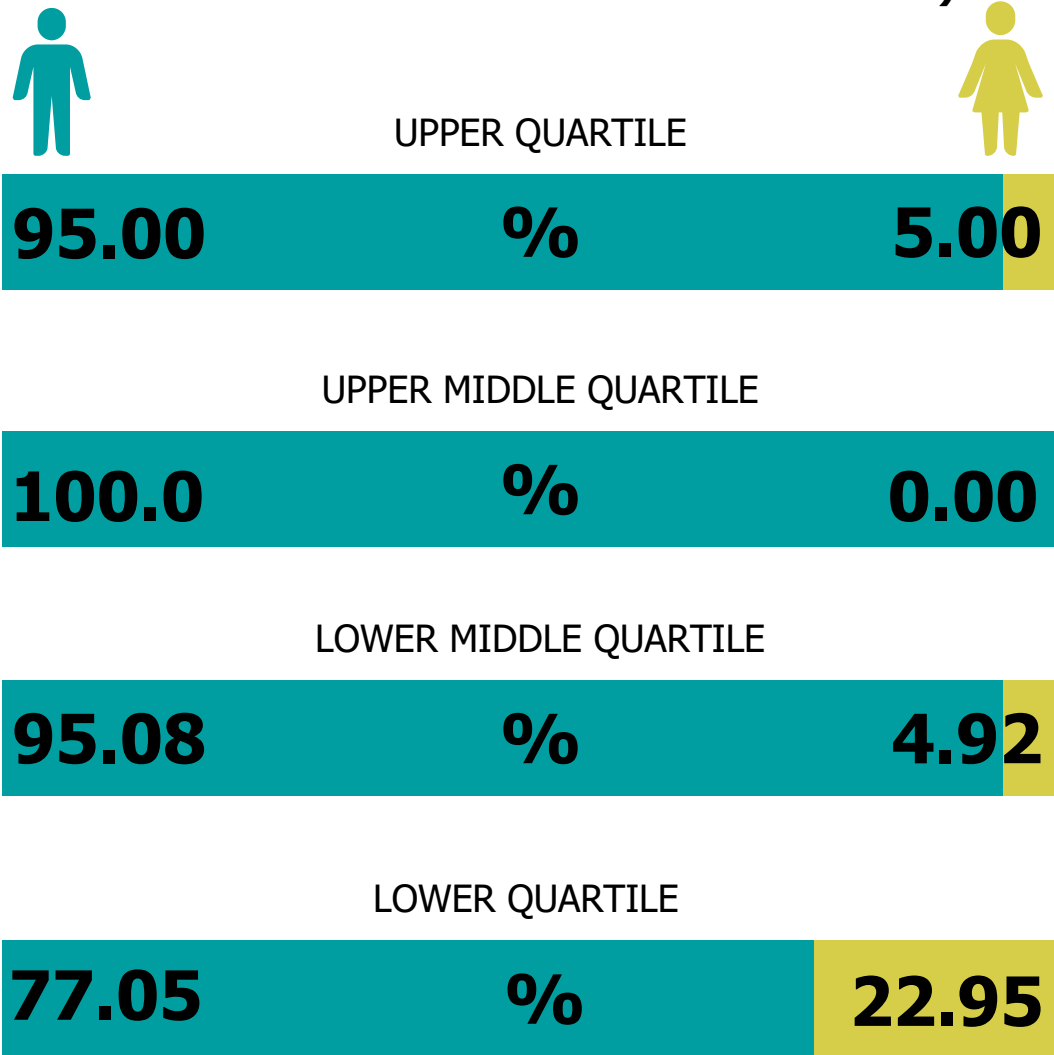
NGF EUROPE LIMITED

NGF Europe Limited employs **242** employees, **23** of whom are female. We believe this to be consistent with the demographic of the manufacturing industry in this area.

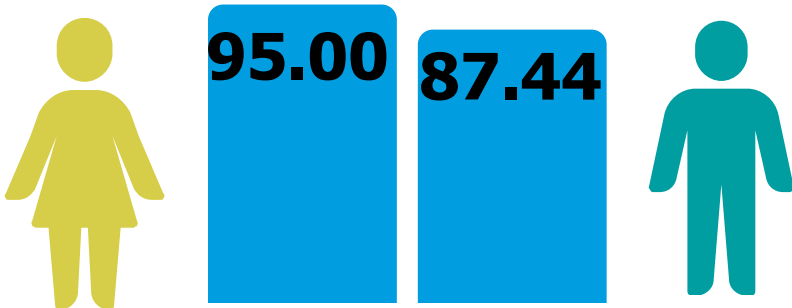
Employee gender



PROPORTION OF MALE AND FEMALE EMPLOYEES
ACCORDING TO QUARTILE PAY BANDS (I.E. WHERE PAY
FOR WOMEN IS HIGHER THAN FOR MEN)



% Employees receiving a bonus payment



The roles are, in the main, within manufacturing, warehousing and engineering, working in accordance with a 24/7 shift pattern. Women account for **31%** of the managerial population. The demographic impacts on the managerial population due to many of the roles being filled from within.

11.15%

MEDIAN GENDER PAY GAP

0.00%

MEDIAN BONUS PAY GAP

15.15%

MEAN GENDER PAY GAP

13.94%

MEAN BONUS PAY GAP

OUR PLANS TO CLOSE THE GAP

At NSG we are committed to creating a more diverse, equitable and inclusive workforce. We want all of our employees to be themselves at work, and to unleash their potential.

Reducing our Gender Pay Gap is a crucial part of that. However, like other manufacturing companies, we recognise we need to work hard to achieve these ambitions. The next pages give a snapshot of some of the key steps we are currently taking or are putting in place for the future:



LEADERSHIP DEVELOPMENT



NSG achieves its success through the competence and commitment of our employees. As part of our annual performance management process, we require everyone to have a personal development objective and we encourage all employees to think about developing specific skills, behaviours or knowledge areas.

Every manager in the group attended a “Being A Performance Coach” training day in 2023/2024 to learn how to use daily interactions to drive positive performance.

We are pleased to continue to offer our Global development programmes alongside local opportunities such as our Level 5 Women in Leadership Programme in partnership with Instep.

ACHIEVING GENDER BALANCE

At NSG, we agree that a focus on DEI is critical for the future and sustainable success of our company. We also want to meet the heightened expectations of our internal and external stakeholders. That is why we are setting some deliberately aspirational targets – in particular to increase our global female leadership to 30%. Our mantra is always having the best person for the job, and having targets will not change that. However, it does mean that we will start to do things differently in attracting, retaining and developing the very best talent.

More locally, we are proud to have a thriving Women's Network alongside many site based DEI steering committees – all working towards the common goal of improving DEI across our businesses.

Employees are also supported by our Code of Ethics which reflects our values, principles and behaviours. The overriding basis for the Code is that we carry out our business activities in a safe, professional, legal and ethical manner and in a way that demonstrates corporate social responsibility and sustainability.





TALENT AND RECRUITMENT

Attracting the best talent is a key component of our DEI plans. To do this, we are seeking new opportunities to work with under-represented groups, partnering with local universities and growing our apprenticeship offering year on year.

Our talent processes involve performance management, succession planning, and identification of high potential employees to be our future senior leaders. We do this alongside equipping employees with the skills and personal development needed to ensure they are ready for future opportunities.

We are proud to offer enhanced maternity and adoption pay for expectant mothers along with family friendly policies. Using technology, we have been to further support flexible working across our workforce where appropriate.

PARENTAL POLICIES & FLEXIBLE WORKING

COMMUNITY ENGAGEMENT

Serving our community is a core priority, and supports us to achieve our mission to change our surroundings and improve our world. Our employees really enjoy the opportunity to work with local schools, colleges and universities to highlight the types of careers available in company like NSG.

Our aim is to raise aspirations of learners in the local area and to encourage them to progress with further education, especially in STEM subjects. We are pleased to grow our apprenticeship offering, including Degree Apprenticeships, alongside our traditional graduate intake, year on year.



EMPLOYEE ENGAGEMENT

We continue to use our employee "Pulse" survey model to measure sustainable engagement within the Group. Our most recent 'your voice' survey had over 21,000, or 80%, employees participate and give feedback.



GROUP

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