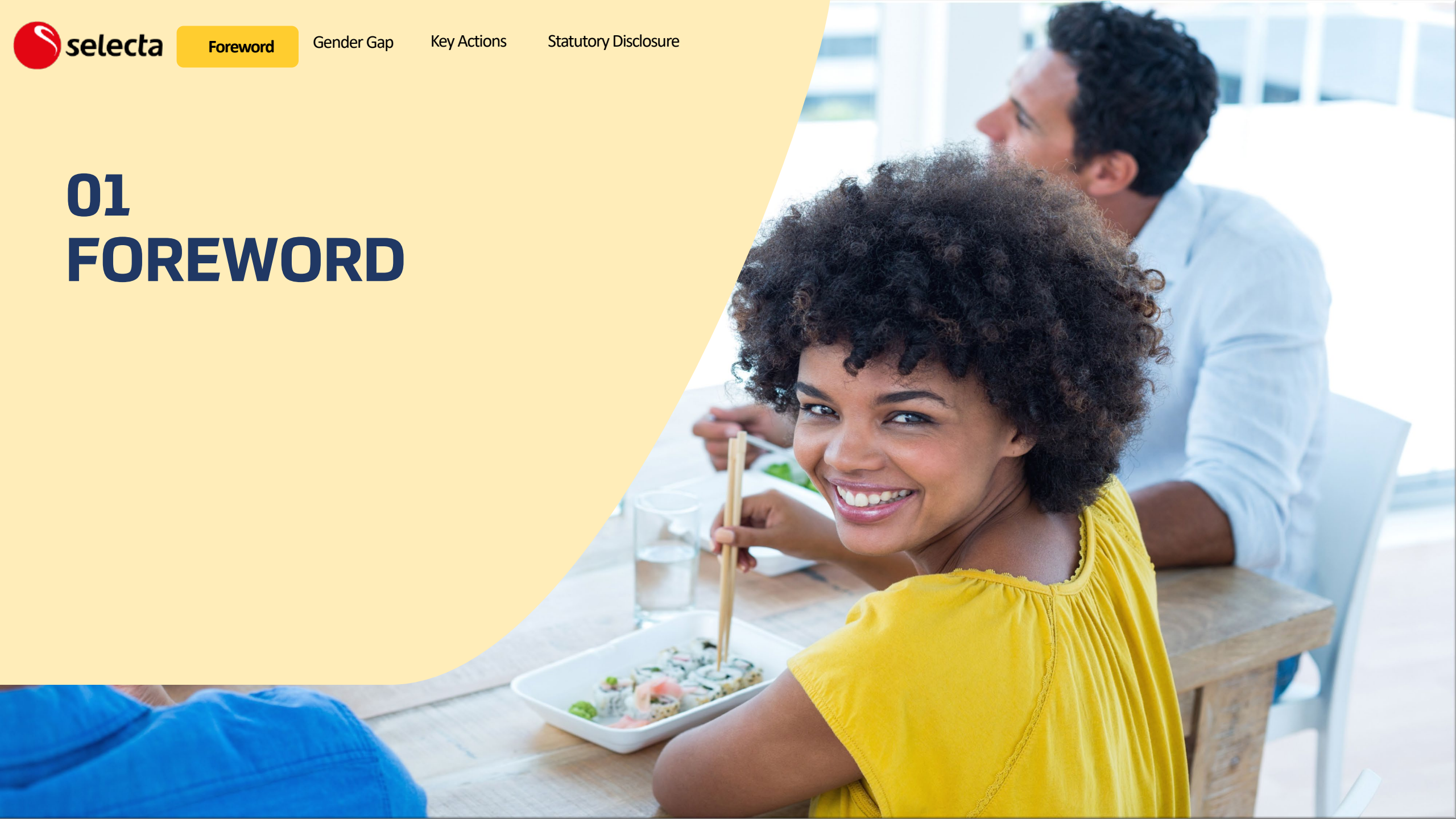


SELECTA UK GENDER PAY GAP 24-25





01 FOREWORD

01 Managing Director's Statement

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At Selecta UKI, we are committed to fostering a workplace where everyone can thrive, regardless of gender or background. We believe that building a diverse, inclusive, and equitable environment isn't just the right thing to do it's essential for our success. A balanced workforce strengthens our decision-making, enhances innovation, and helps us better serve the diverse communities and clients we work with every day.

I firmly believe that Selecta can only achieve the long-term progress we are working toward by fostering an inclusive culture where all employees feel confident in their ability to advance in their careers and realise their full potential, regardless of gender, ethnicity, or other protected characteristics. I also strongly support a diverse approach to recruitment, as it is key to building a workforce that better reflects the communities we serve and delivers improved outcomes for our clients. This report provides valuable insight into our progress toward closing the gender pay gap. Transparency is key to our approach. By openly measuring and sharing our data, we hold ourselves accountable and identify the areas where we can do better. Each figure in this report reflects our ongoing commitment to driving meaningful change.

Currently, women are underrepresented in senior positions at Selecta. Acknowledging this, along with the pay gaps that exist, is crucial. Transparency helps us measure our progress and understand the concrete actions we need to take to improve representation over time. This report outlines our gender pay gaps in the UK and Ireland for the year, as well as our statutory gender pay gap data. While we are encouraged by the progress we've made, we recognise there is still more to be done. Our journey is not simply about reducing numbers but about creating an environment where opportunities are equitable for all. From supporting career progression to promoting inclusive leadership and offering family-friendly policies, we remain focused on removing barriers and empowering our people to reach their full potential.

We are dedicated to continuous improvement and will remain transparent as we work towards our goal of true gender balance. Together, we can build a stronger, fairer workplace, one that reflects the diversity and talent of the communities we serve. Thank you for joining us on this journey.

T. Venus
Managing Director, Selecta UK&I

02 About Selecta

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Selecta U.K. Ltd is an employer with over 250 employees and is therefore required by law to carry out annual Gender Pay Gap Reporting under the Equality Act 2010 (Gender Pay Gap Information Regulations 2017). We follow the calculation guidelines established by the Government Equalities Office to report on our gender pay gap, including:

- **Mean and Median Gender Pay Gap**
- **Mean and Median Bonus Gap**
- **Proportion of Men and Women Receiving Bonuses**
- **Distribution Across Pay Quartiles**
- **Understanding the Gender Pay Gap**

The gender pay gap represents the difference in the average hourly rate of pay between men and women within our company, expressed as a percentage of the average male earnings.

It is important to note that the gender pay gap is distinct from equal pay. Equal pay ensures that men and women performing the same or equivalent roles receive the same pay, as required by law.

Factors Influencing the Gender Pay Gap

- Several factors can contribute to a gender pay gap, including:
- A lower percentage of women in senior or higher-paid roles.
- Differences in career progression or opportunities.
- Representation in specific departments or functions with varying pay scales.

Our Commitment

We are committed to addressing any gender pay disparities and fostering an inclusive workplace where all employees have equal opportunities to progress and thrive. Our reported figures are based on employee information from our HR and payroll records as of the snapshot date of **5th April 2025**. These figures have been calculated in accordance with the Gender Pay Gap Reporting legislation.

In compliance with regulations, this report will remain published on our company website for a period of **three years**.

We continue to evaluate our policies and practices to support gender equality and promote a more balanced representation of women in senior positions.



03

GENDER PAY GAP

We recognise the strides made in increasing female representation in higher-paying roles but acknowledges that significant work remains.

Persistent gender pay gaps are primarily driven by unequal representation across seniority levels. Addressing these gaps will remain a key focus for us in the coming years as we work towards greater equity.



03 Understanding Pay Gaps

The gender pay gap measures the difference in the hourly pay rate between the median man and the median woman in an organisation, expressed as a percentage of the median man's earnings.

This gap can be influenced by factors such as the representation of women in senior positions. It's important to differentiate this from equal pay, which refers to the legal requirement to pay men and women equally for equal work, as outlined in the Equality Act 2010.

Organisations are required to follow the Government Equalities Office's methodology to report their median and mean gender pay gaps, bonus gaps, and the distribution of employees across pay quartiles.

Definition of some key terms:

Median pay gaps:

the difference between the median pay for female employees and the median pay for male employees, as a percentage of the male employee median. Medians are calculated by ordering individual rates of pay from highest to lowest and selecting the value for the middle employee.

Mean pay gaps:

the difference between the mean pay for female employees and the mean pay for male employee, as a percentage of the male employee mean. Means are calculated by summing all the individual pay rates and dividing by the number of individuals.

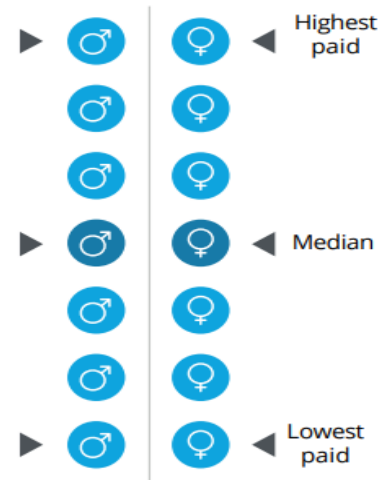
Hourly pay gaps:

made up of all regular payments of salary and allowances during tax year of the snapshot date of 5th April 2025.

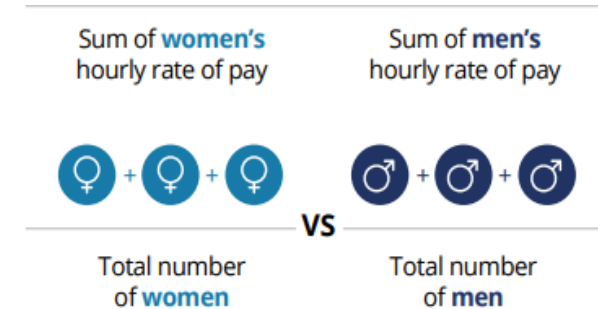
Bonus pay gaps:

made up of all bonus and incentive payments received over the 12-month period to the end of April 2025.

Median method



Mean method



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03 UK-Wide gender pay gap

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Gender pay gaps

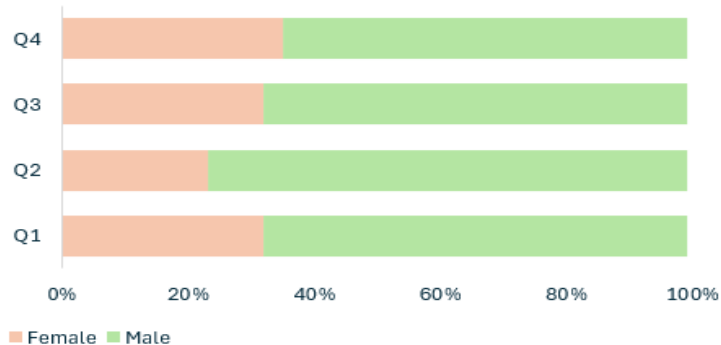
Hourly Pay		Bonus Pay	
Median	Mean	Median	Mean
-5.17%	13.75%	0.00%	-38.32%
▼ 0.10%pts on 2023	▲ 8.45%pts on 2023	▼ 0.0%pts on 2023	▲ 16.22%pts on 2023

The pay gaps shown above reflect the underrepresentation of females in senior and mid-level roles, as shown on the following page.

Receiving bonus

Female (%)	Male (%)	Across our UK population 78% of all female employees and 84% of all male employees received a bonus payment
78.00%	84.00%	

Pay quartiles



Pay quartiles are prepared by ordering the population by hourly pay, from highest to lowest, and then dividing it into four equal groups (upper quartile, upper middle quartile, lower middle quartile and lower quartile also referred to as Q1, Q2, Q3 and Q4) to show how the distribution of males and females varies according to each quartile.

The data is explaining the factors contributing to the gender pay gaps in both hourly pay and bonus pay at Selecta UK. Ltd. The key points are:

Gender Pay Gaps and Averages: Gender pay gaps are calculated based on averages across the entire workforce, which does not account for variations like role differences, responsibilities, or seniority levels. These factors significantly affect pay levels.

Representation of Women in Senior Roles: While female representation in senior and higher-paying roles has been improving as can be seen in our quartile 1, it still lags, contributing to ongoing gender pay gaps. These gaps are influenced by the fact that higher-paying roles are more often held by males.

Bonus Pay Gap: The bonus pay gap is more variable year to year due to changes in overall company performance, which impacts the bonus pool. This gap has remained consistent in terms of the median value, but the mean bonus pay gap has decreased, largely due to more females being represented in the higher-paying quartiles (top two quartiles) compared to the lower ones.

Quartile Representation: The higher female representation in the top two quartiles (higher-paying roles) impacts the average bonus pay for women, as those in higher quartiles generally receive higher bonuses. This unequal gender representation across quartiles influences how year-on-year changes in bonus spend affect male and female bonus pay differently.

In short, the company acknowledges that while progress has been made in terms of female representation in higher-paying roles, there is still work to be done, and gender pay gaps remain, largely influenced by unequal representation at different levels of seniority. The bonus gap specifically reflects the changing dynamics of performance-based pay and how it affects men and women differently based on their representation in various quartiles.

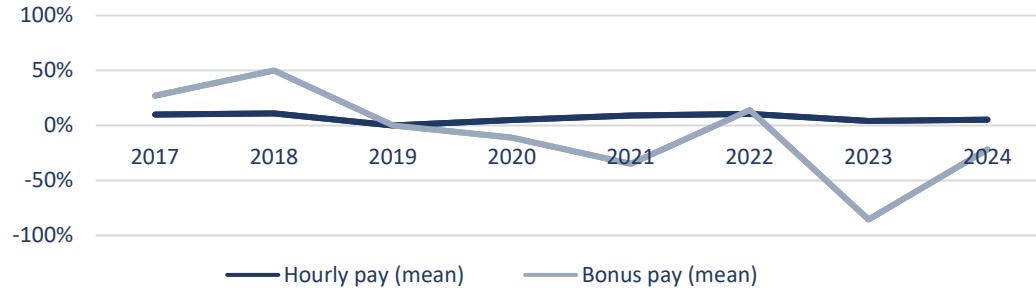
03 UK-Wide gender pay gap (continued)

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Change in gender pay gaps and representation over the last five years

Since we started reporting pay gap seven years ago, our mean gender pay gaps have improved for both hourly and bonus pay. Unequal representation of male and female employees across seniority levels and types of roles remains the key drive of the gender pay gaps at Selecta. This underlines the importance of actions to improve senior female representations on page 6. The chart below illustrates the change in our mean gender pay gaps over the last seven years. The table below that sets out the changes in female representation over the same period.

Change in gender pay gaps from 2018 to 2024



Change in female representation from 2017 to 2024

Year	Q1	Q2	Q3	Q4
2024	31.90%	24.90%	38.00%	36.00%
2017	30.00%	30.00%	40.00%	46.00%
Change from 2017 to 2024 (in % pts)	1.90%	-5.10%	-2.00%	-10%



03 UK-Wide gender pay gap (Key points)



Commitment to Gender Equality

At Selecta U.K., we are committed to achieving a more equal distribution of males and females across all levels of the organisation, particularly at senior levels. We acknowledge that progress takes time, and we are dedicated to supporting the development and advancement of female talent within our business.

Progress and Actions

Our primary focus remains on increasing female representation at senior levels, which necessitates building a strong talent pipeline at all levels of the organisation. Our actions include:

- **Supporting Career Progression:** Providing mentorship, development programs, and leadership opportunities for female employees.
- **Proactive Recruitment:** Actively identifying and recruiting female talent externally.
- **Inclusive Culture:** Promoting inclusive workplace practices to support career growth and retention.

Female Representation

We are pleased to report an increase in female representation in senior and mid-level roles over recent years, contributing to a narrowing of our gender pay gaps

Female representation in the upper quartile increased from **30%** in 2017 to **31.90%** in 2024, reflecting a **1.90%** growth. Despite this progress in the upper quartile, female representation has decreased across the second and fourth quartiles, which remains a key area of focus.

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Gender Pay Gap Overview

We are proud to announce a continued reduction in our gender pay gap for the fifth consecutive year.

Median Pay Gap: The median pay gap has decreased to **5.27%** in 2023-2024, a slight improvement from **5.30%** in 2022-2023.

Bonus Pay Gap

Female Bonus Recipients: The percentage of females receiving bonuses decreased to **62%** in 2023-2024, representing a **7%** drop compared to 2022-2023.

Mean Bonus Pay Gap: The gap has significantly narrowed from **-85.5%** to **-21.7%**, indicating that while a higher percentage of males received bonuses, the average bonus amount awarded to females was considerably higher.

Looking Ahead

While we are encouraged by our progress in reducing the gender pay gap and increasing female representation in senior roles, we recognise that there is still work to be done. Our ongoing priorities include:

Enhancing career development initiatives for female employees.

Monitoring progress and adjusting strategies to ensure continuous improvement.

Encouraging a diverse and inclusive culture that supports long-term gender equality.

We remain committed to building an equitable workplace where talent is recognised and rewarded, regardless of gender. Selecta U.K. will continue to strive for meaningful progress in reducing the gender pay gap and promoting gender diversity across all levels of our organisation.

03 UK-Wide gender pay gap (continued)

Selecta gender pay gap

		April 2024	April 2023	April 2022	April 2021	April 2020
Gender pay gap	Mean	5.3%	4.1%	10.6%	9.0%	5.0%
	Median	-5.3%	-5.4%	6.3%	12.2%	6.0%
Bonus pay gap	Mean	-21.7%	85.5%	14.0%	-34.9%	-11.1%
	Median	0.0%	0.0%	-22.7%	-2.5%	-42.8%
% employees receiving bonus	Male	84.0%	82.0%	16.9%	12.7%	18.2%
	Female	62.0%	69.0%	23.2%	11.3%	15.4%

Gender split per level (as of 5 April 2024)

	Men	Women
Top	145	68
Upper mid	160	53
Lower mid	132	81
Lower	135	76

Proportion of males & females per quartile

Quartile	April 2024	April 2023	April 2022	April 2021
Lower	36% Female 64% Male	37% Female 63% Male	44% Female 56% Male	46% Female 54% Male
Lower mid	38% Female 62% Male	37% Female 64% Male	28% Female 72% Male	28% Female 72% Male
Upper mid	25% Female 75% Male	26% Female 74% Male	23% Female 77% Male	31% Female 69% Male
Top	32% Female 68% Male	32% Female 68% Male	34% Female 67% Male	26% Female 74% Male

04 KEY ACTIONS

We are committed to addressing the gender and ethnicity pay gaps. Our efforts are focused on four key areas of action:

Transparency

DEI Strategy

Bespoke Development

Bias (Recruitment)



04 Key Actions

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At Selecta UK. Ltd. we are committed to improving diversity at every level, with a particular emphasis on increasing female representation in senior roles. This effort aligns with the broader goal of reflecting the society and community it serves, with specific actions taken under each strategic priority to boost female representation. Equipping colleagues to demonstrate inclusive behaviors is a key part of our focus with every effort put in to support the right framework. We will continue with our focus to provide leadership training to foster an environment where concerns can be raised openly, promoting a culture of inclusivity among both colleagues and leaders.

Transparency

Vision Statement: Review and rewrite a compelling DEI vision aligned with the organisation's mission and values.

Benchmarking: Review and compare your organisation's DEI metrics with industry standards to identify gaps and opportunities.

Data Collection: Gather quantitative and qualitative data on workforce demographics, employee experiences, and organisational culture. This baseline will help and inform us with areas needing improvement.

Feedback Mechanisms: Create channels for employees to provide input on DEI efforts, fostering continuous improvement.

DEI Strategy

Policy Review: Ensure organisational policies and practices promote equity and inclusion, addressing areas like compensation, promotion criteria, and work-life balance.

Employee Resource Groups (ERGs): Support ERGs that provide community and advocacy for diverse employee populations.

Celebration of Diversity: Recognise and celebrate cultural events and milestones, reinforcing our commitment to inclusion.

Accountability Structures: Assign responsibility for DEI outcomes to senior leaders and incorporate DEI metrics into performance evaluations.

Bespoke Development

Retention Programs: Establish mentorship and sponsorship programs to support career development for women in leadership roles.

Promote internal growth: Develop succession planning across functions and identify high-potential female employees for leadership tracks.

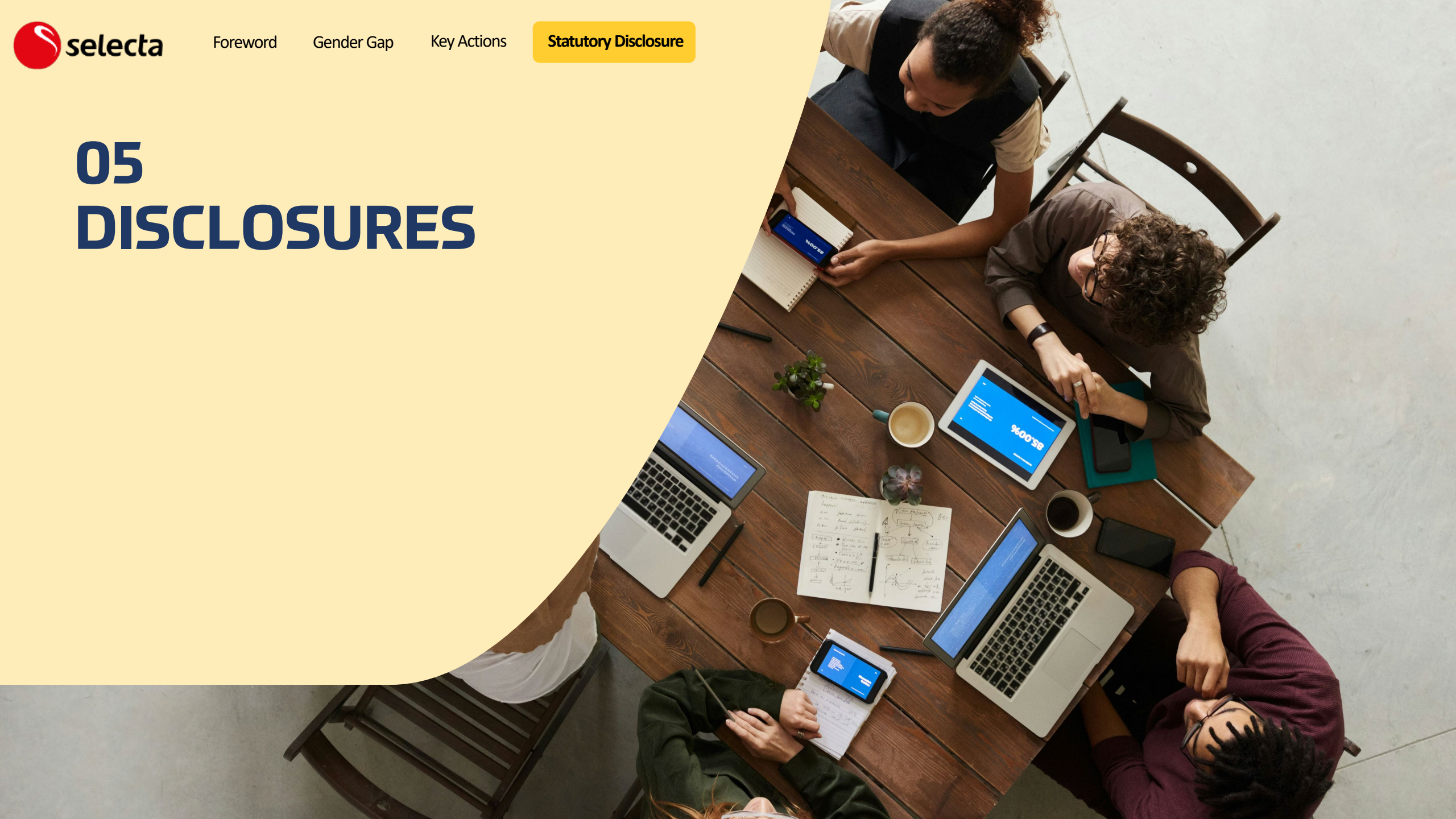
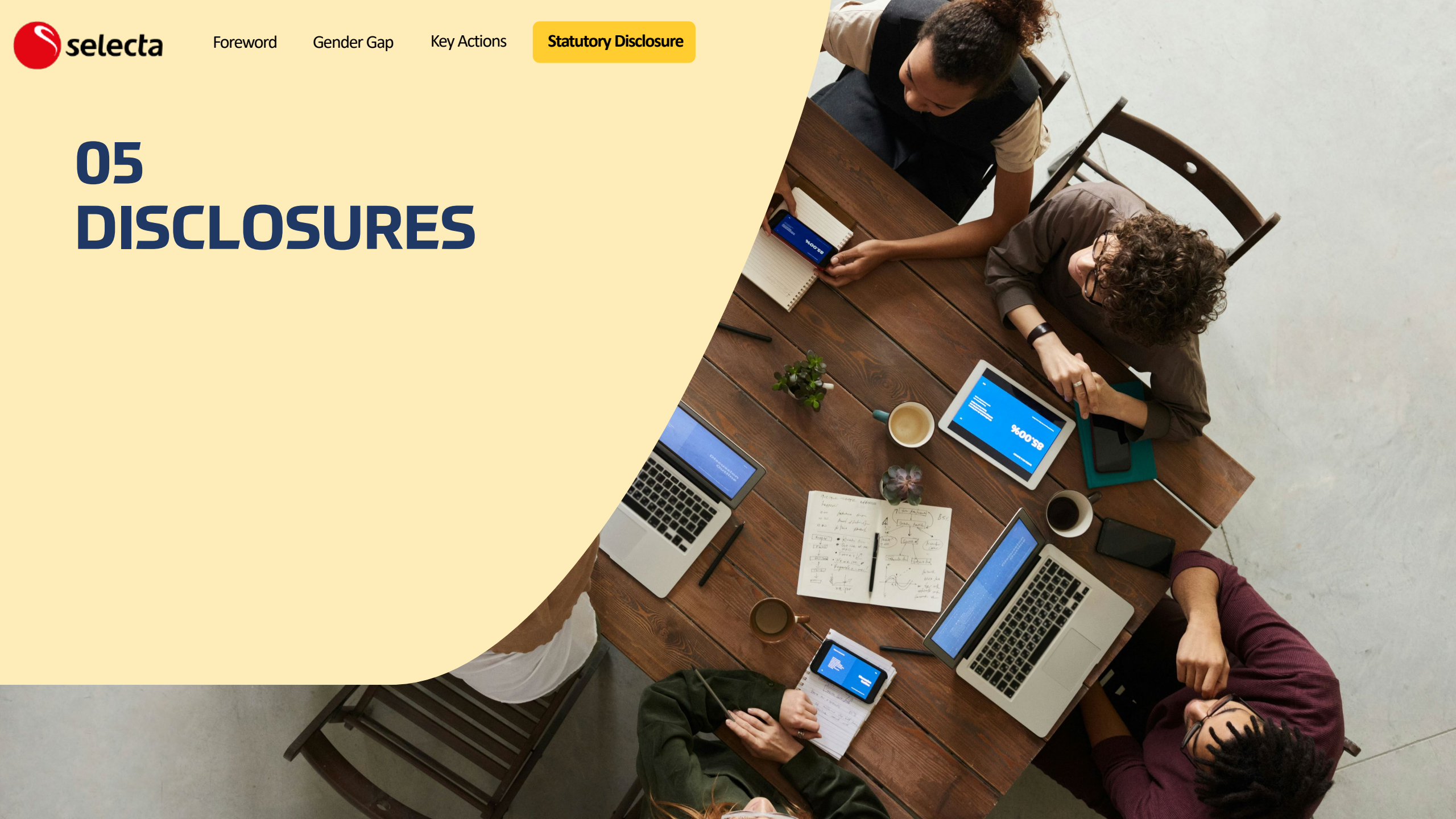
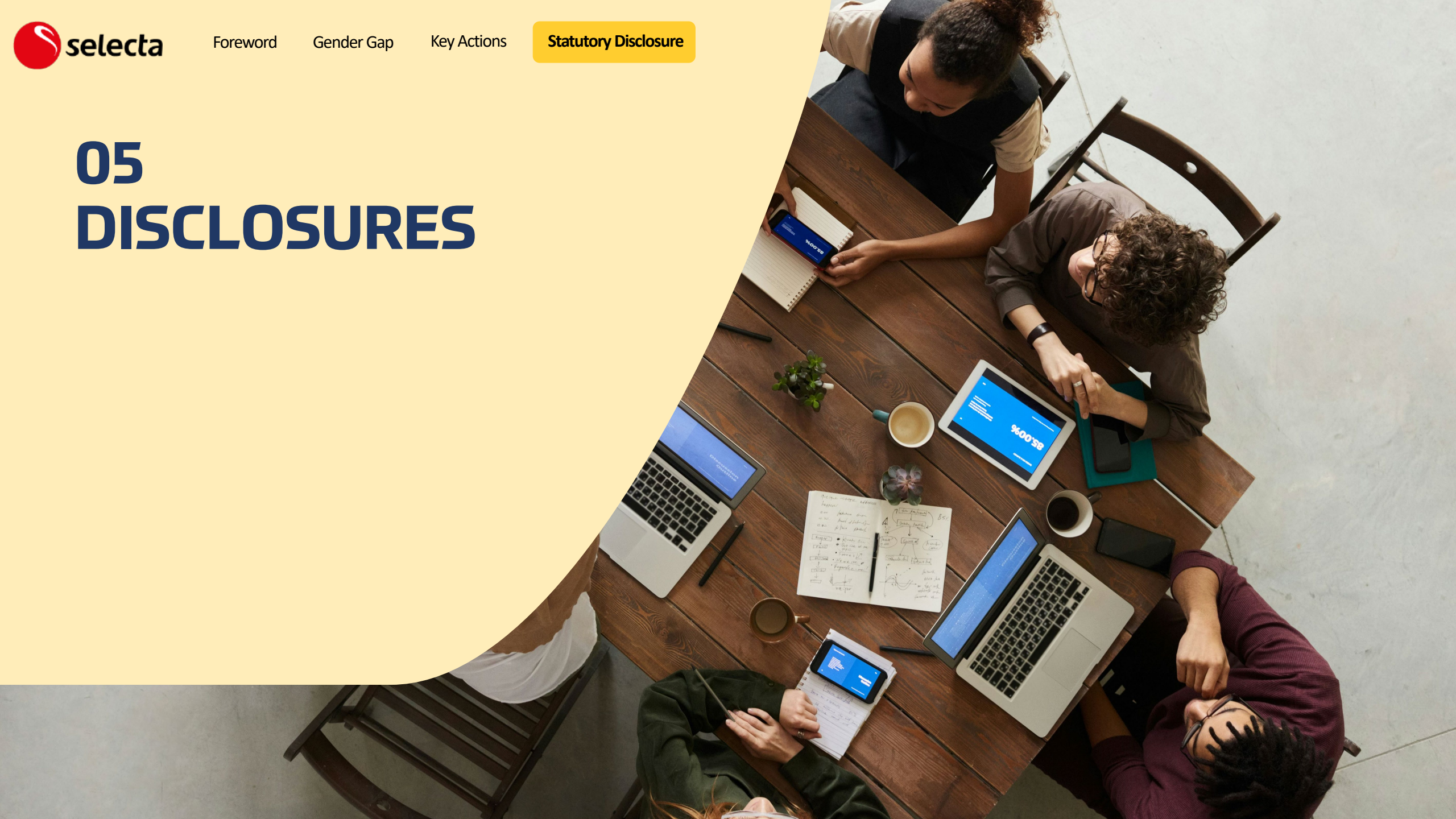
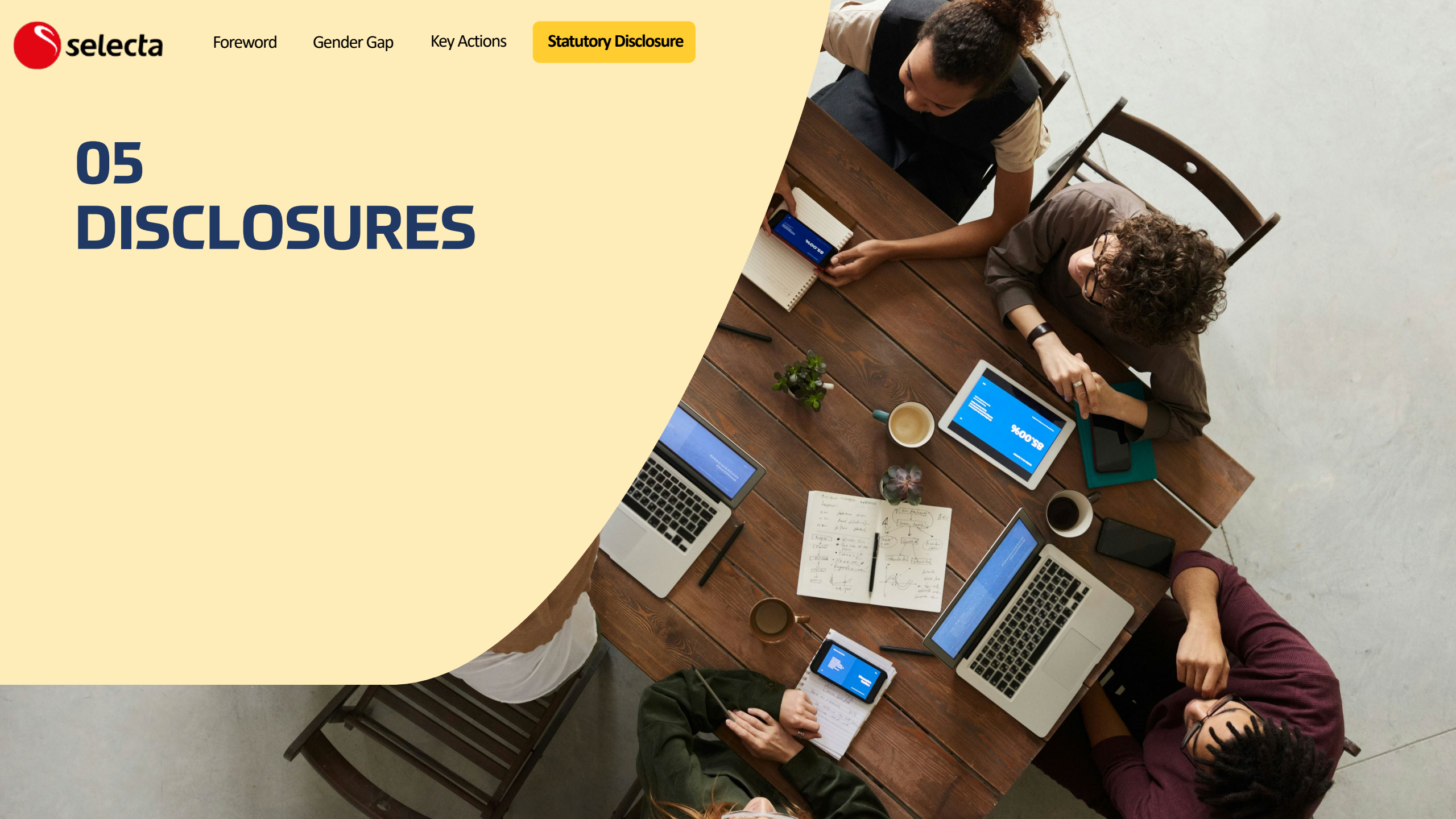
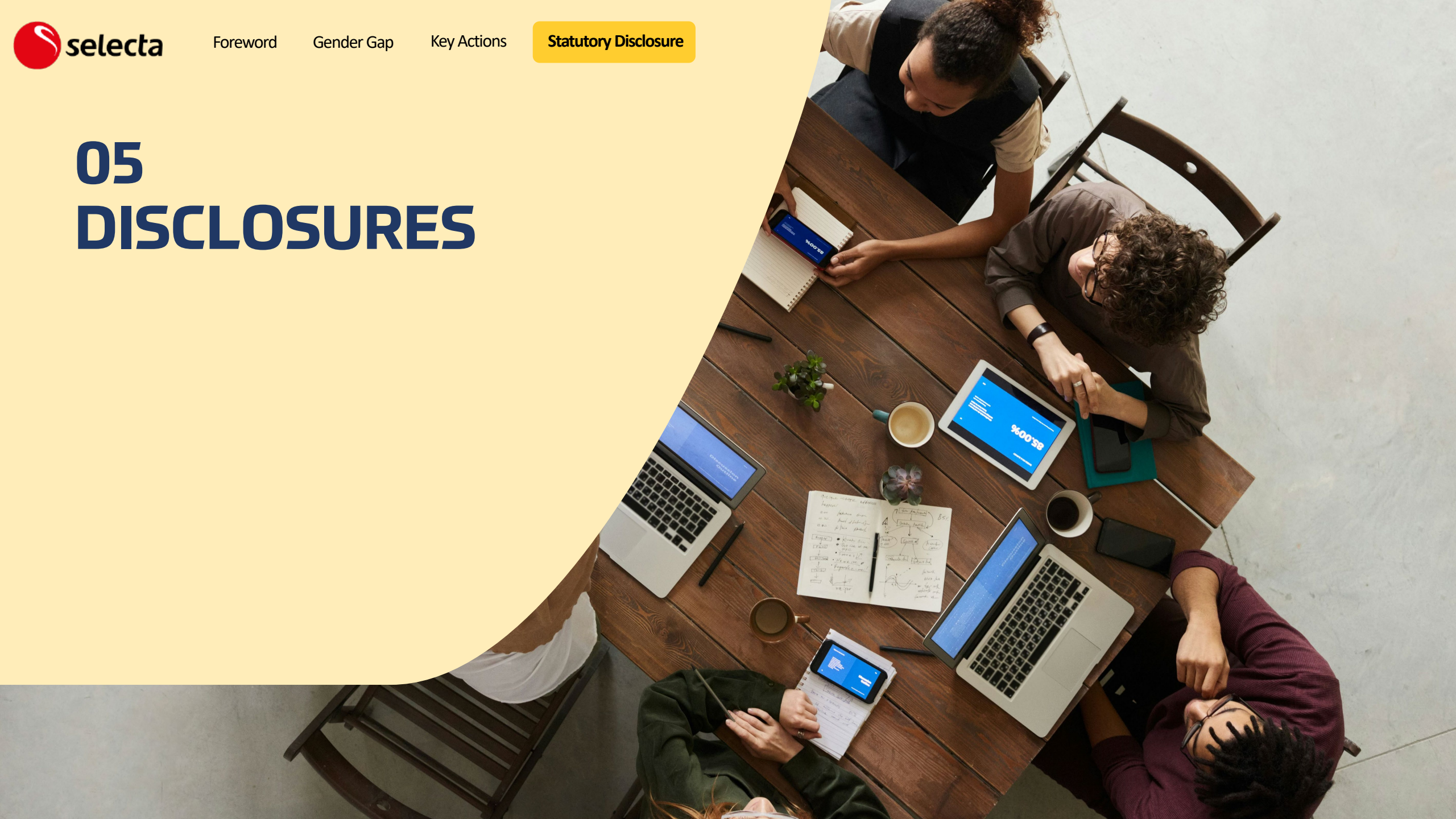
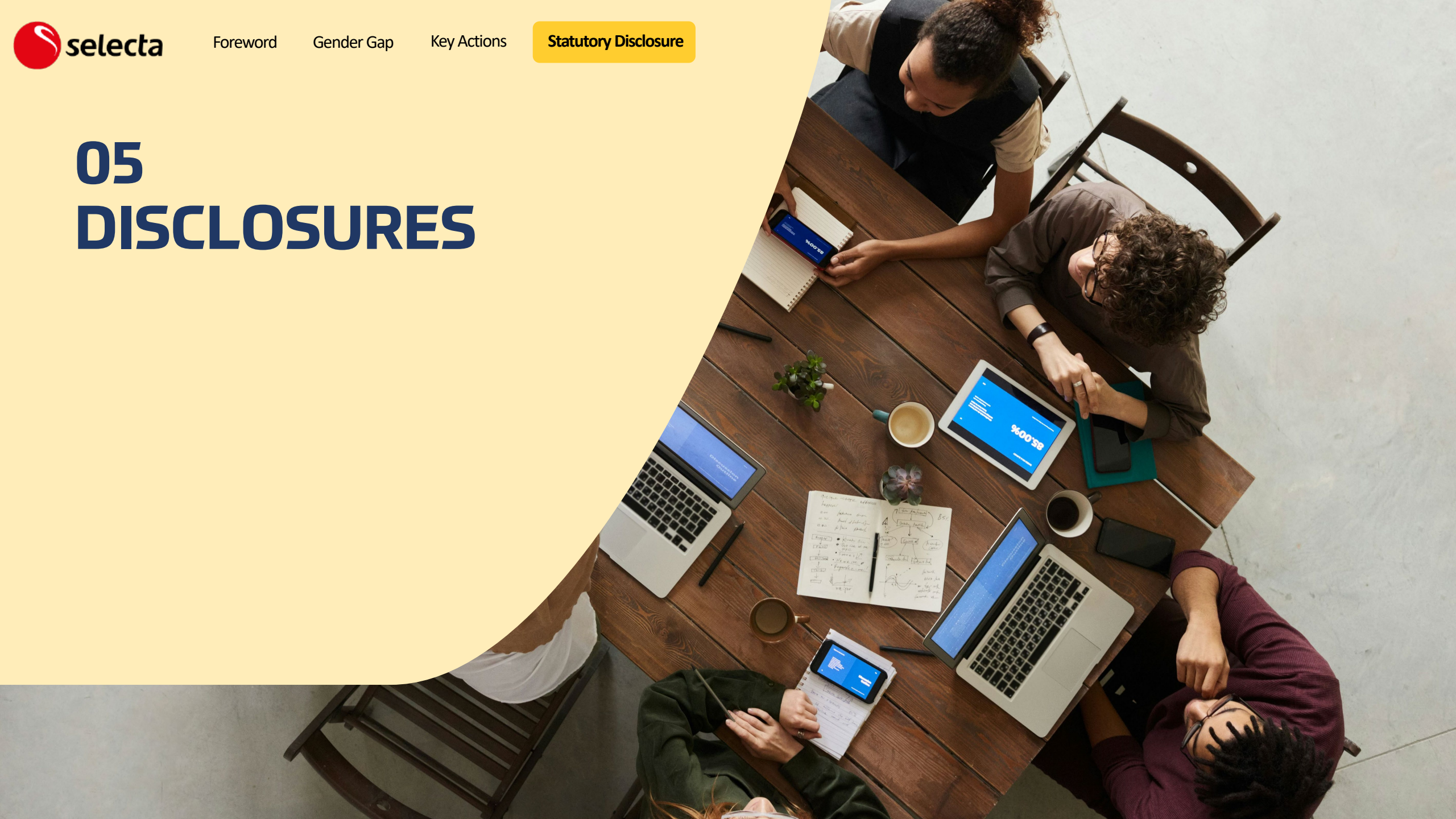
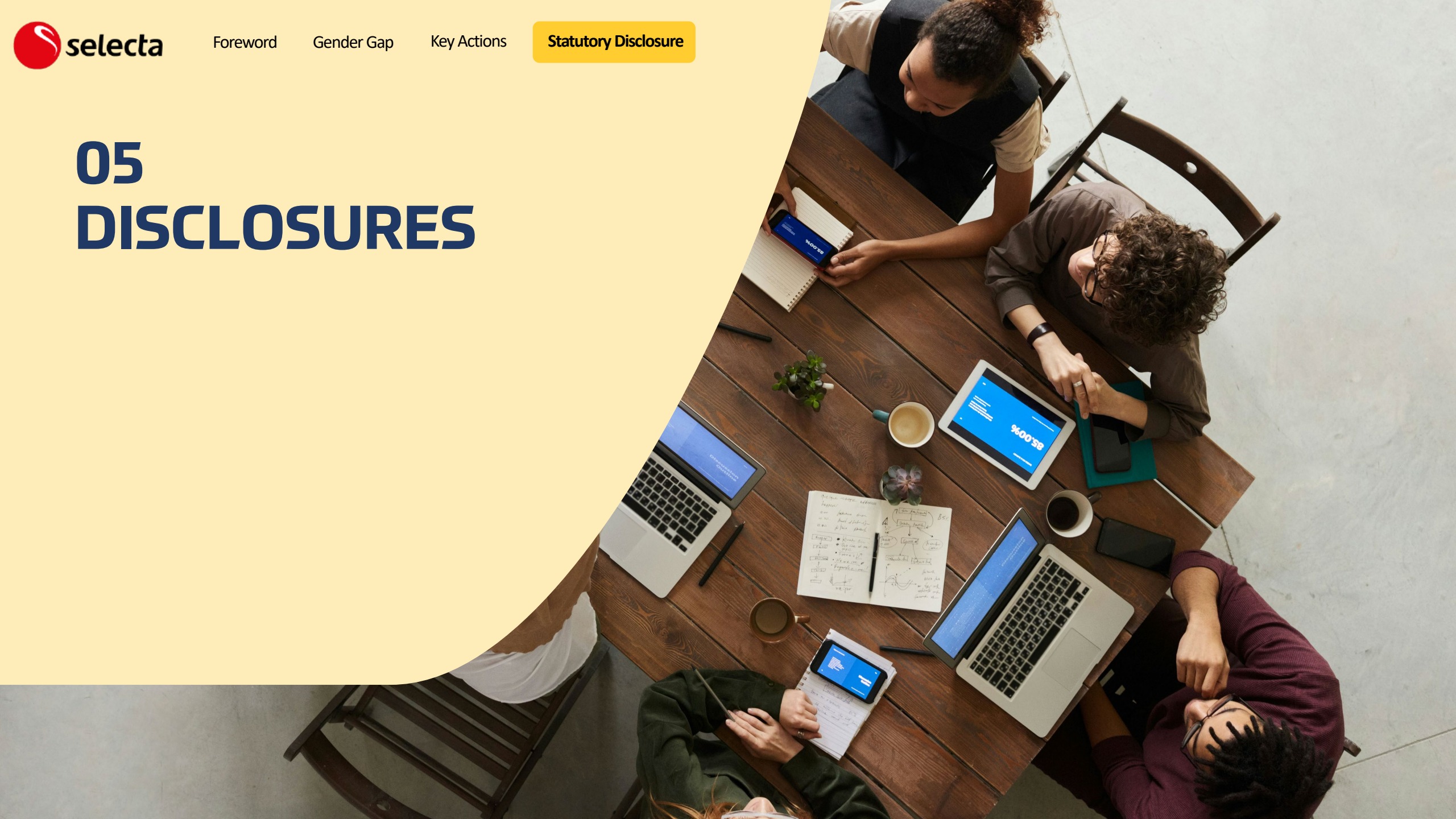
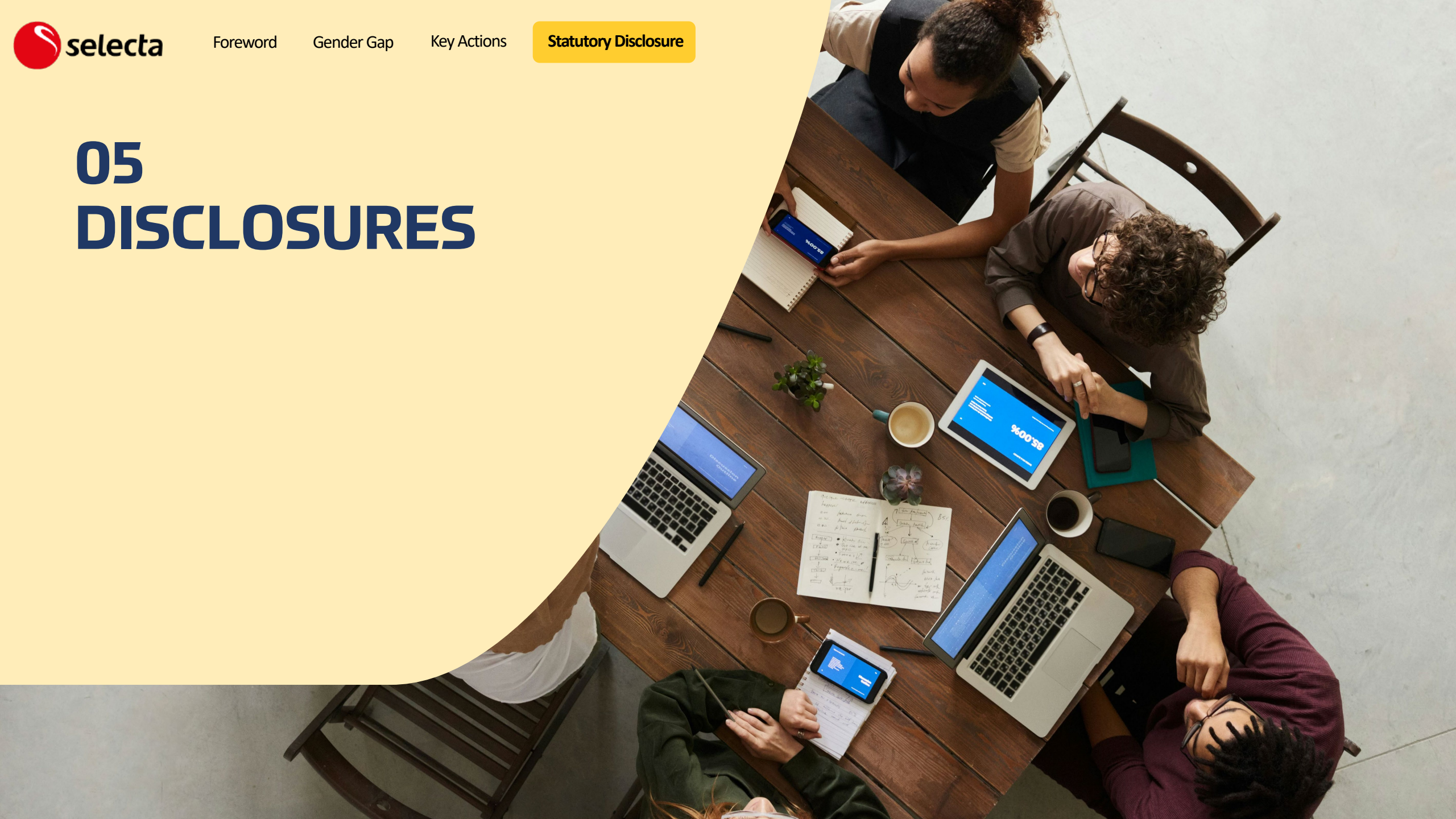
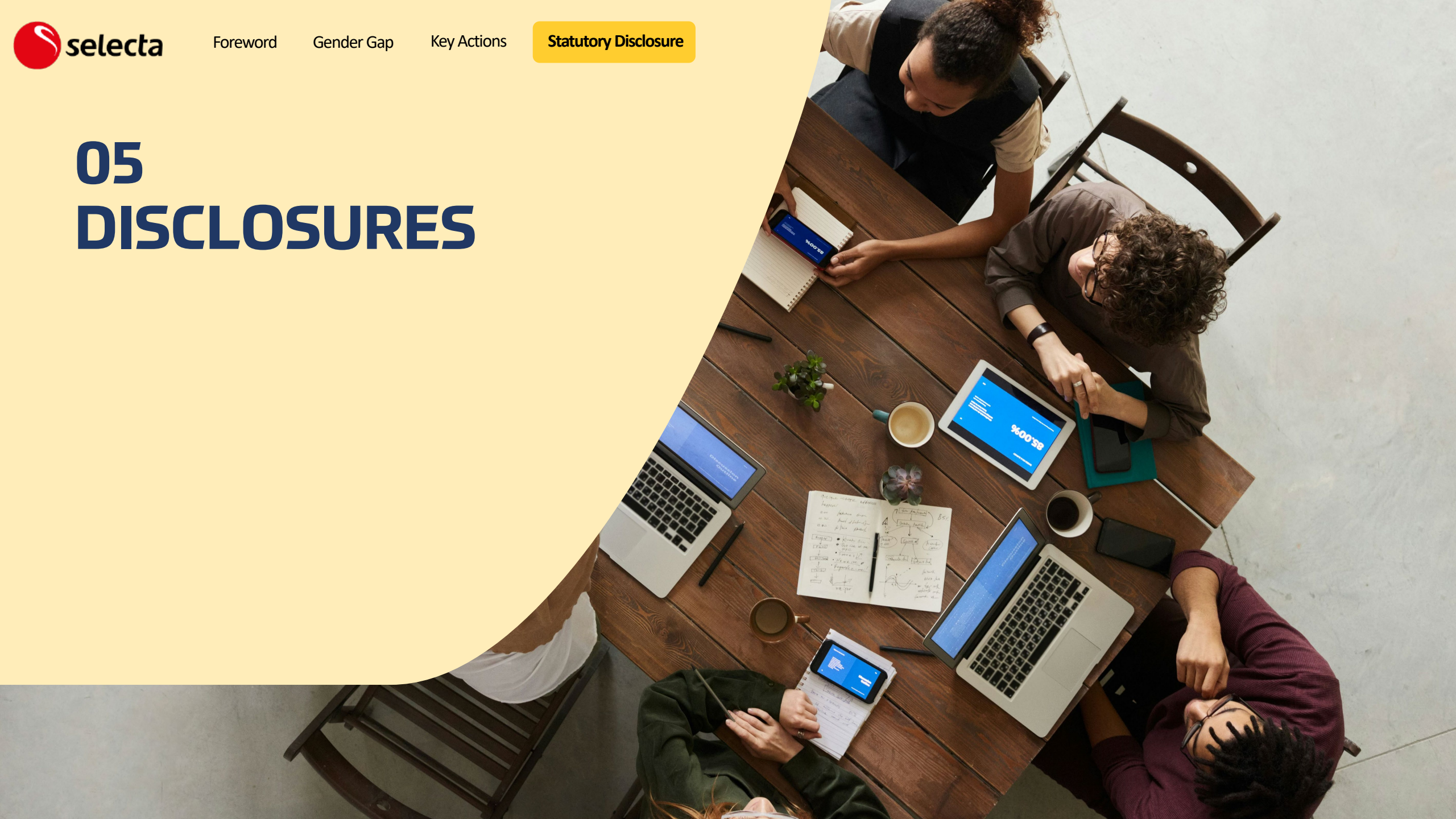
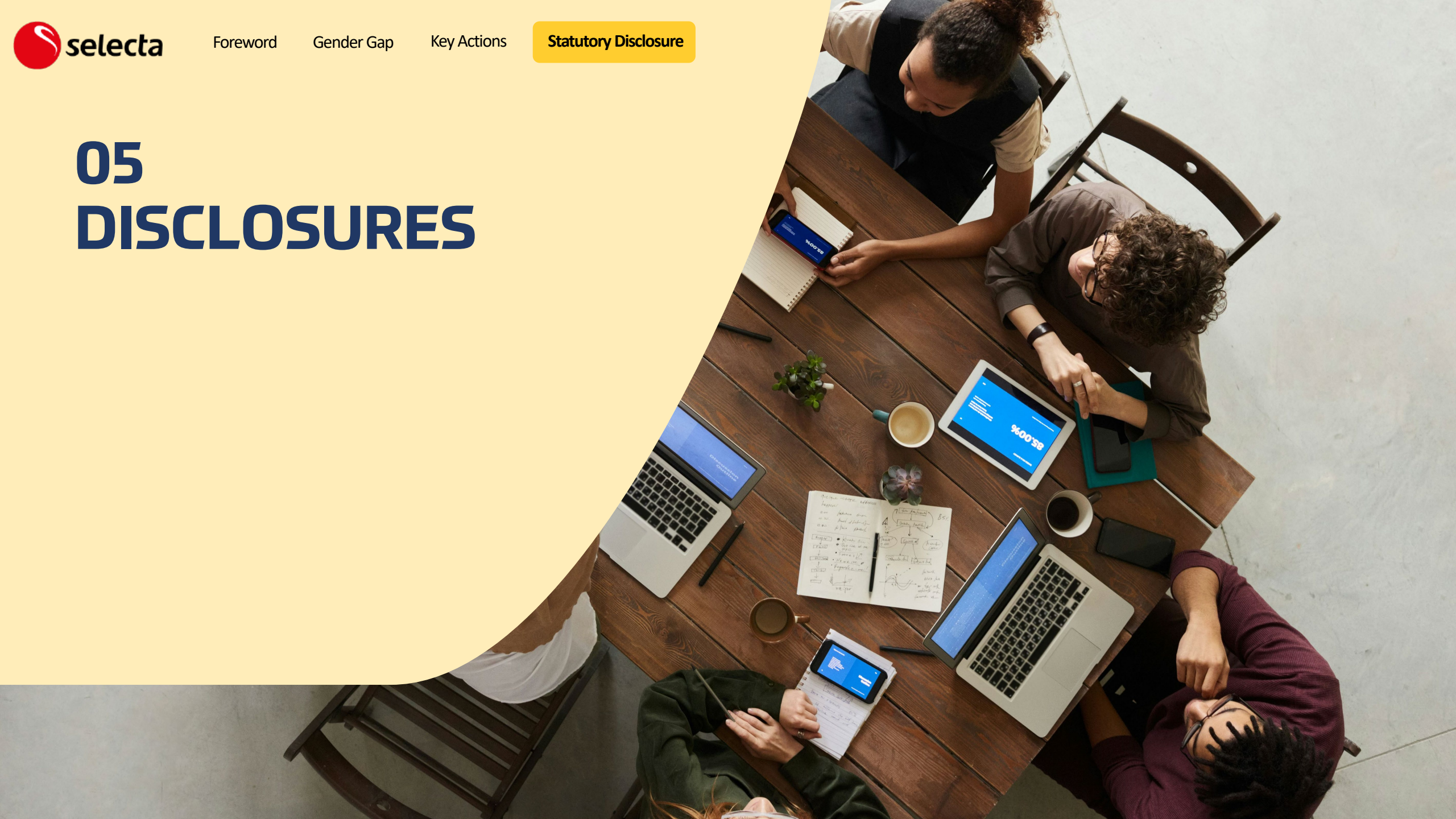
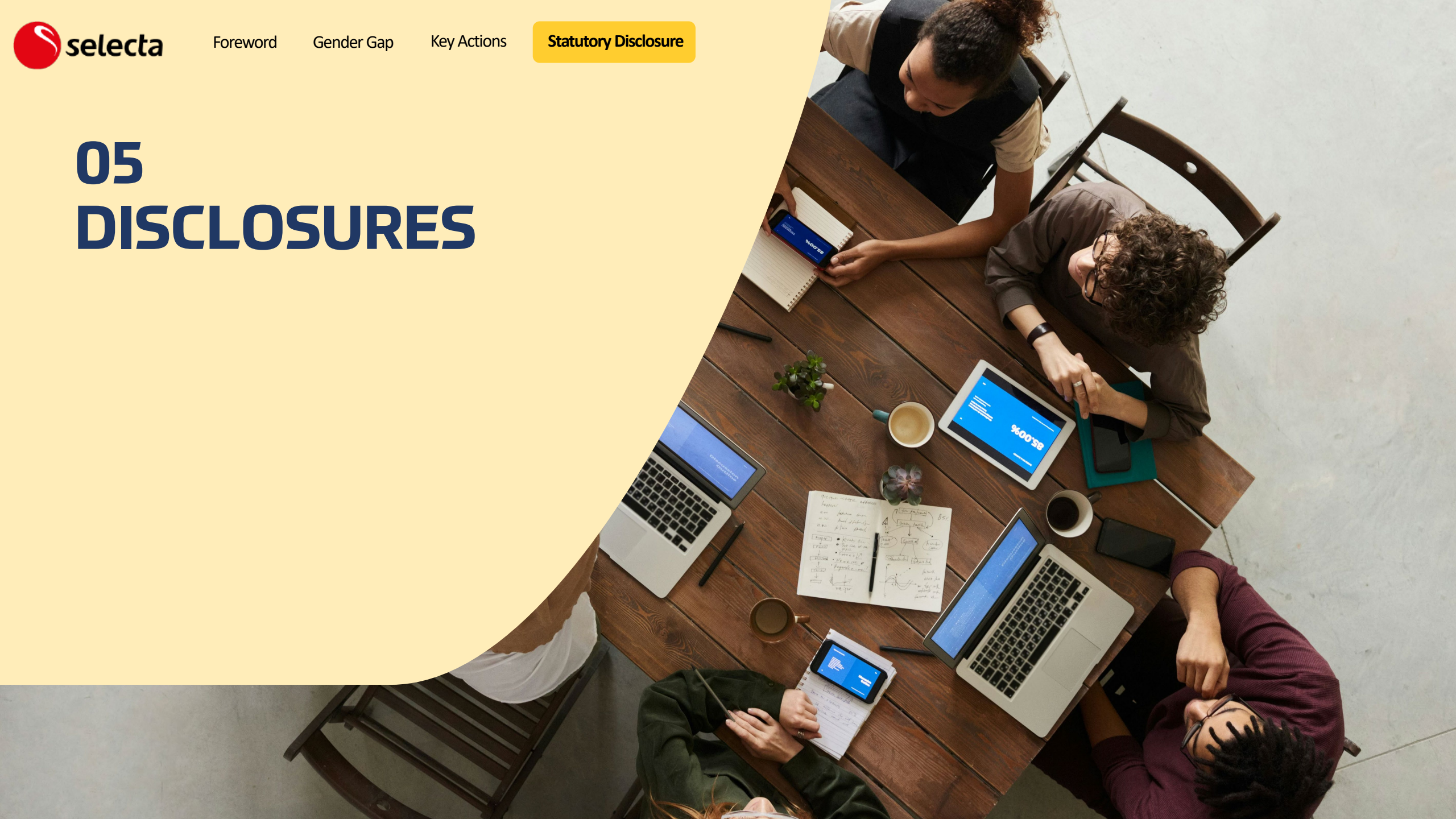
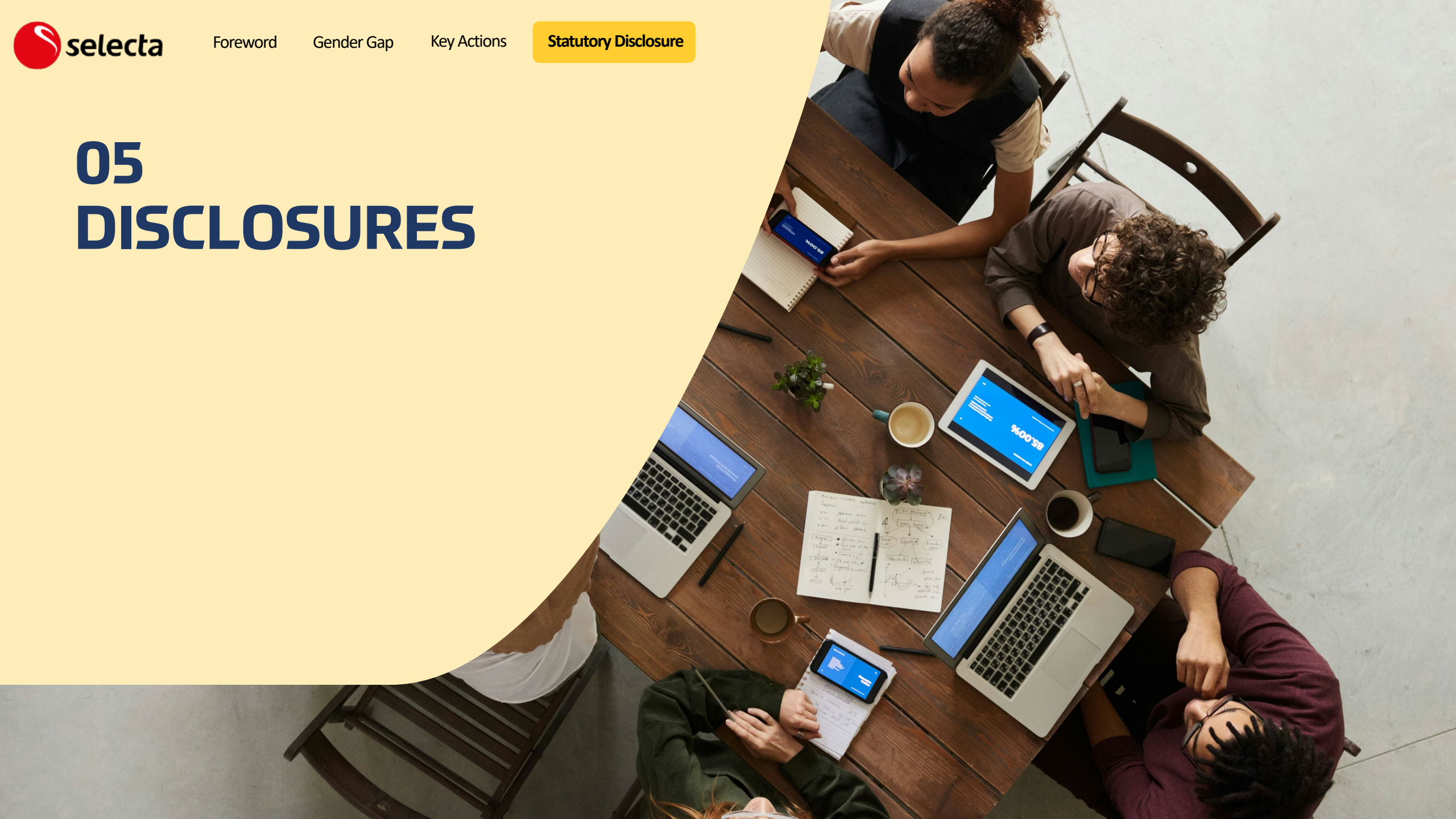
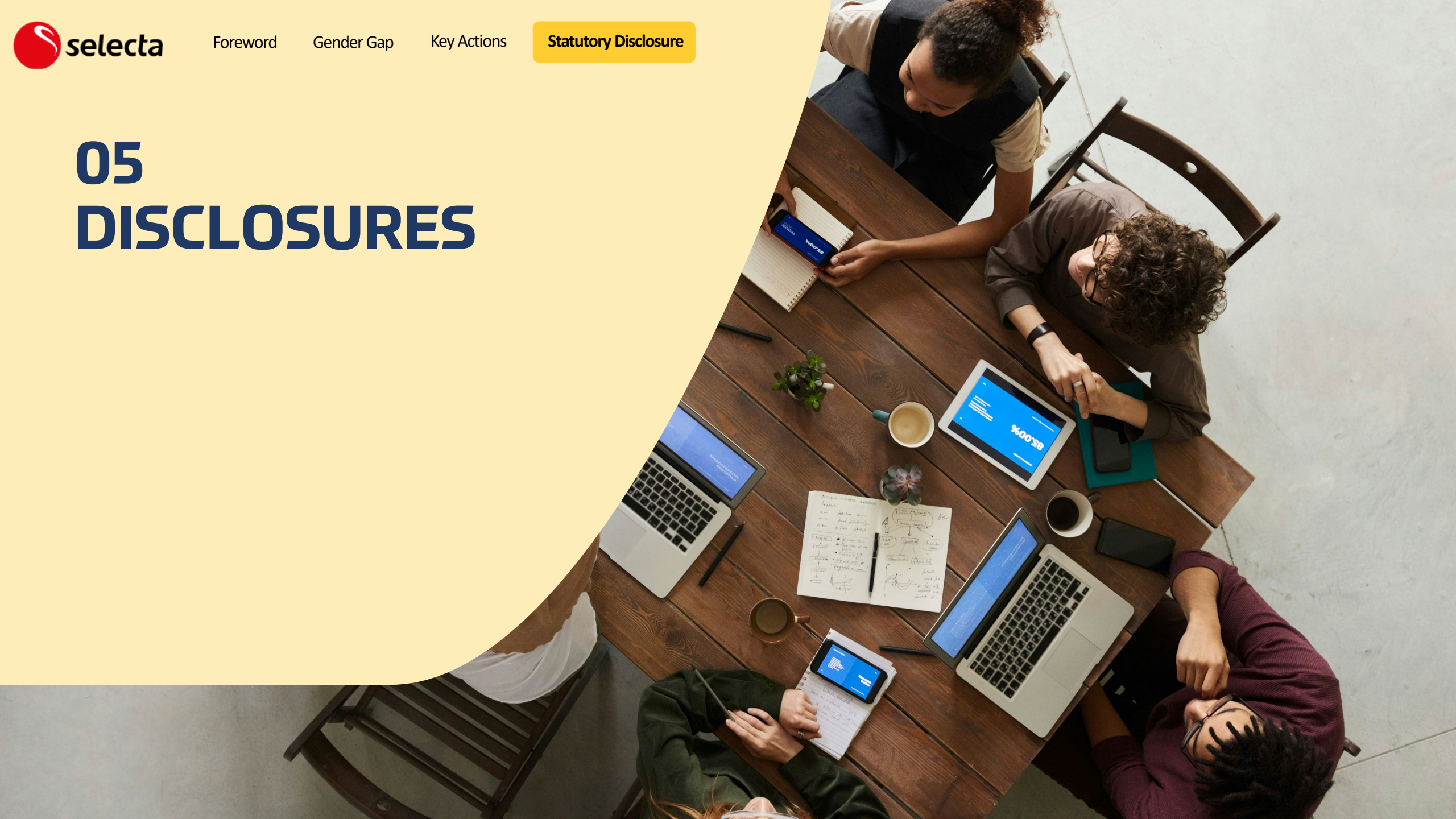
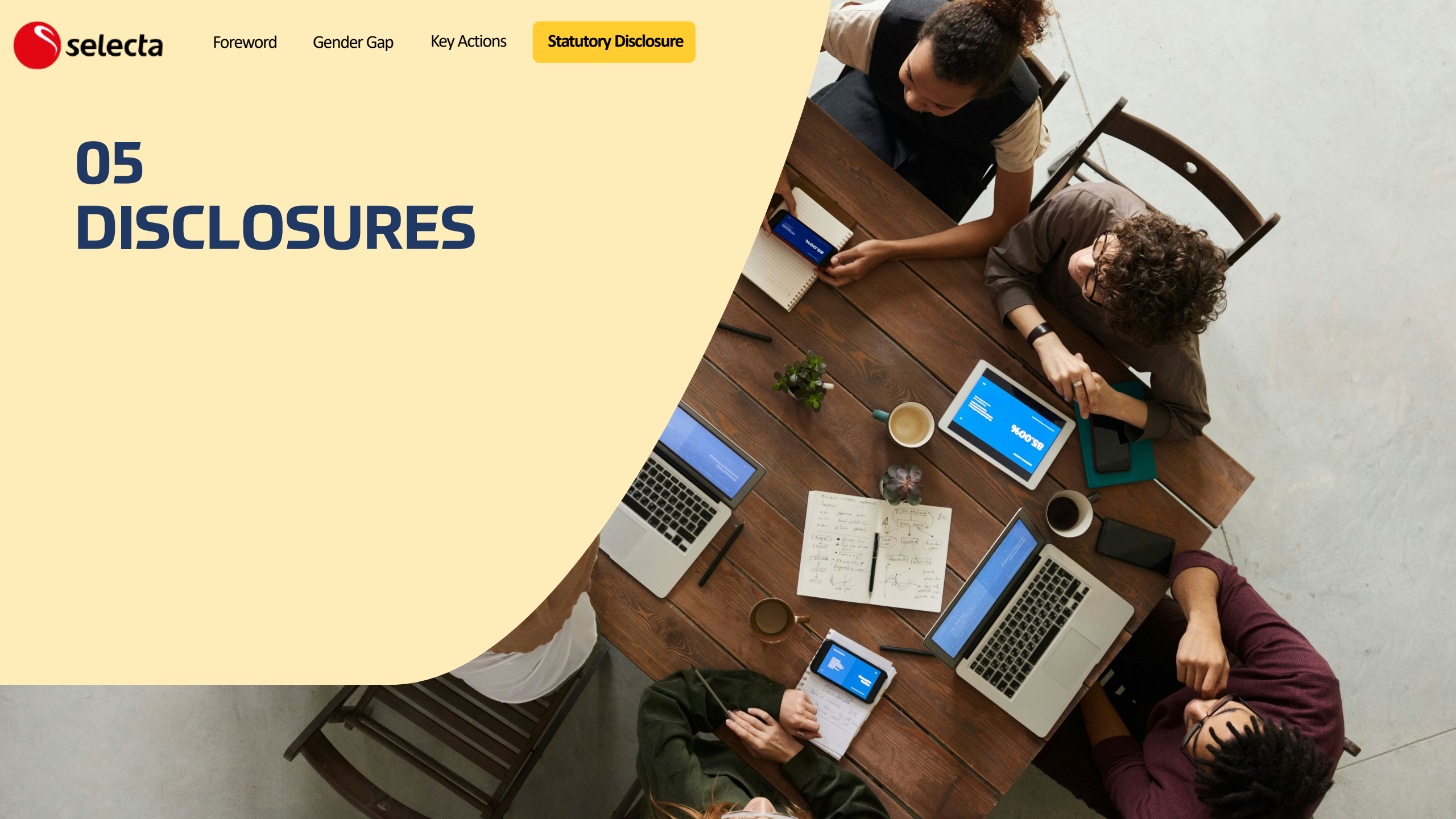
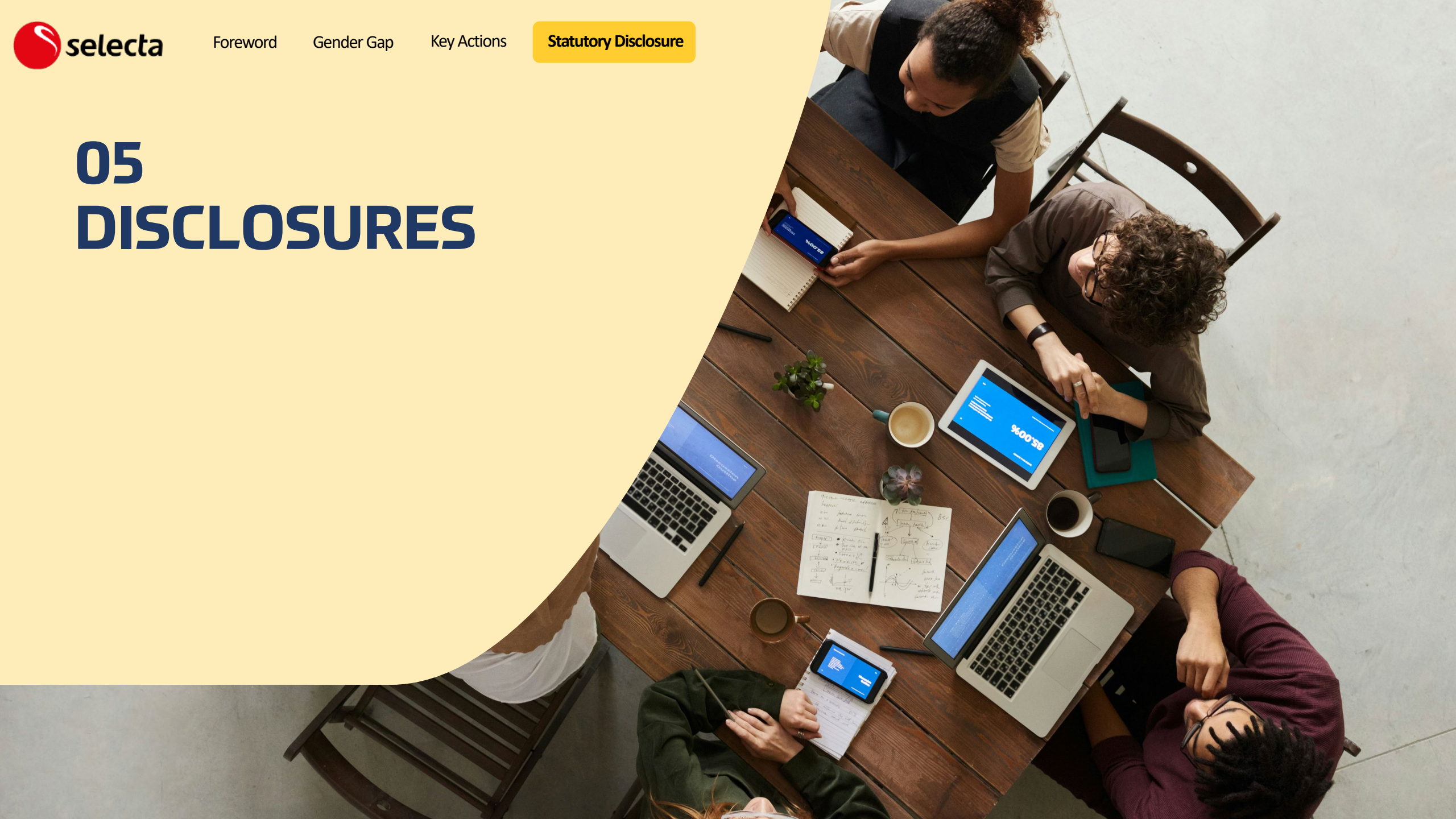
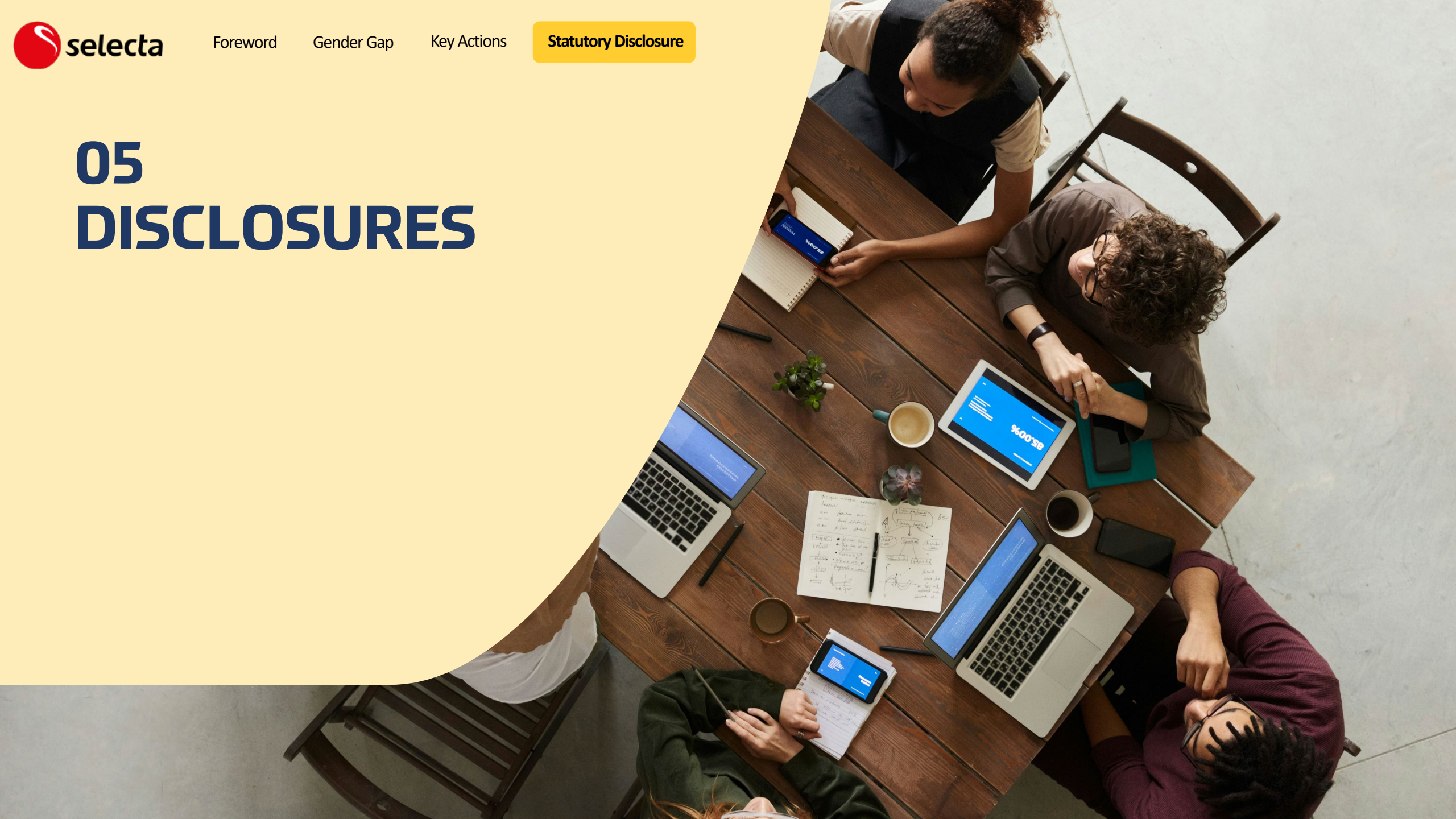
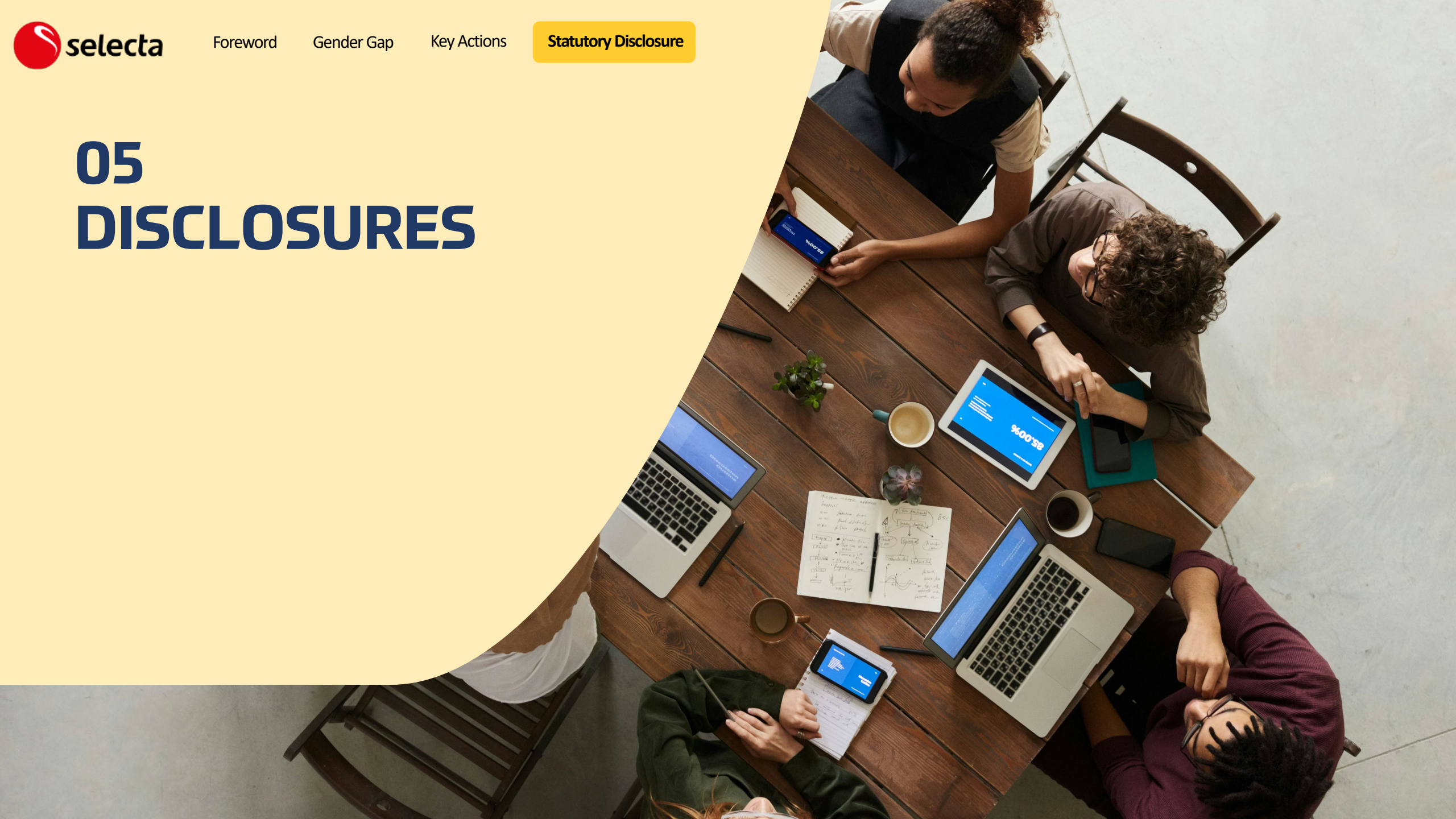
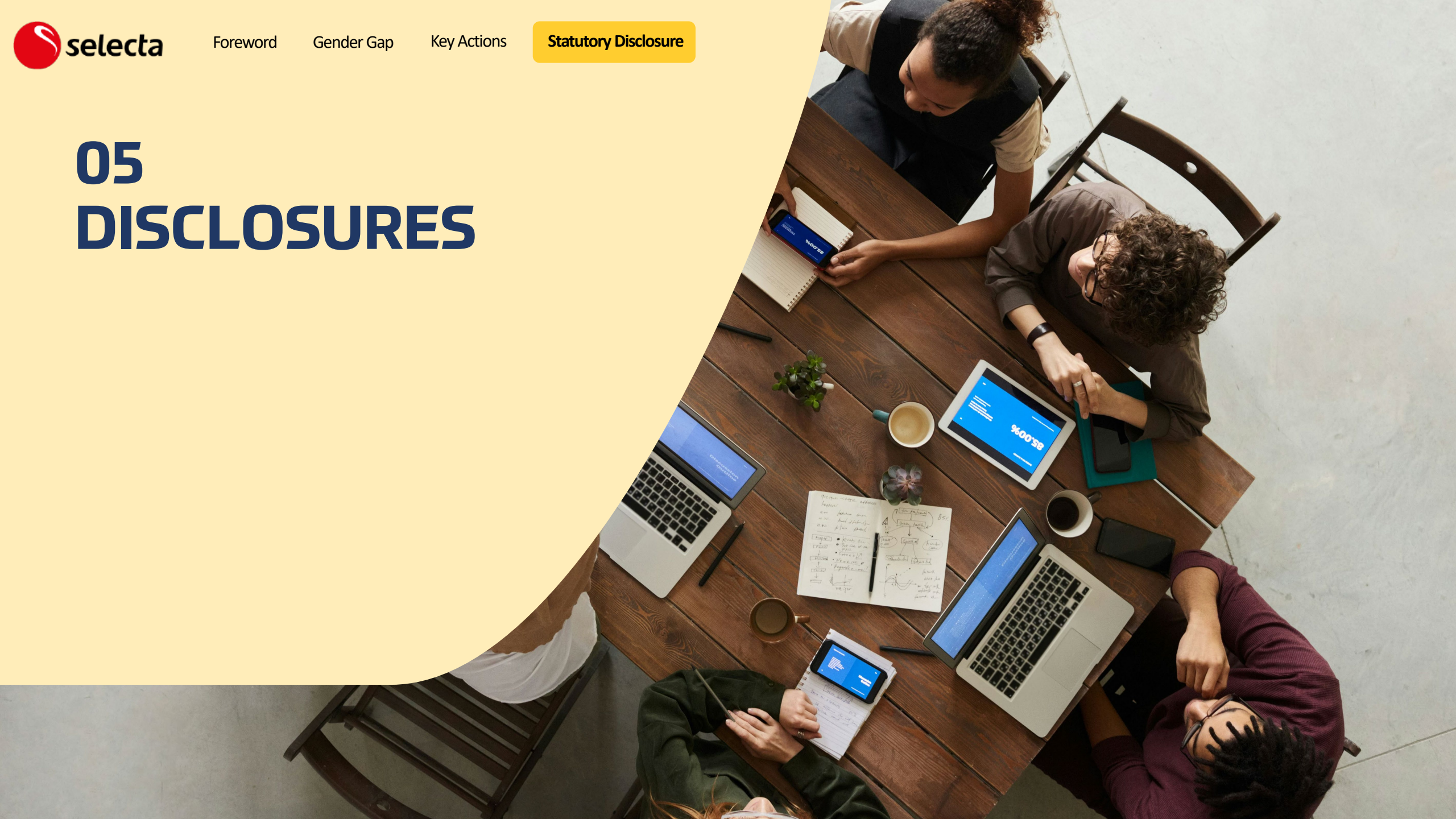
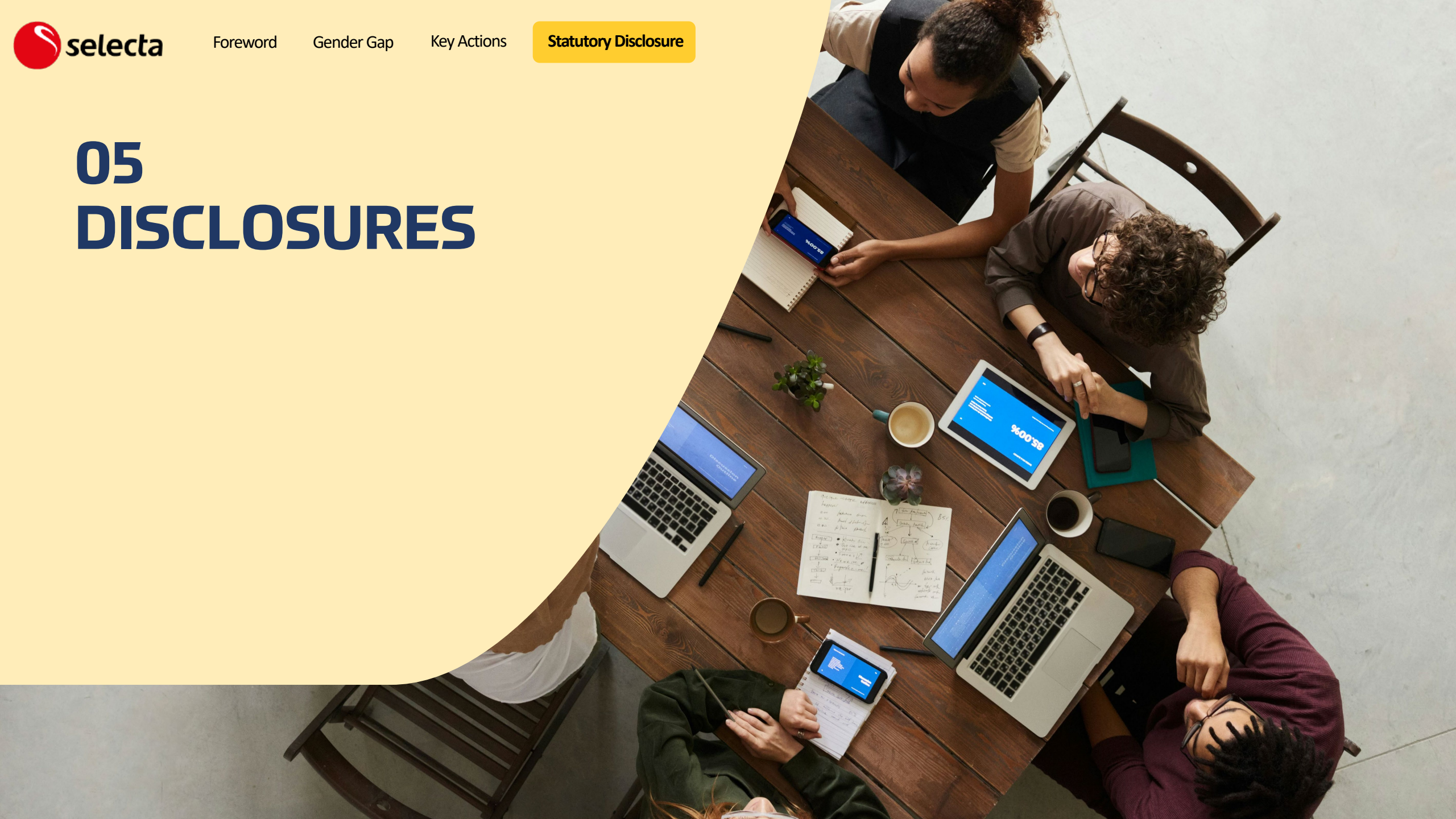
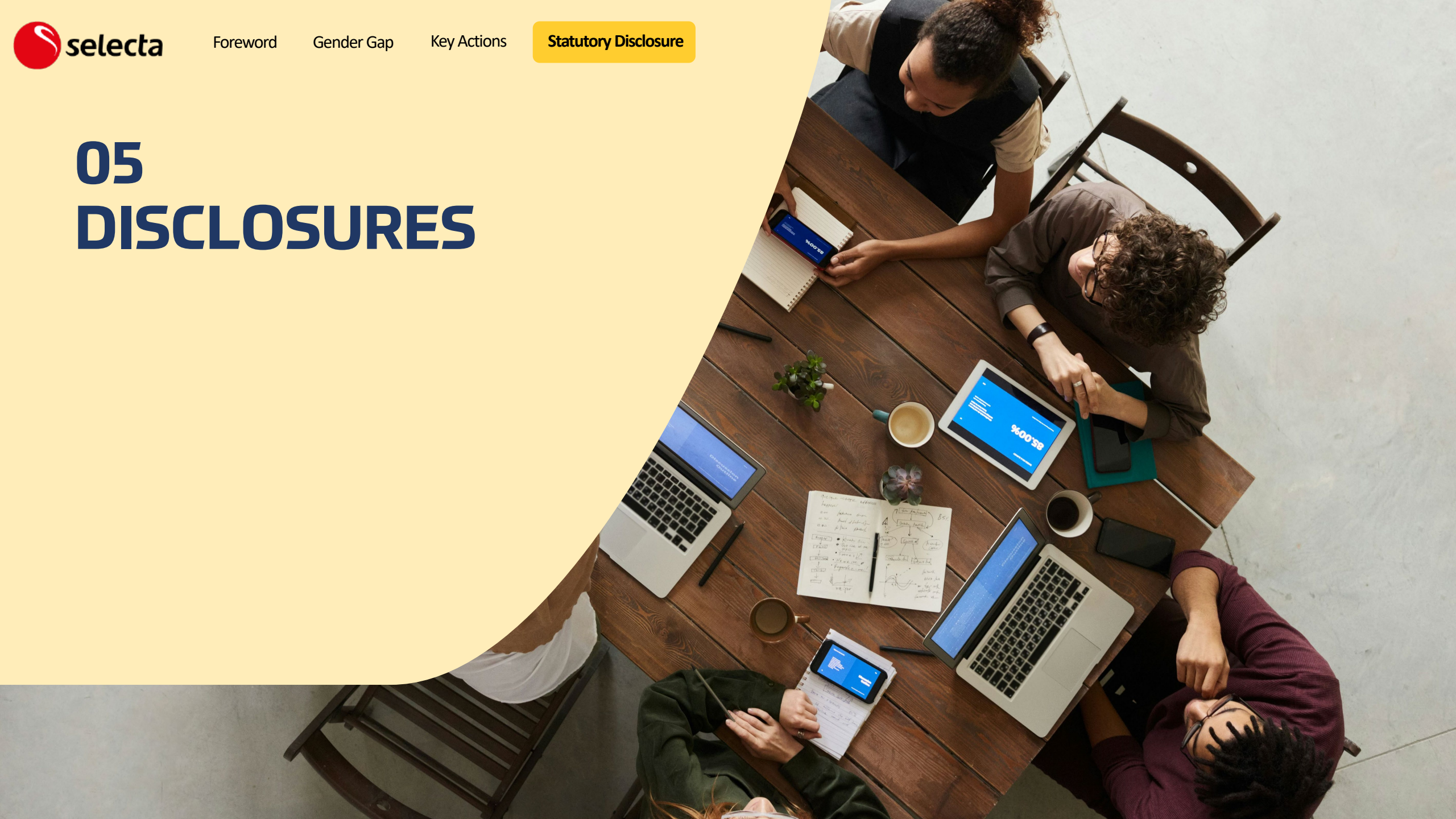
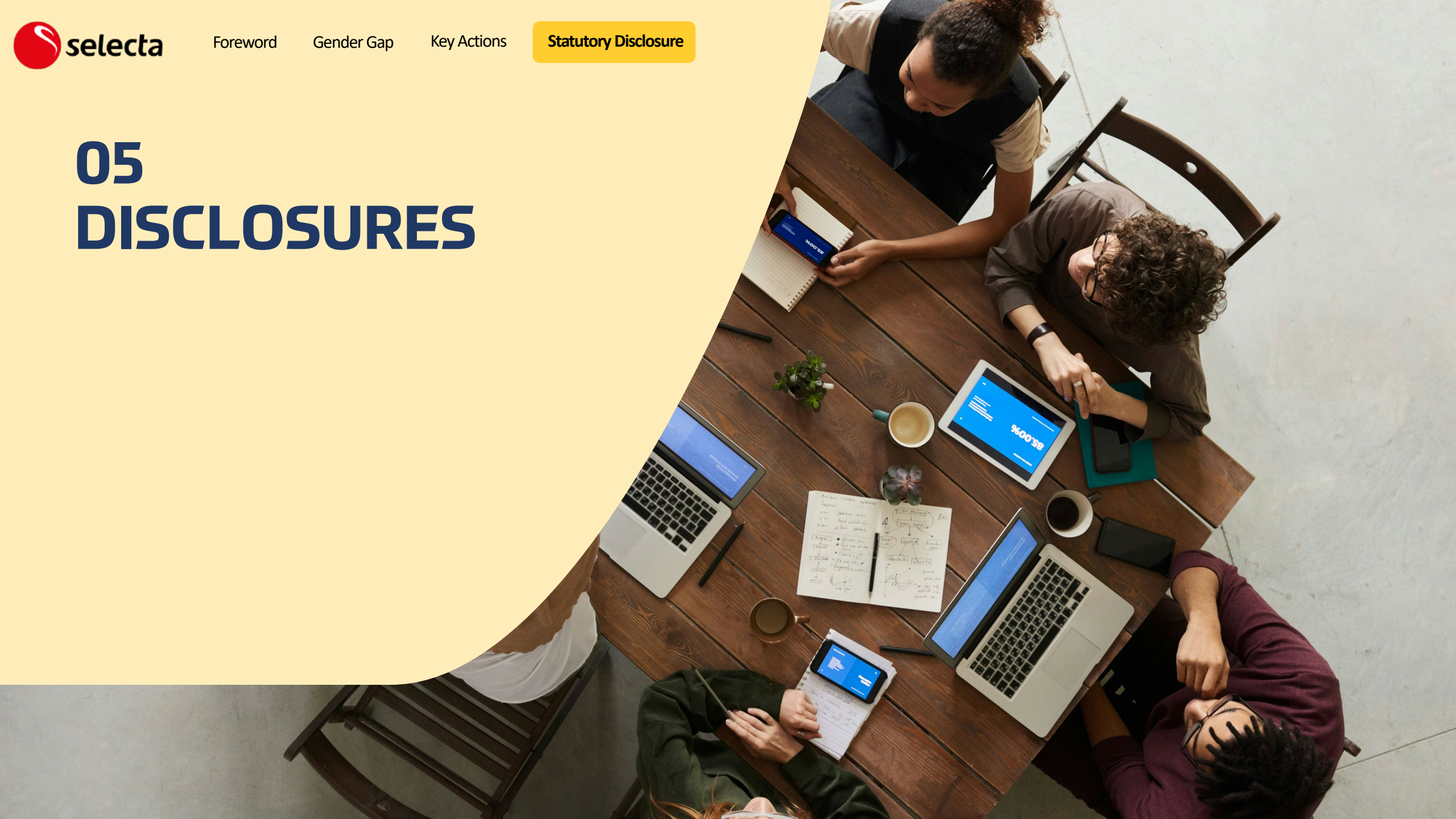
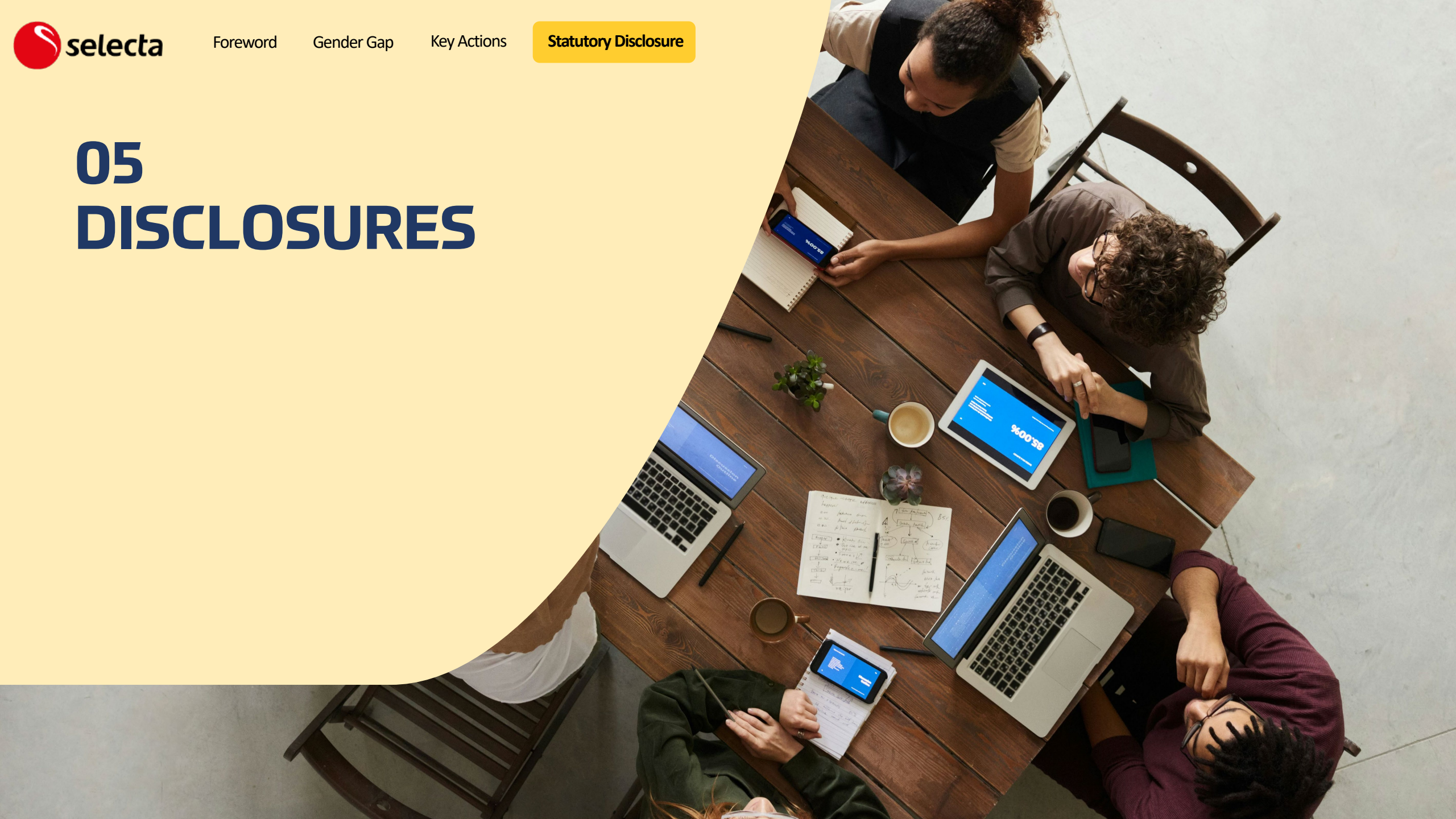
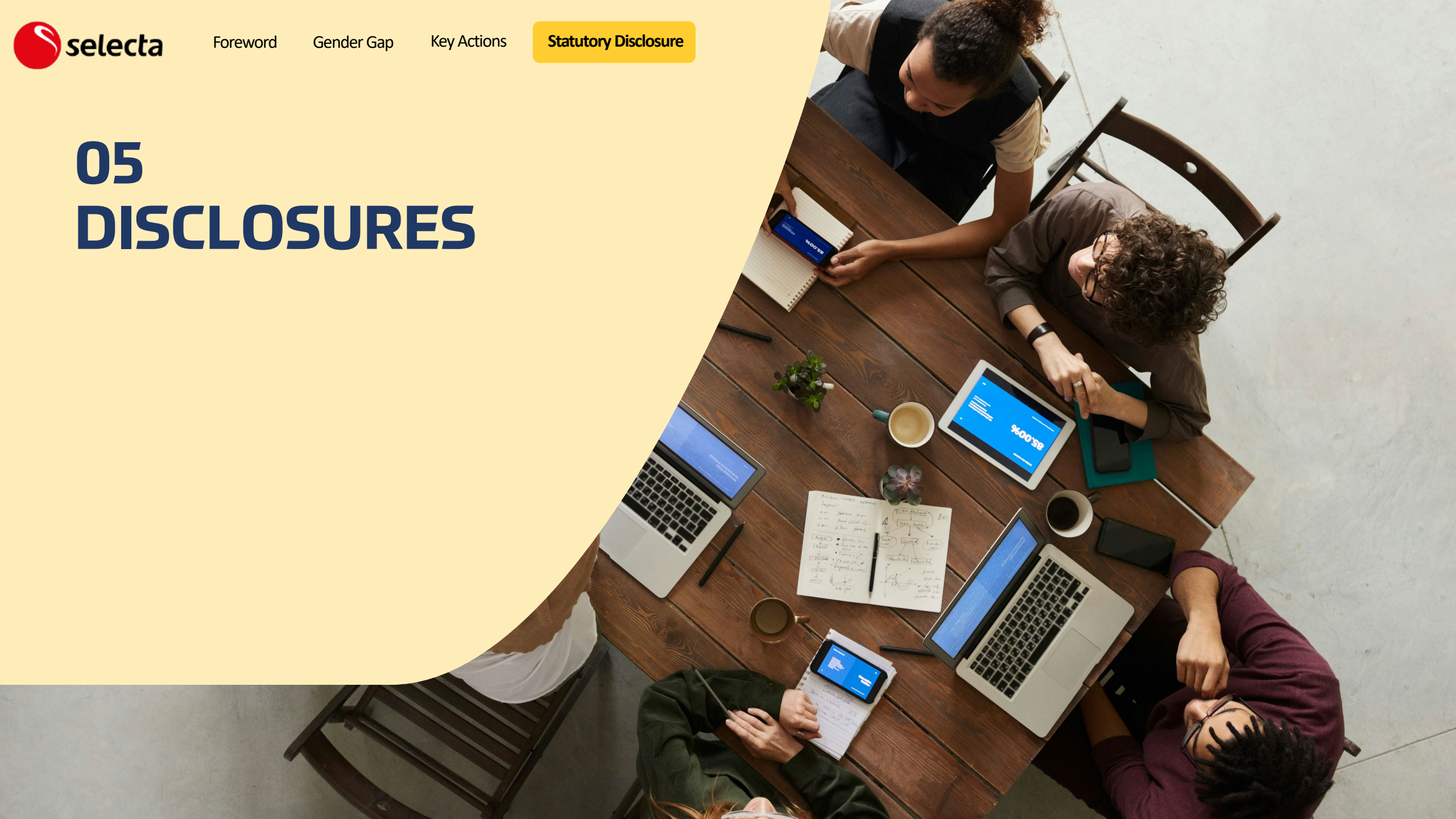
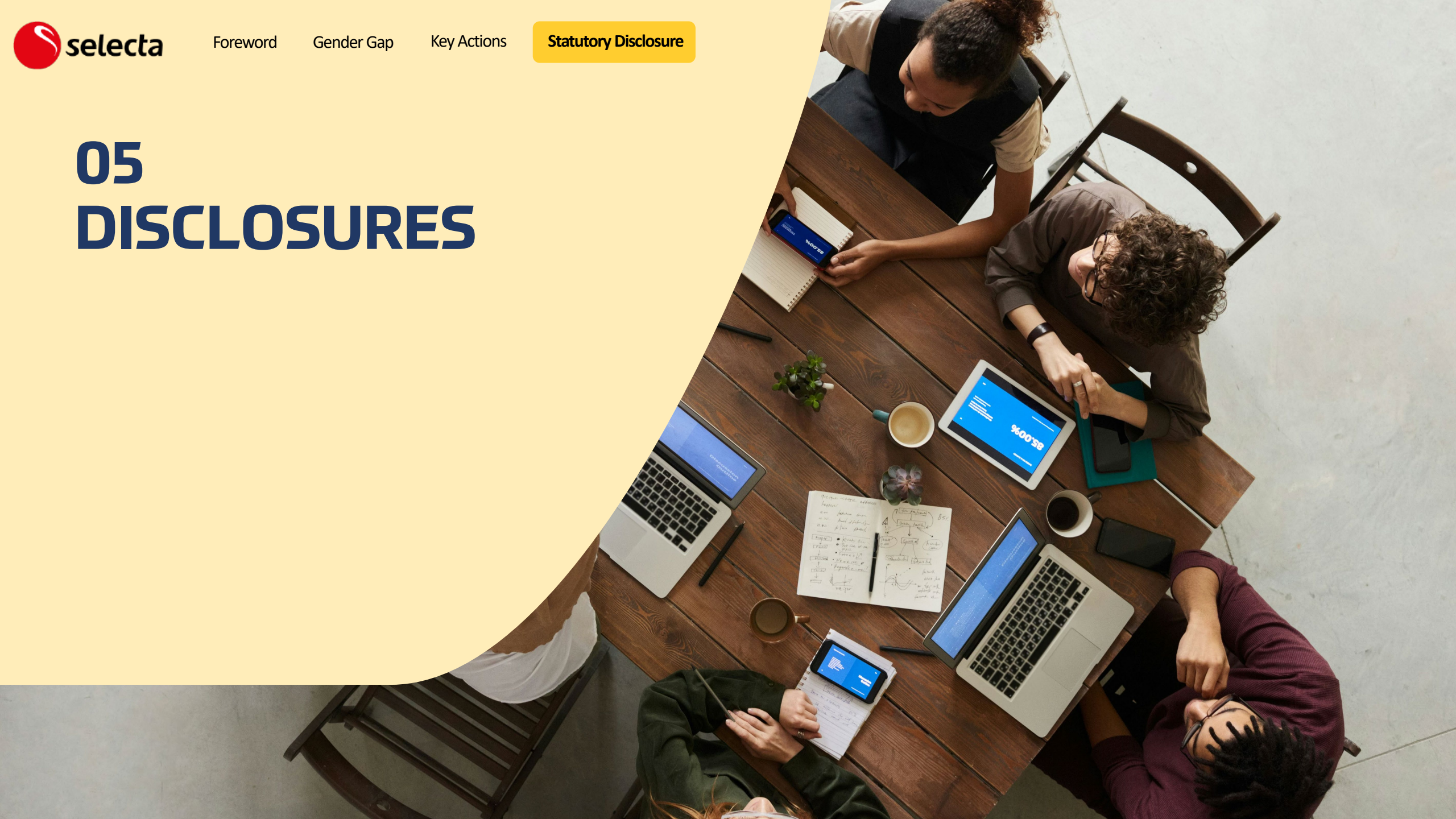
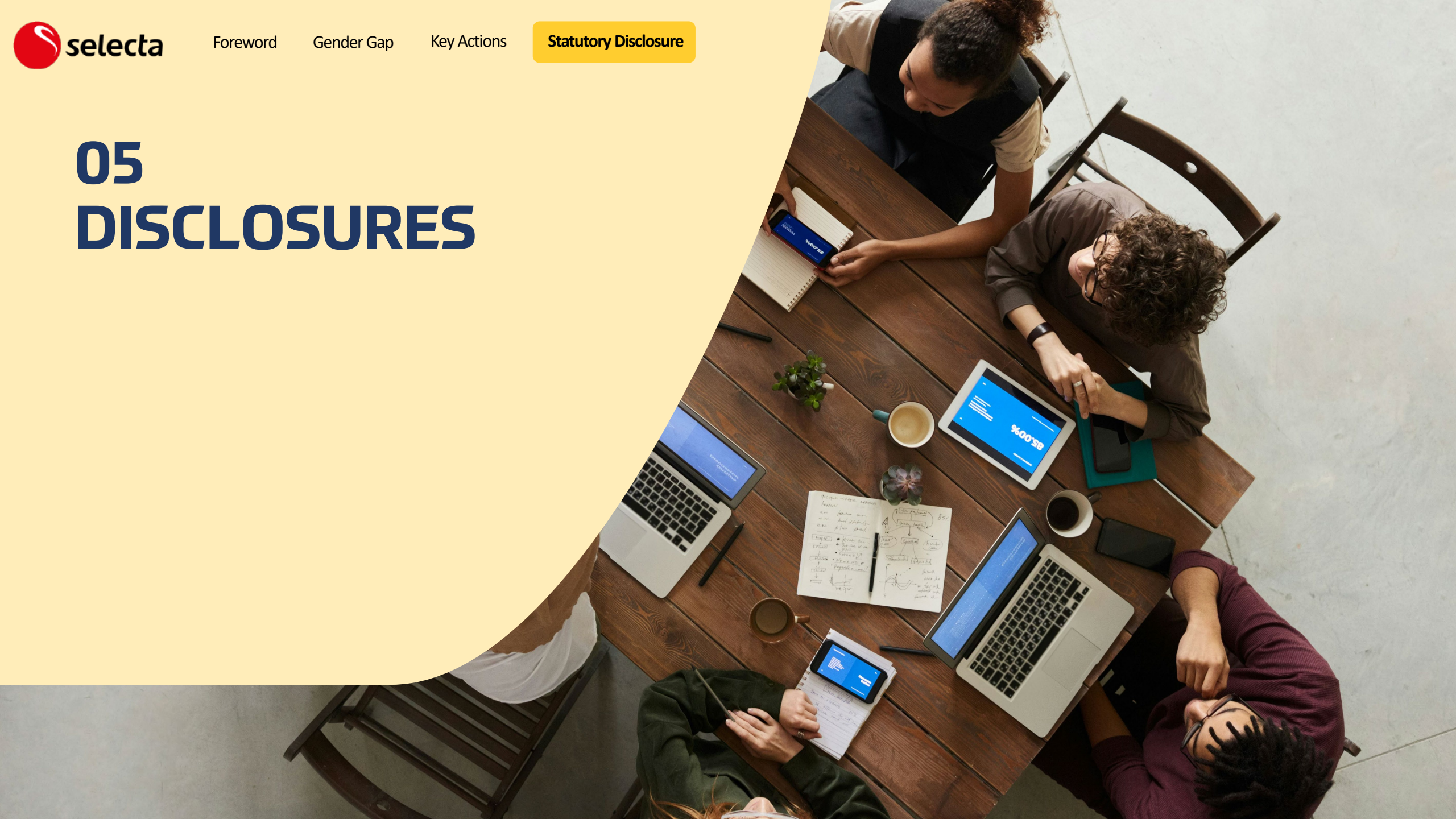
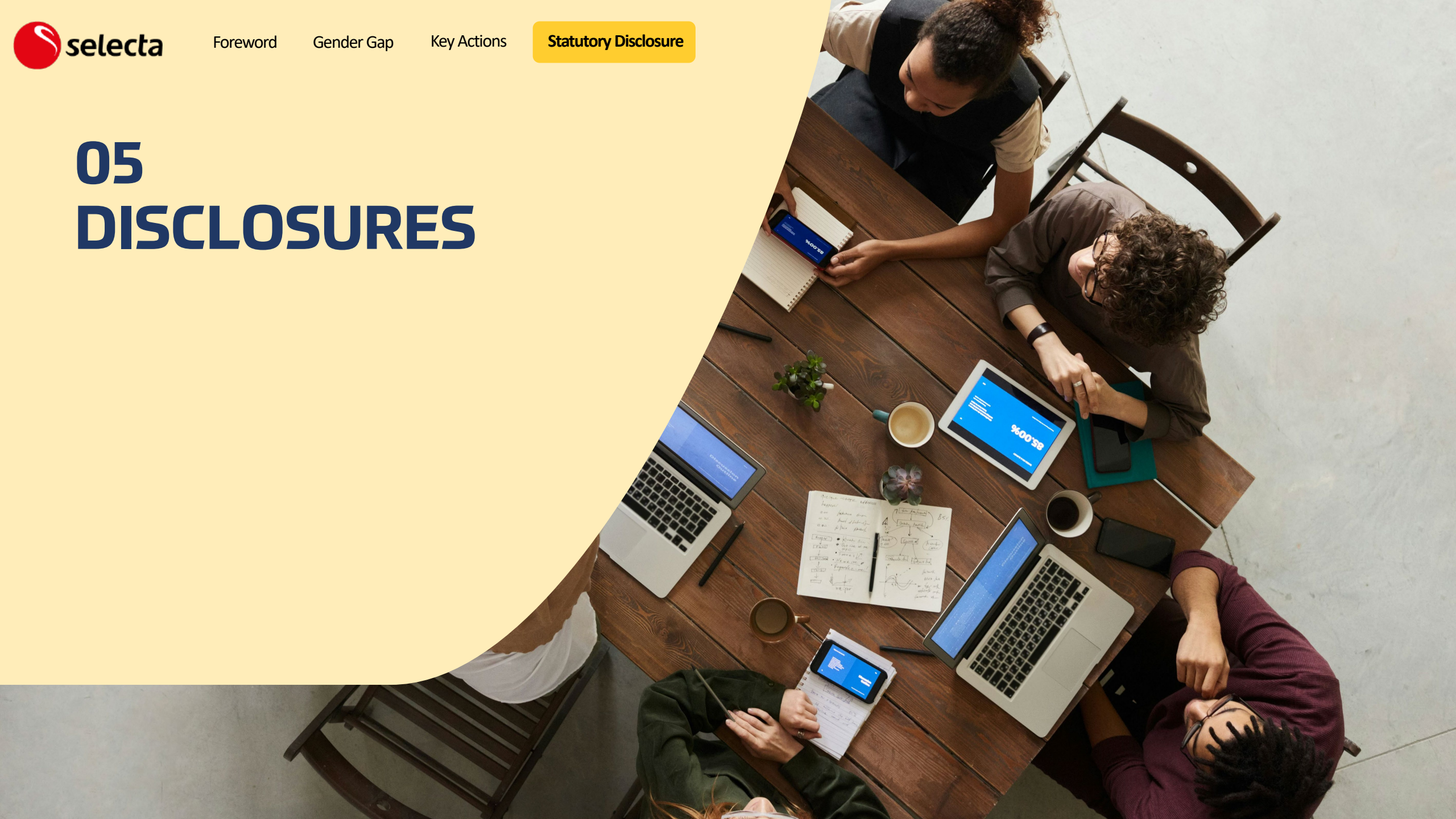
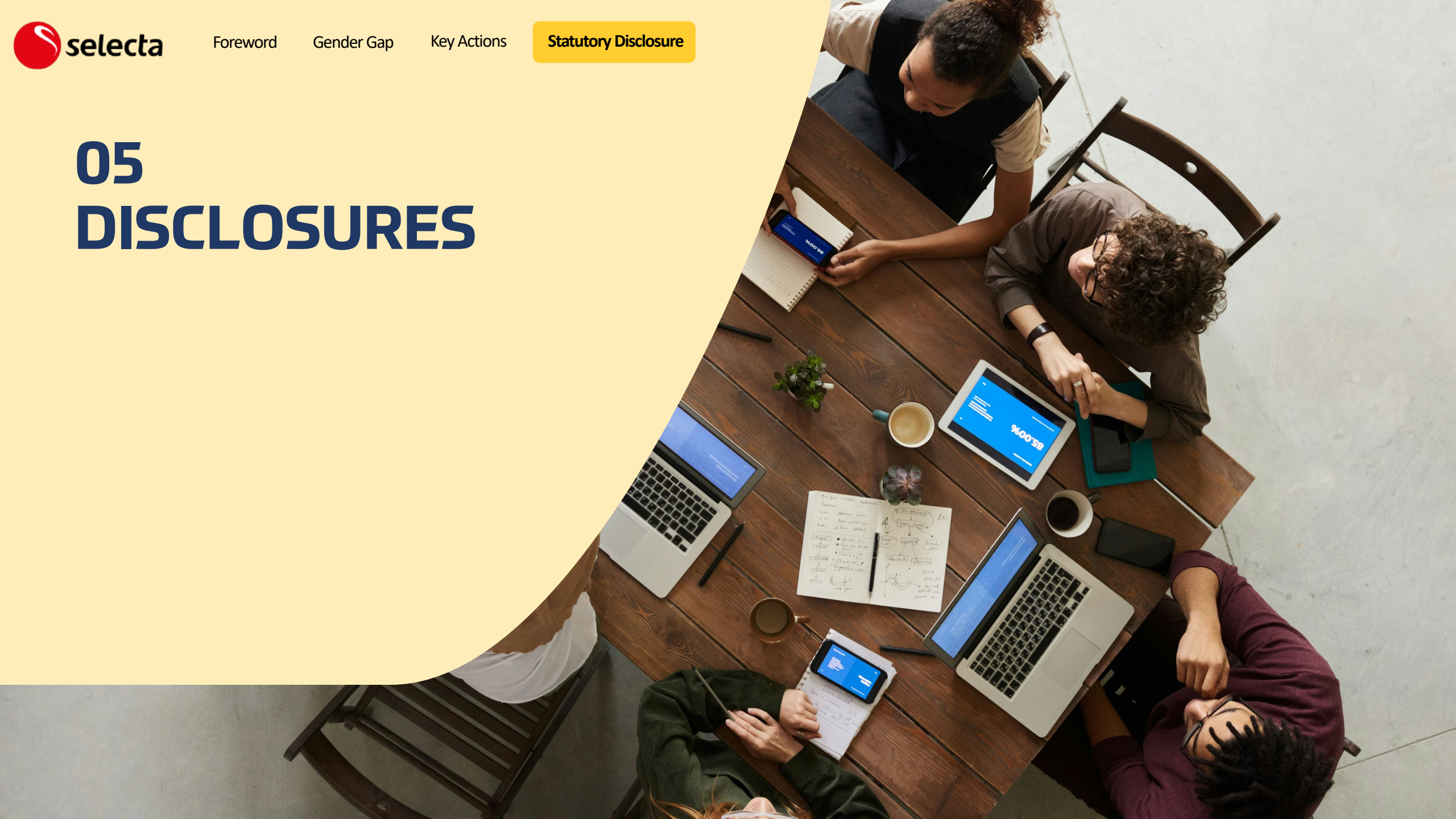
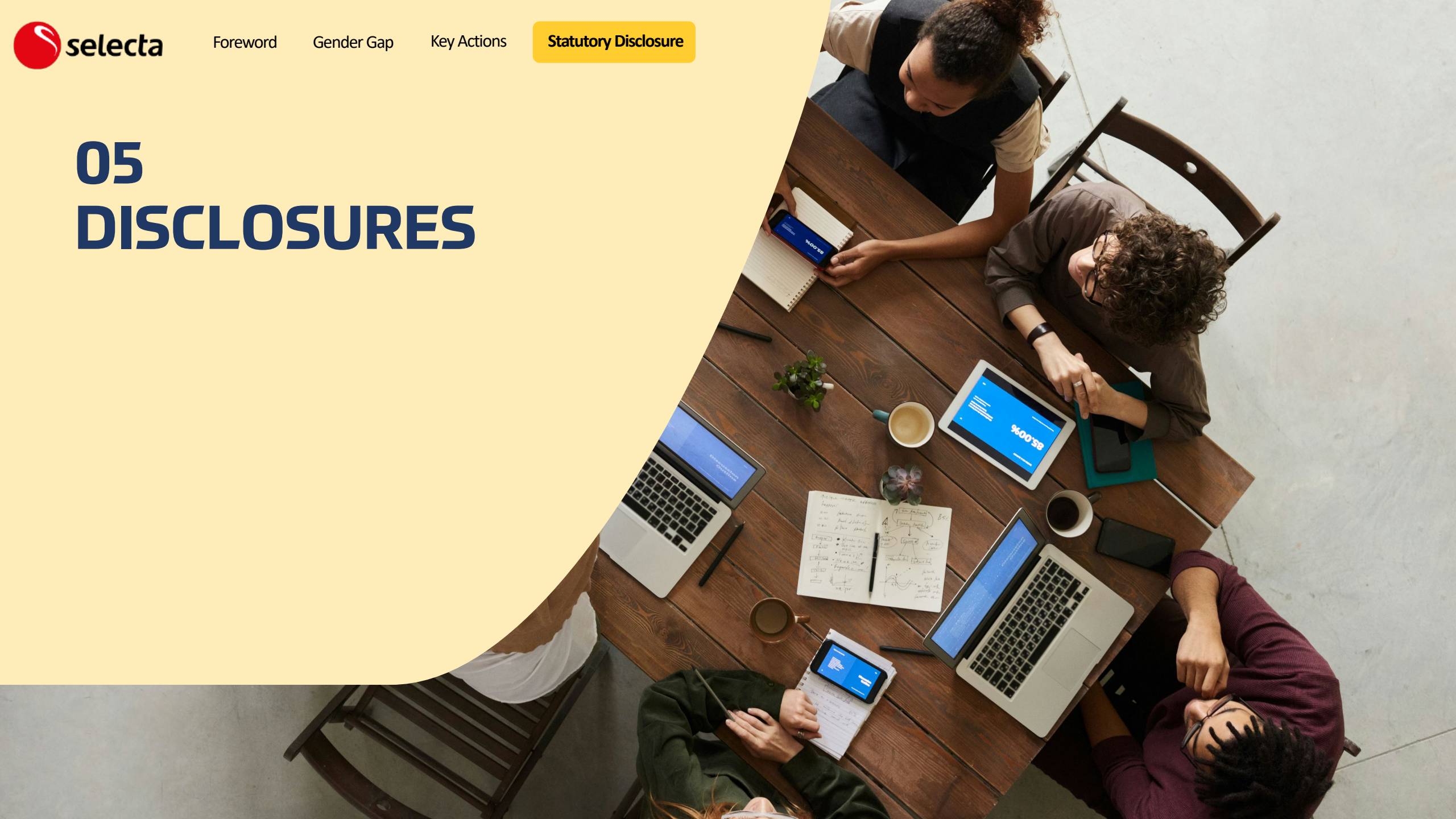
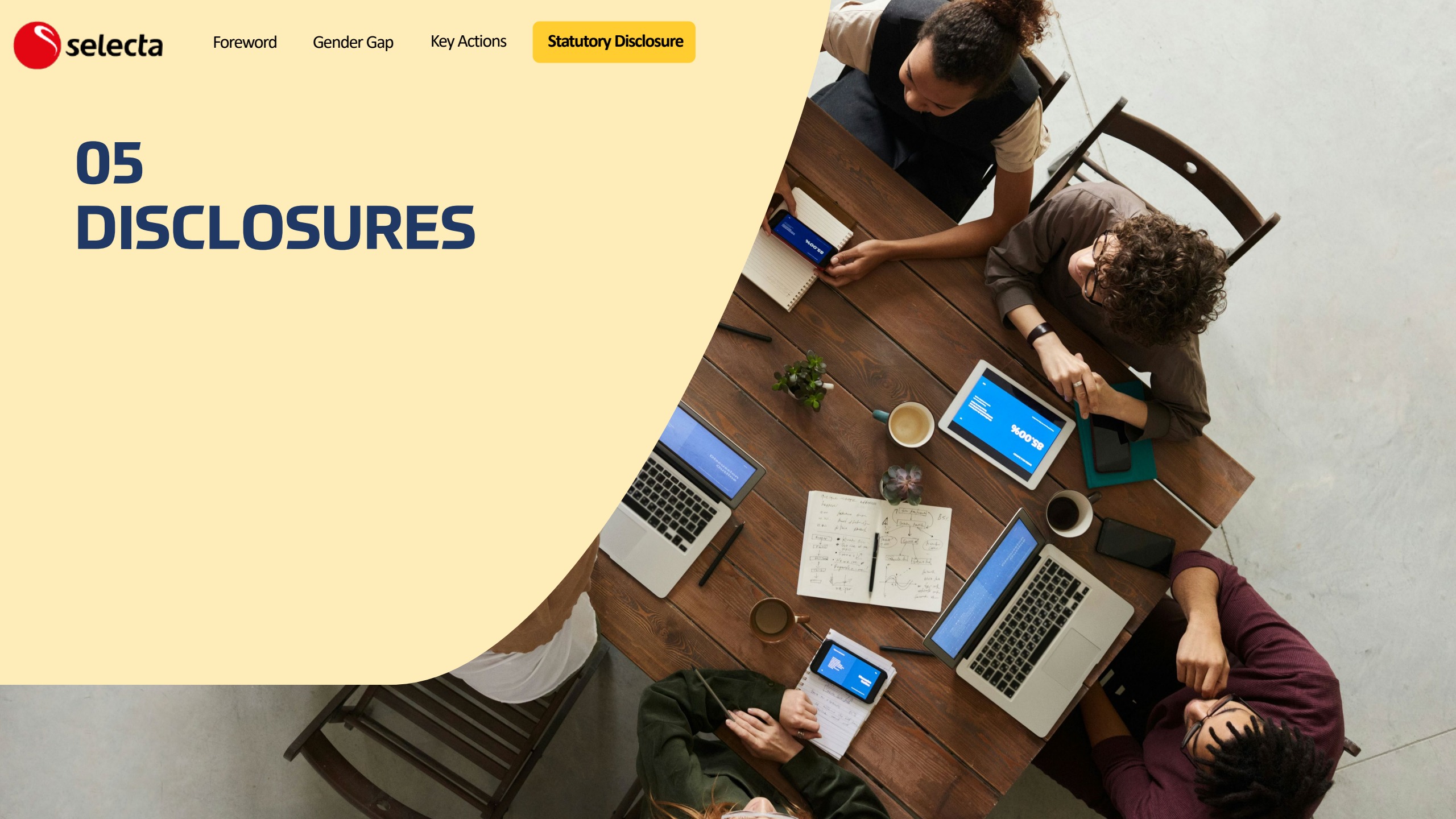
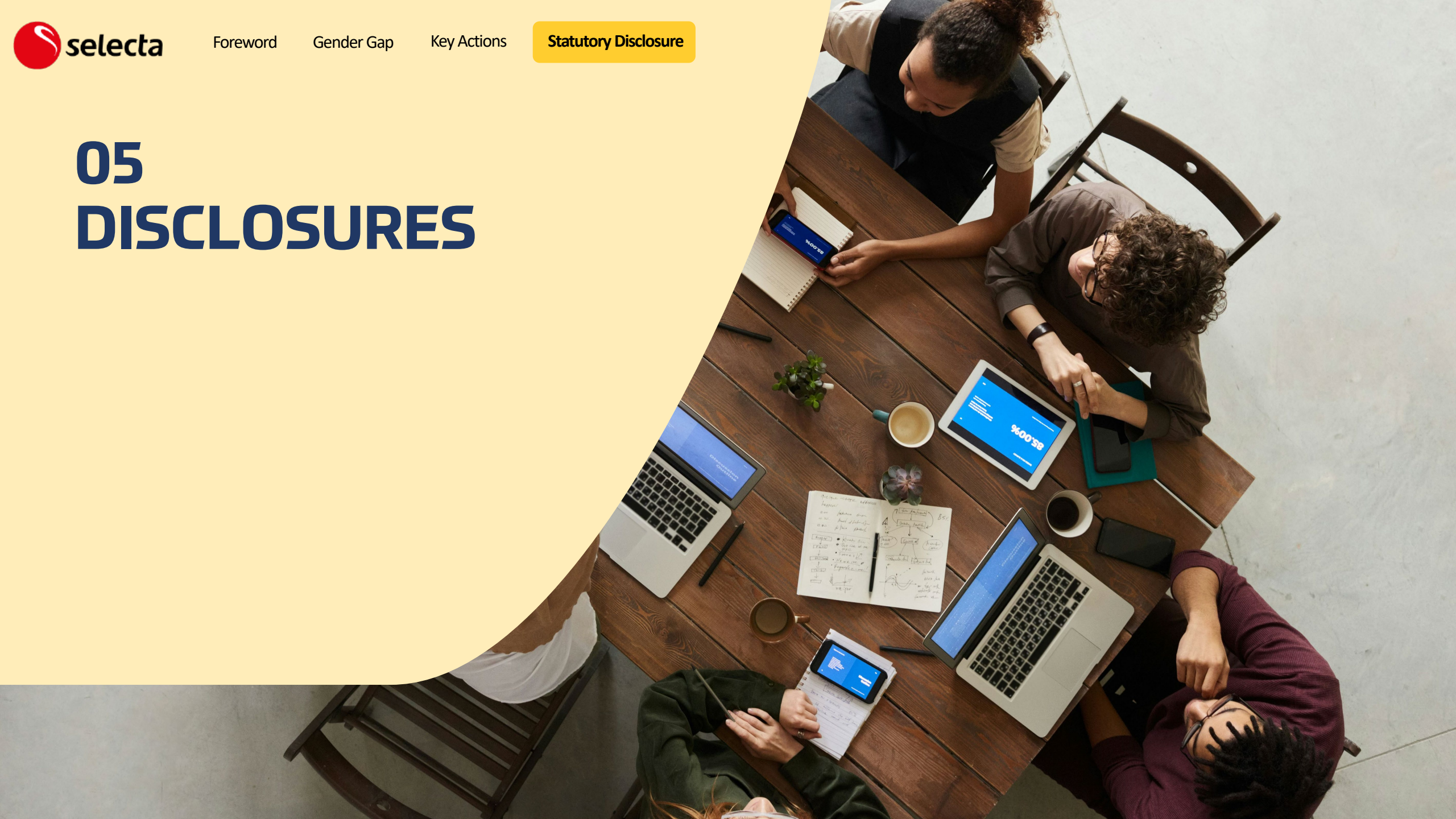
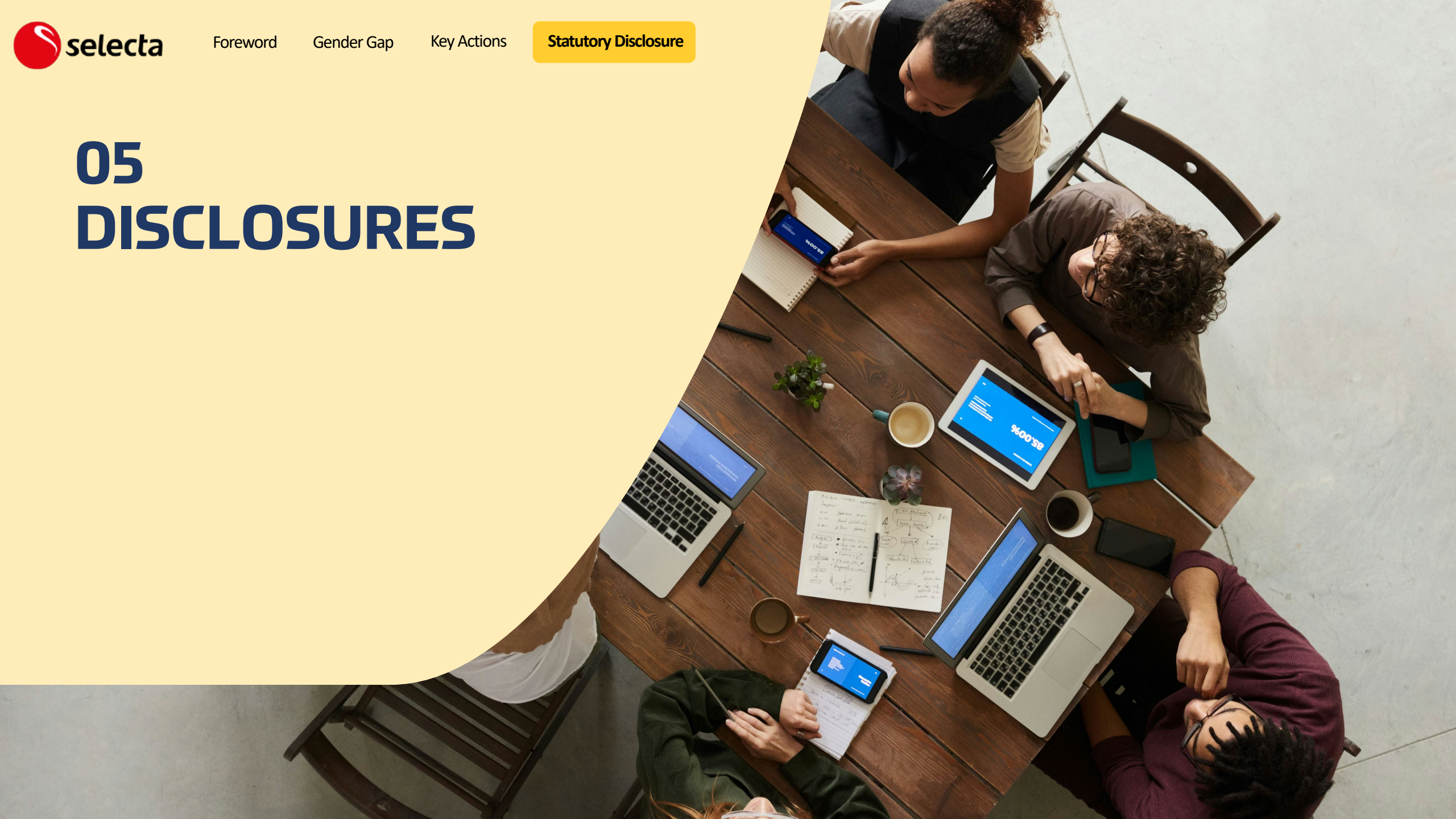
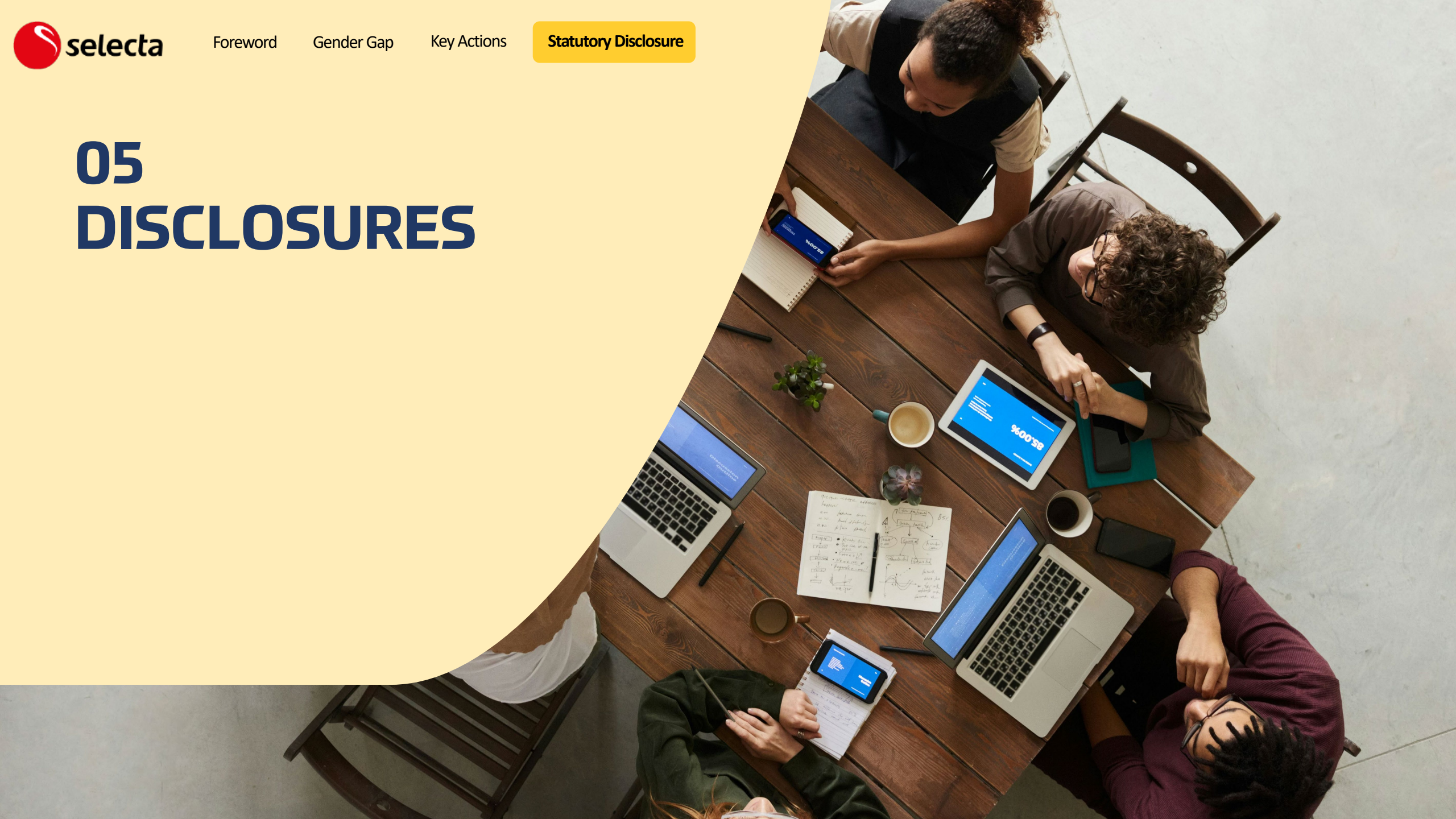
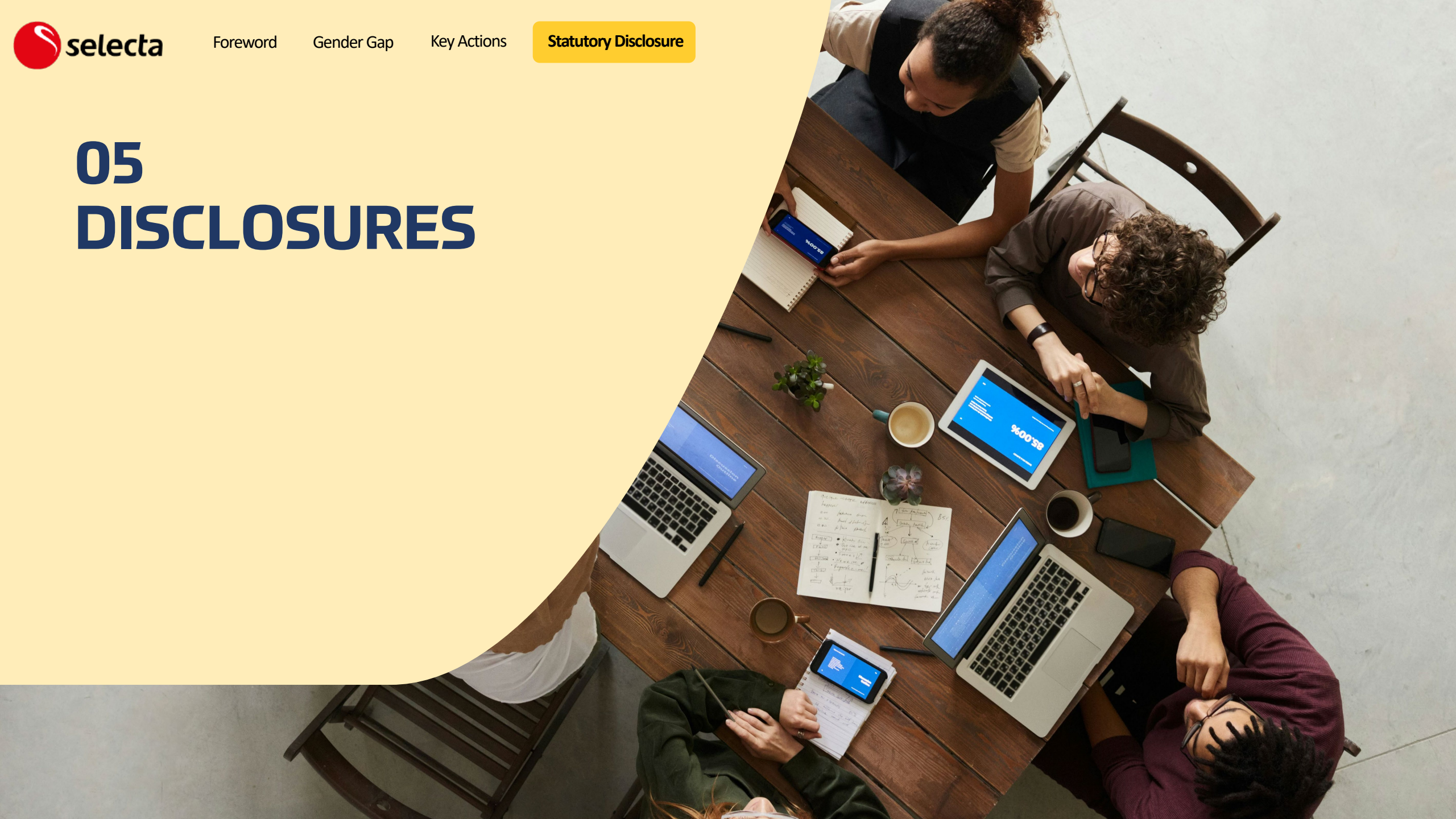
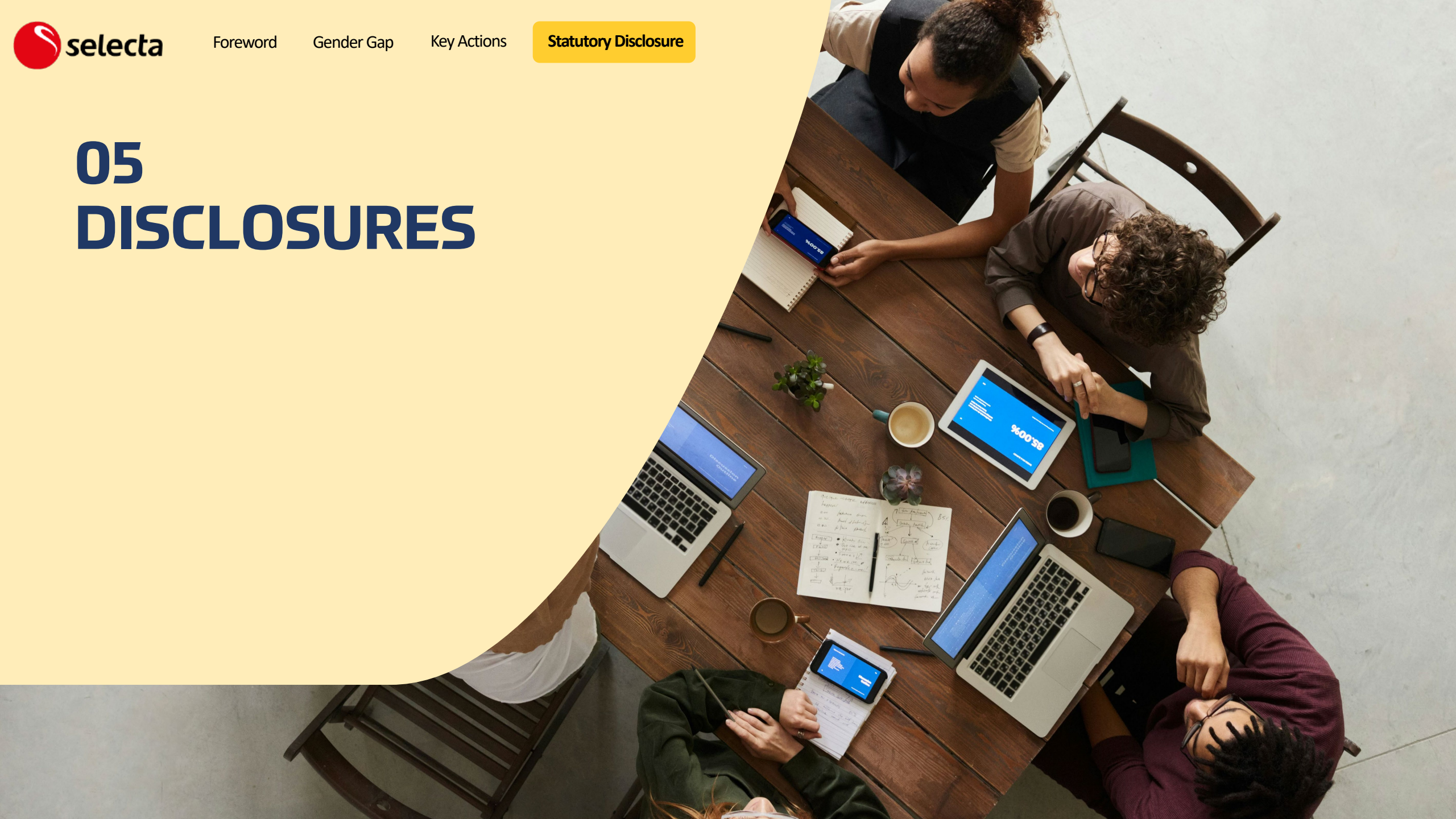
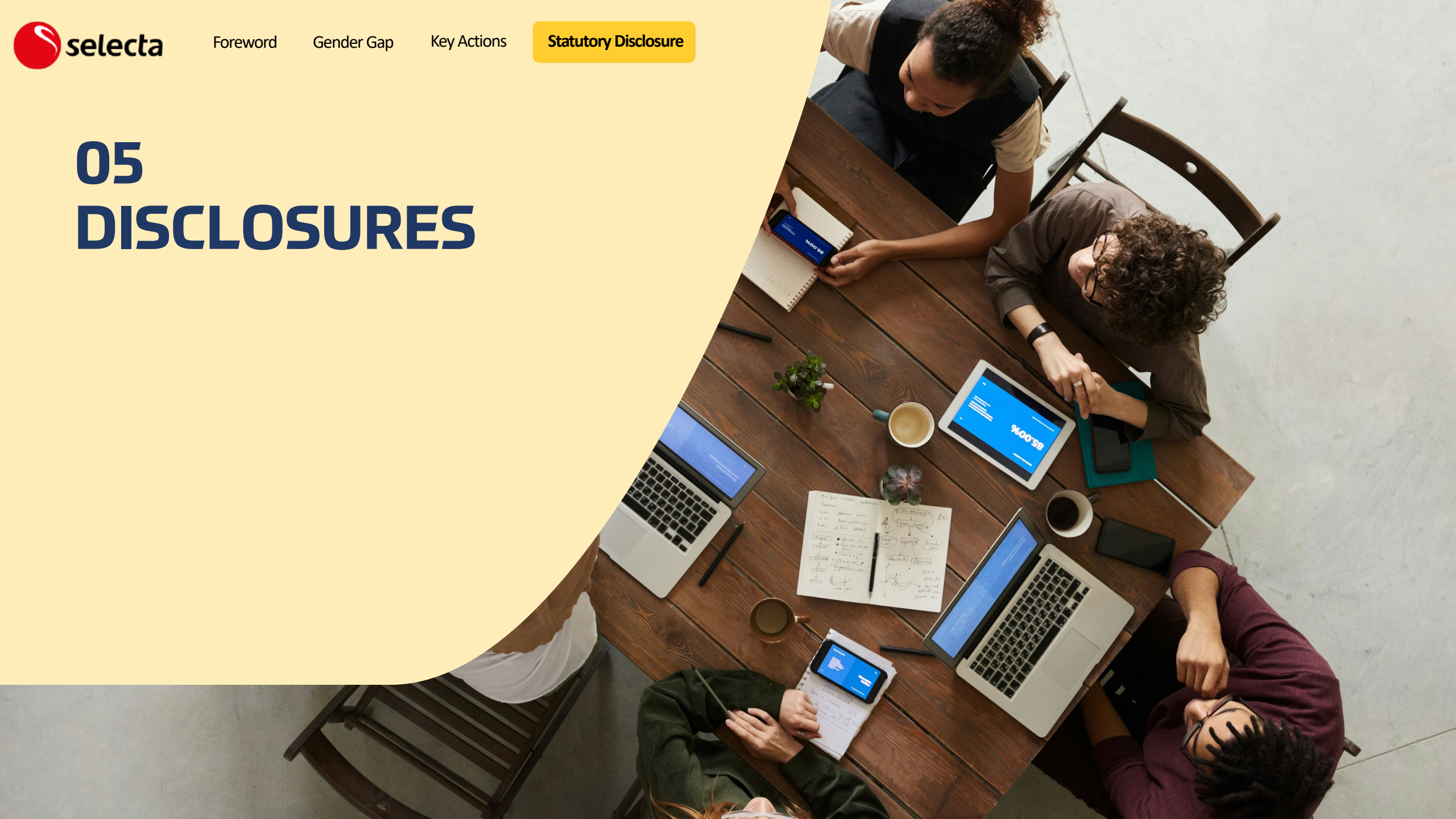
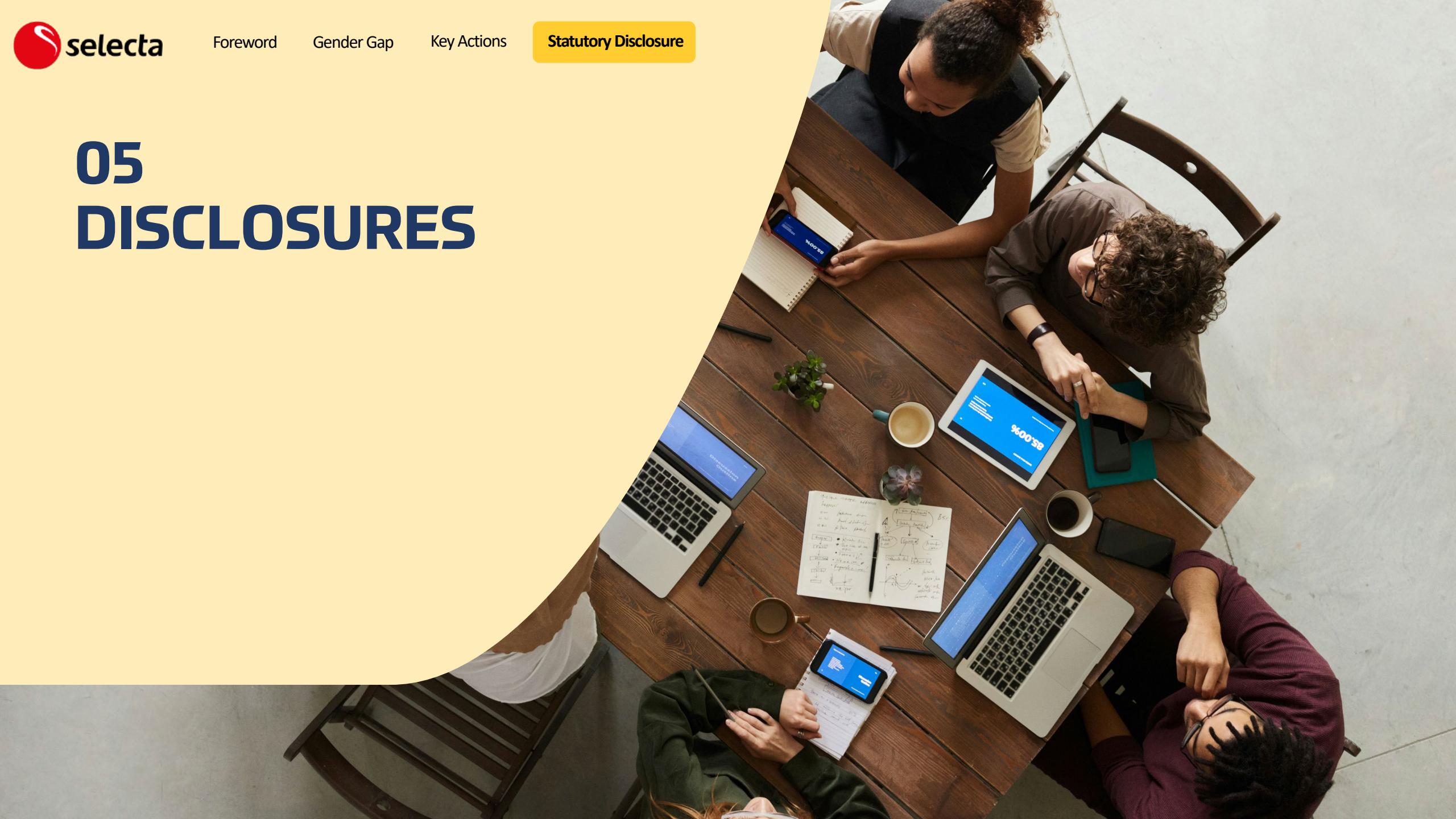
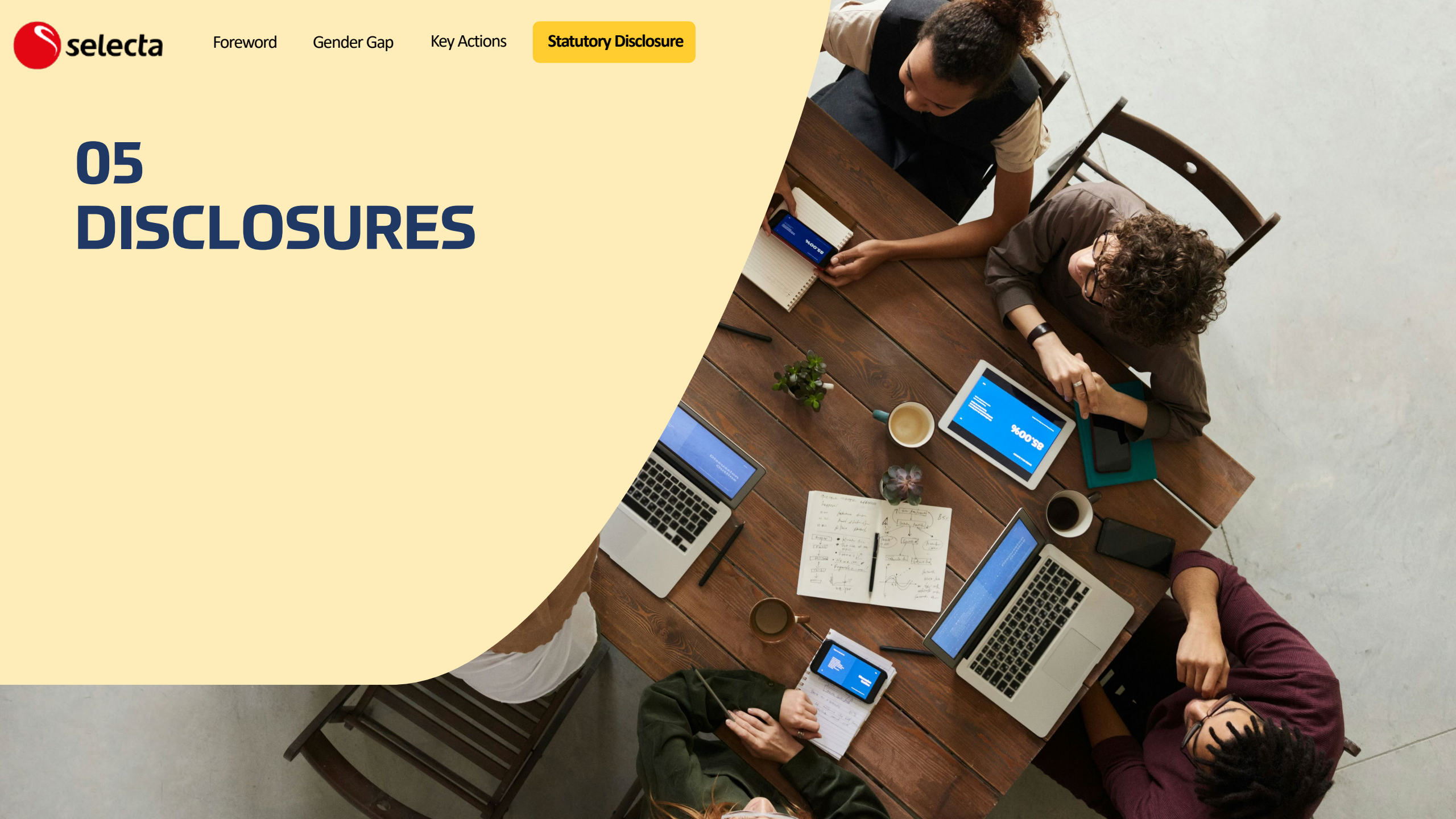
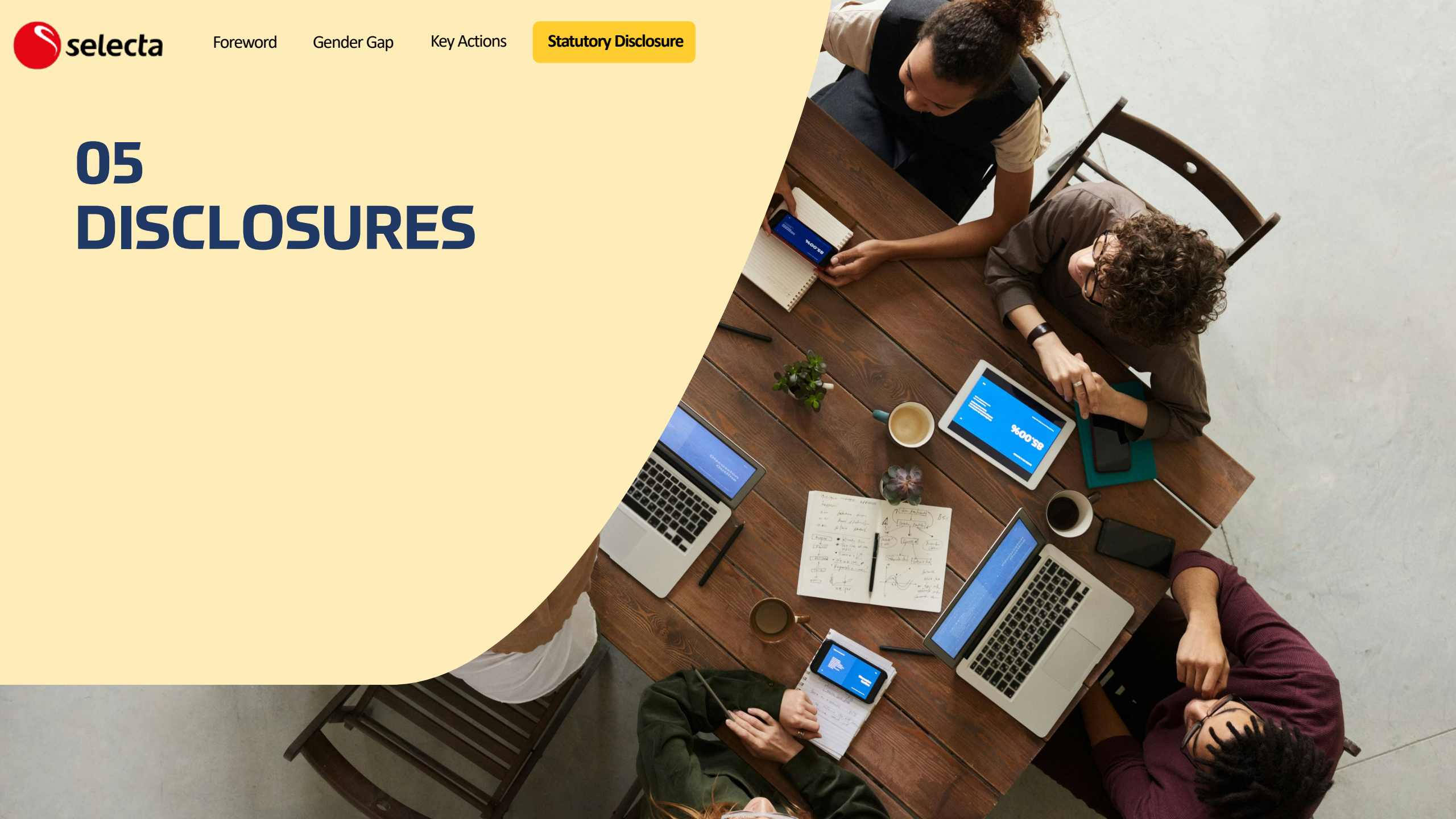
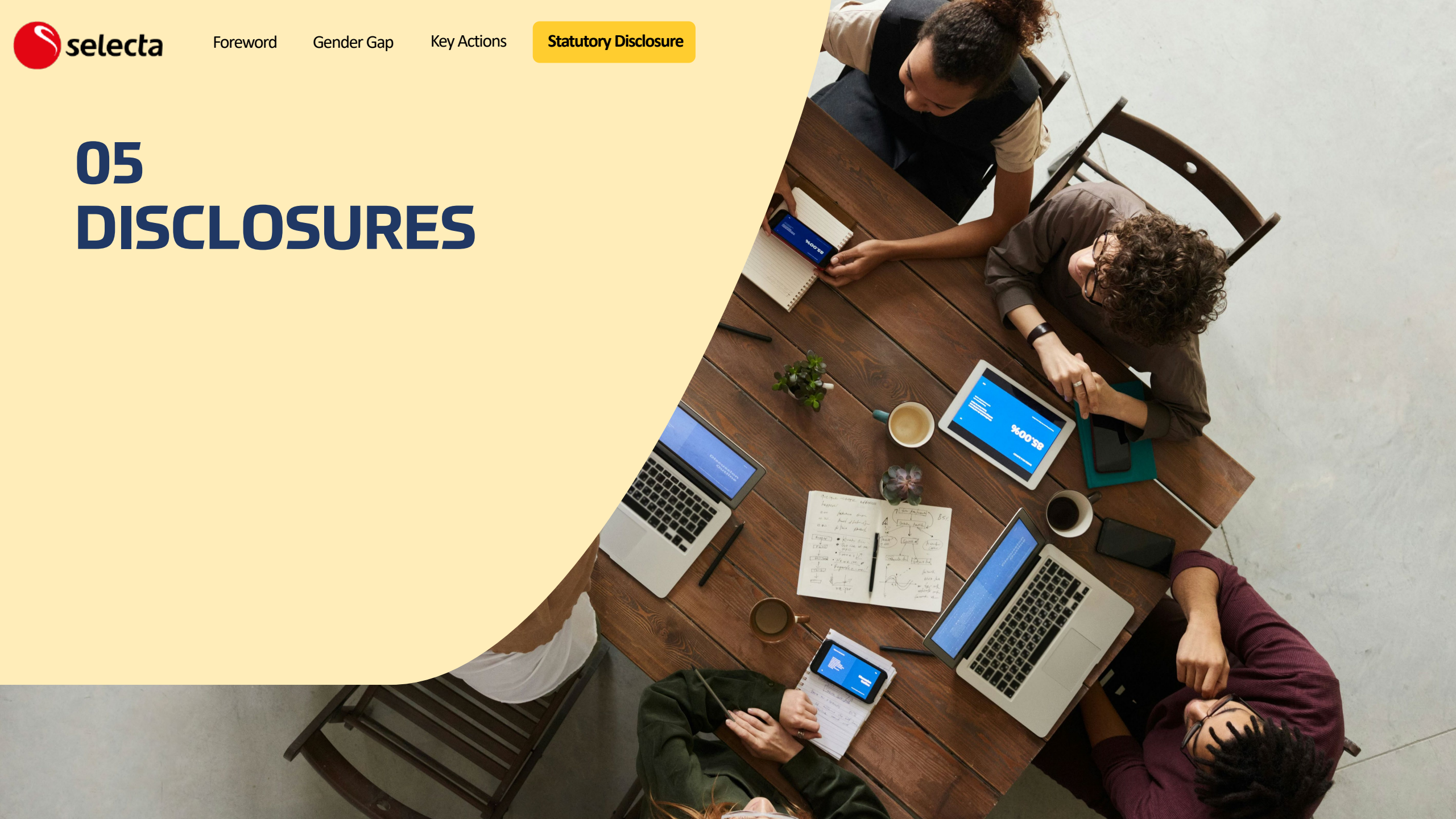
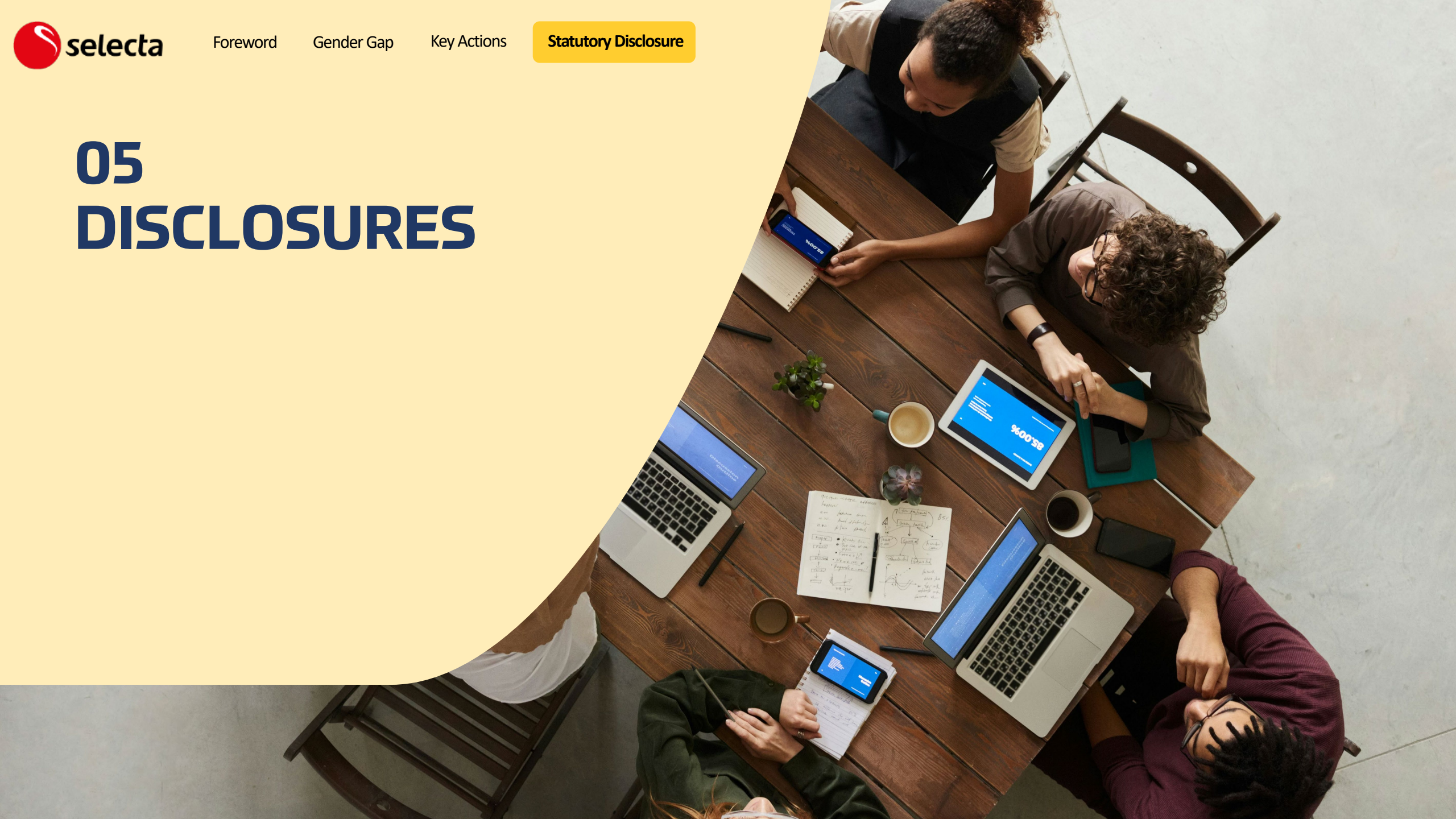
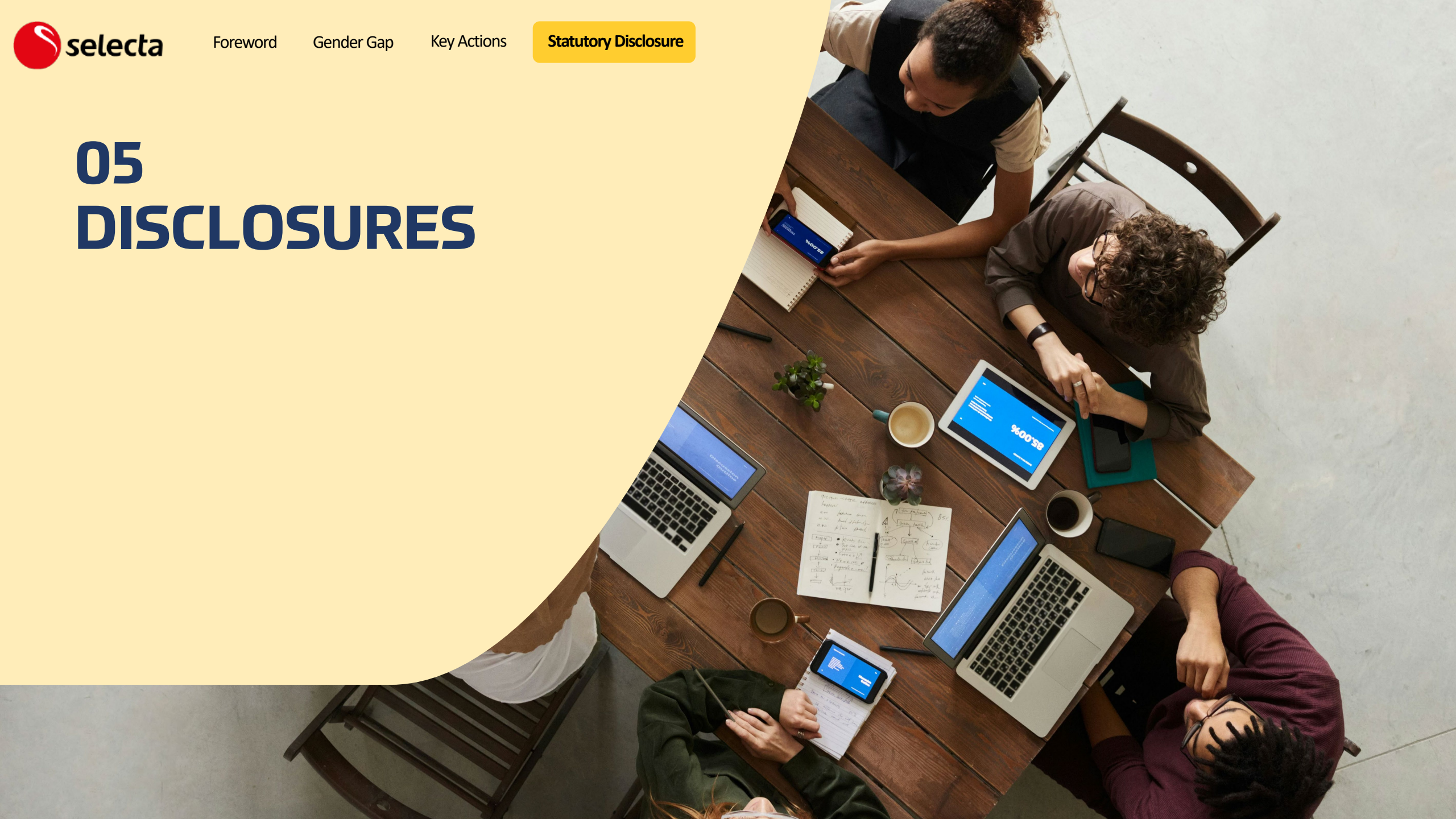
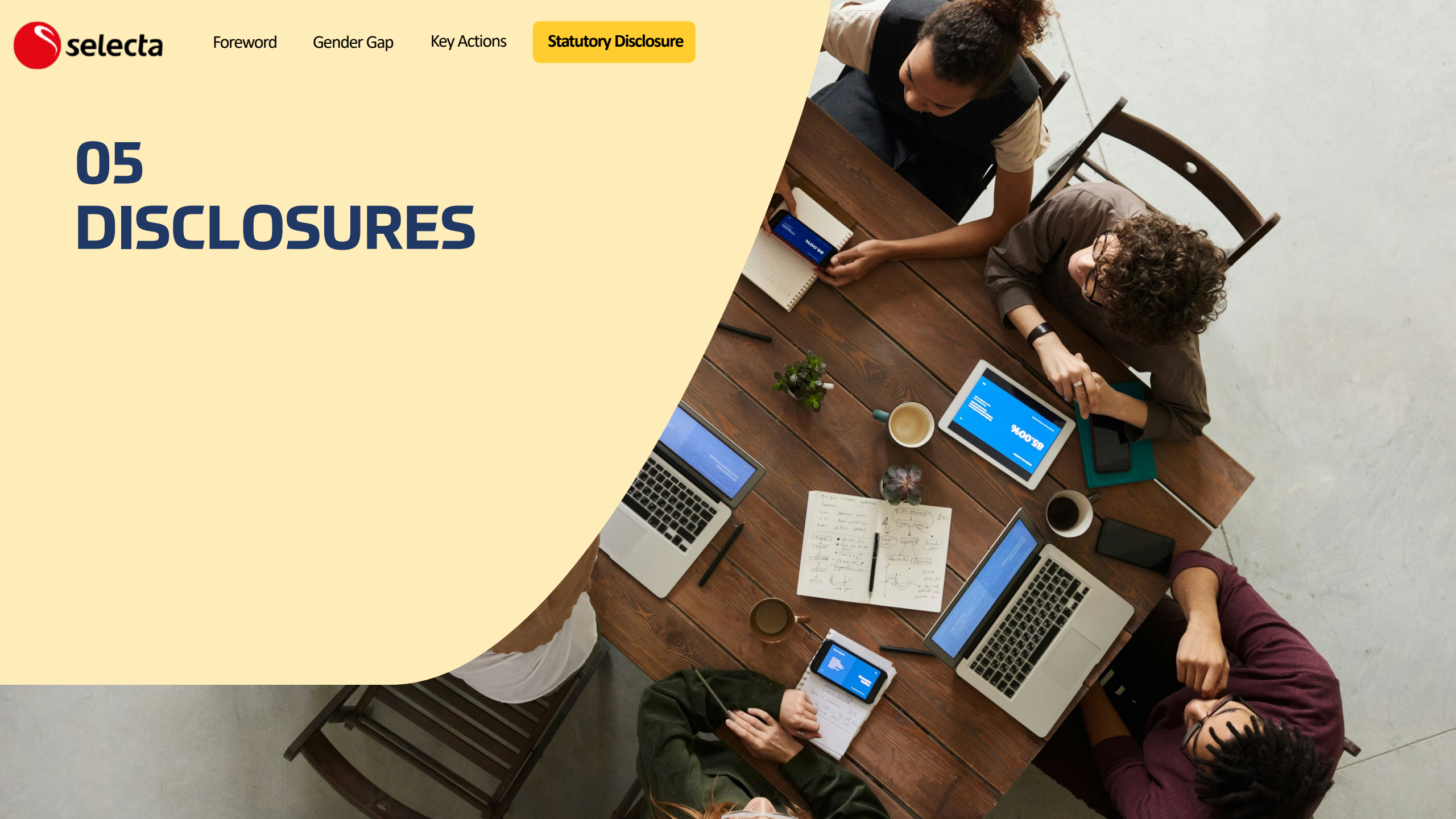
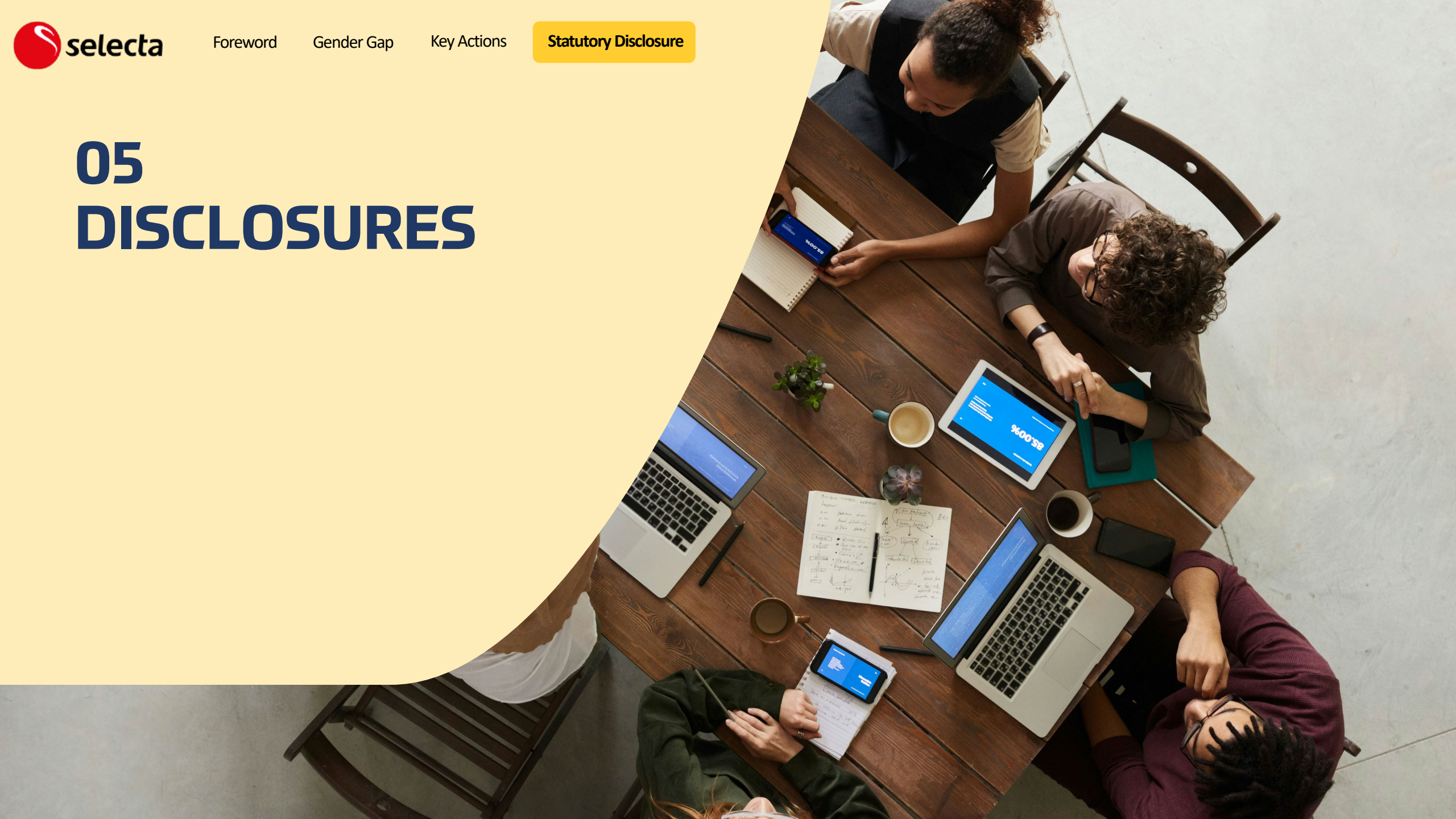
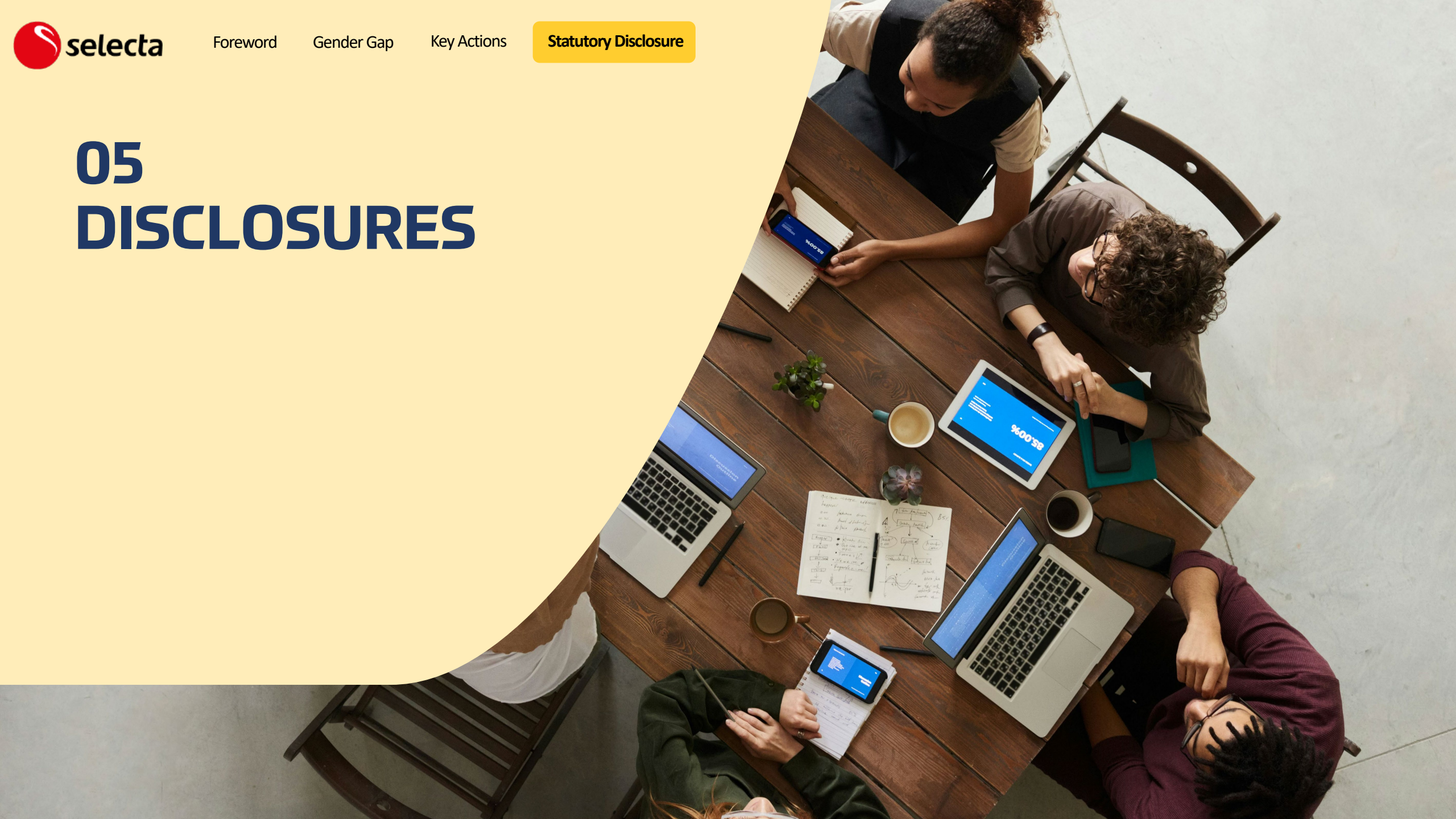
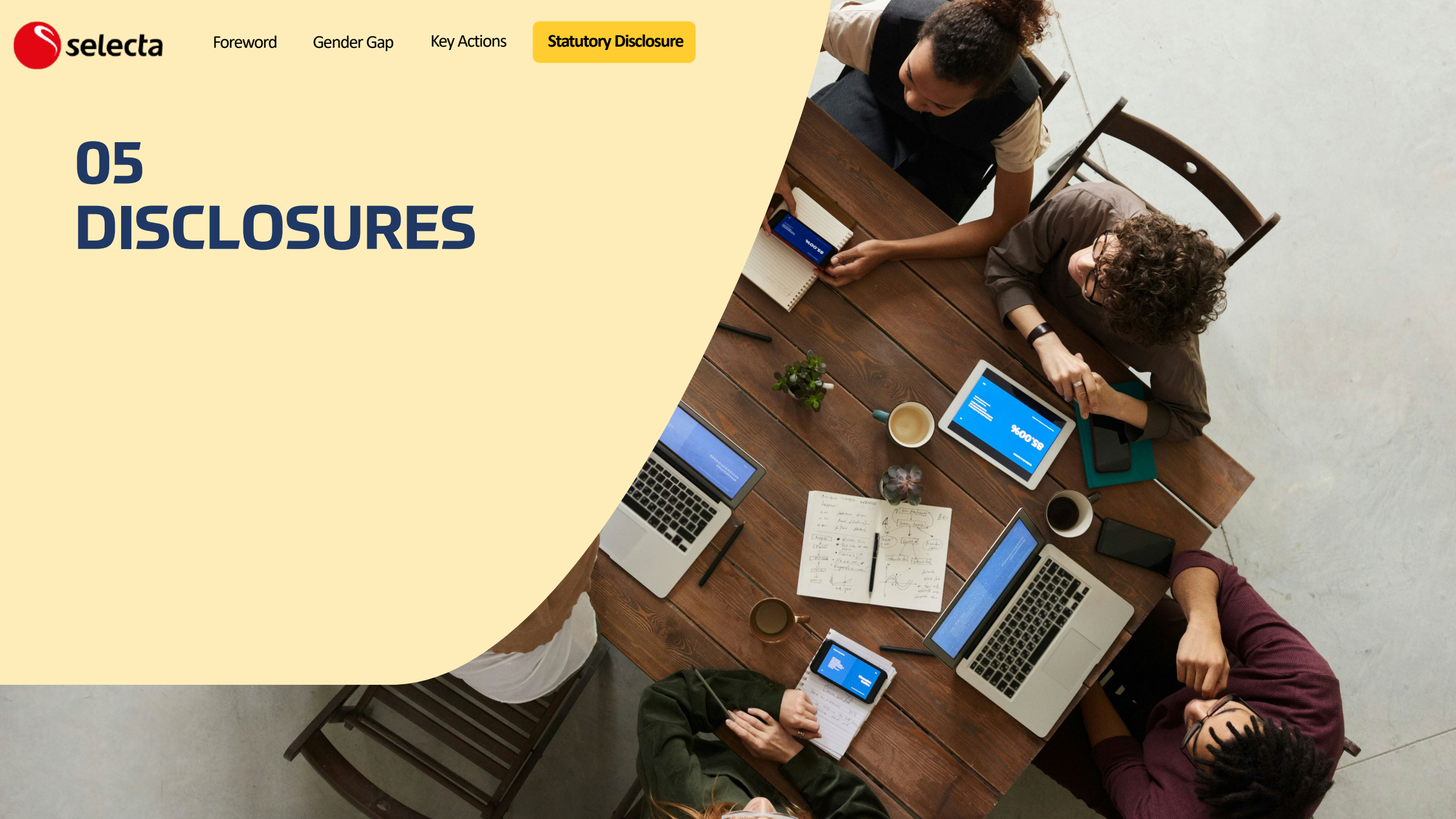
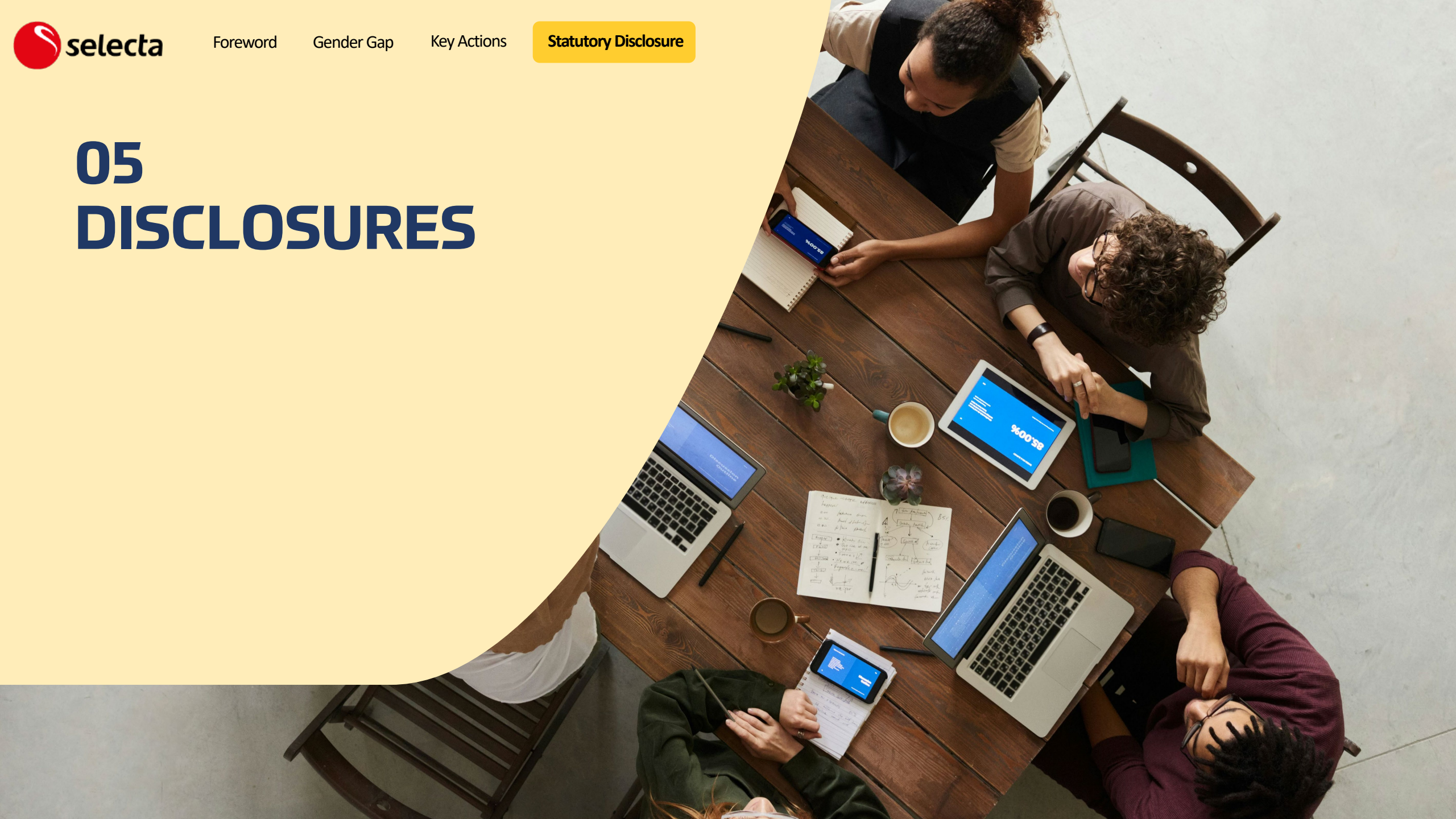
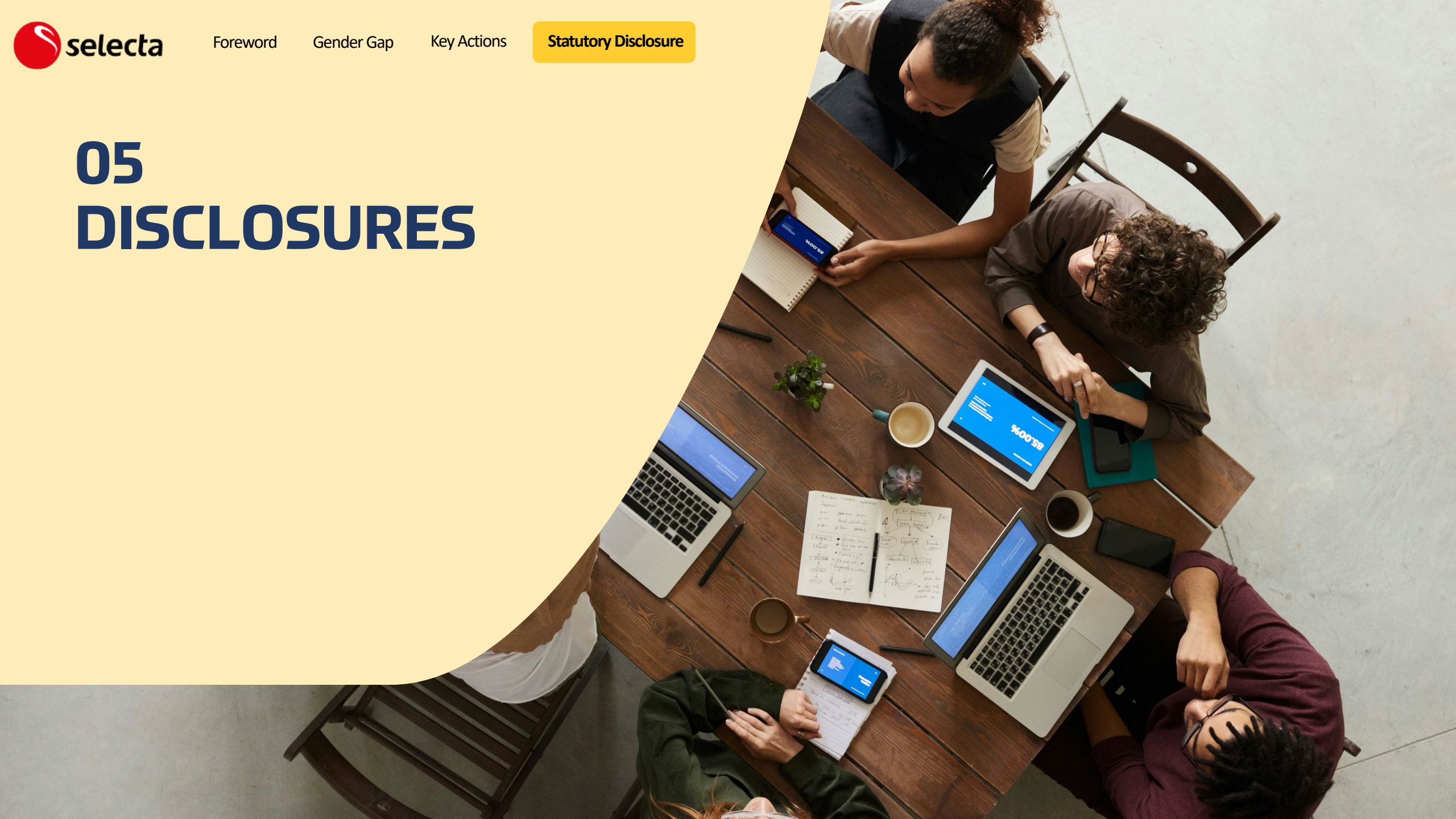
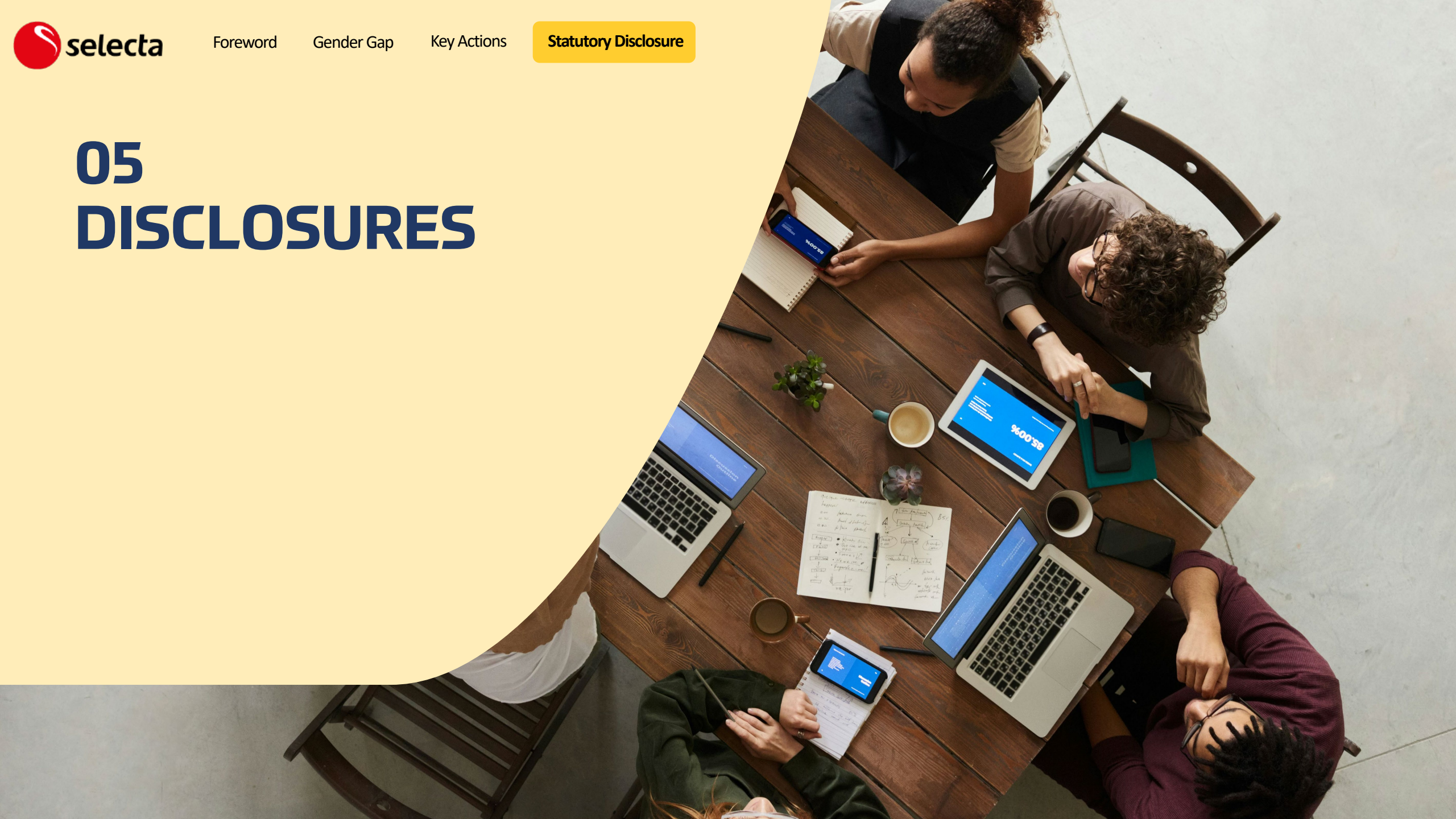
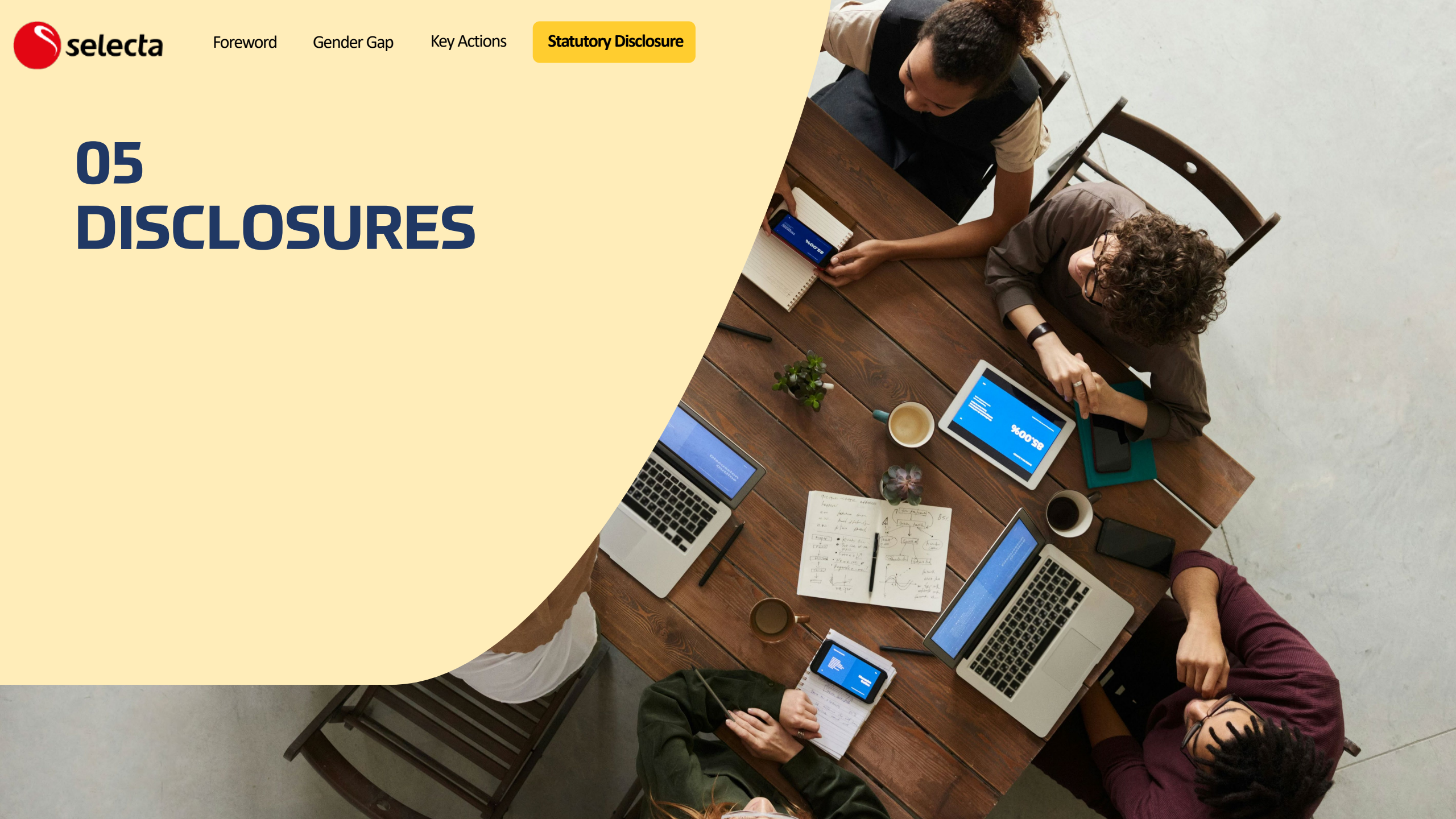
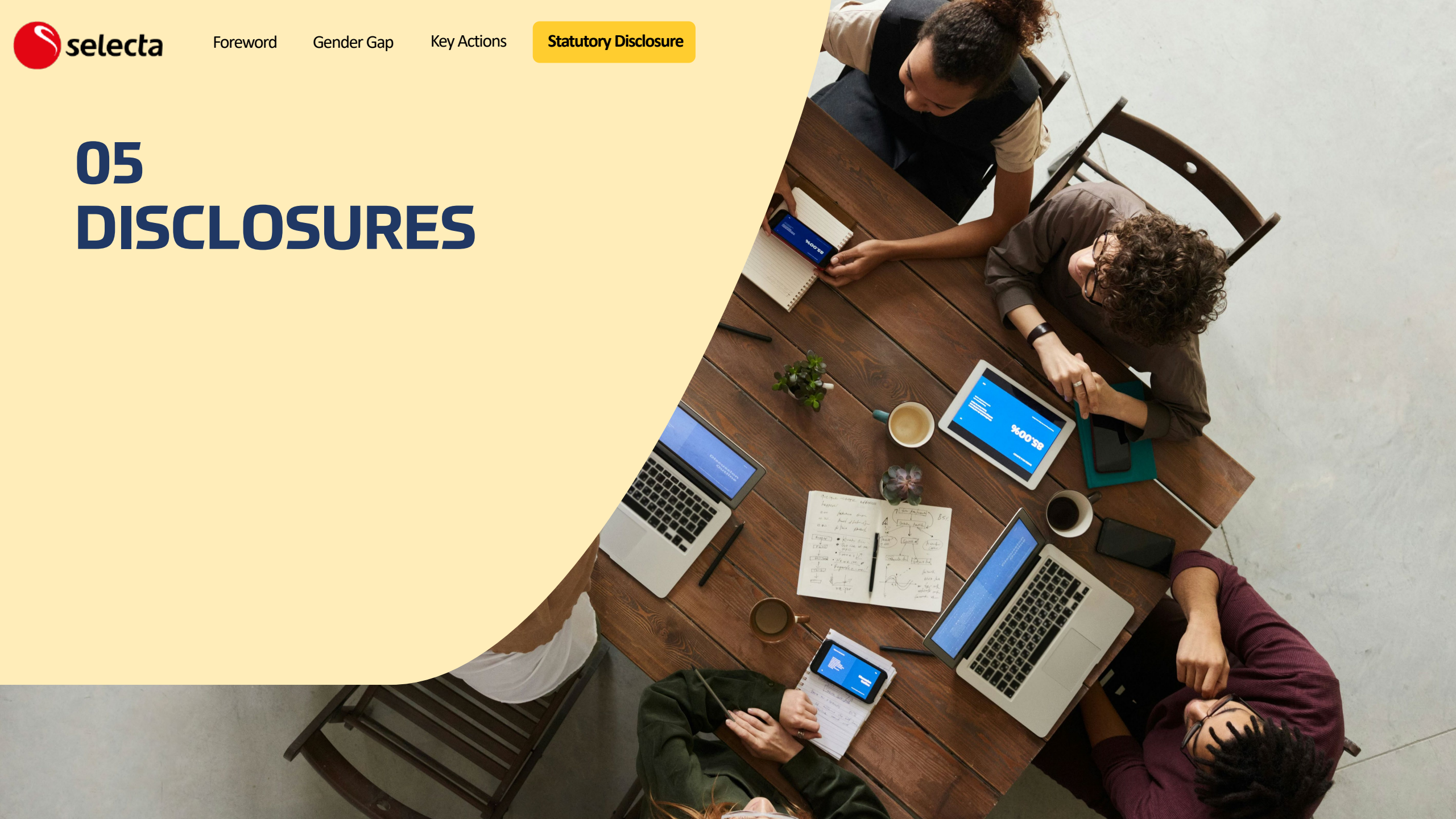
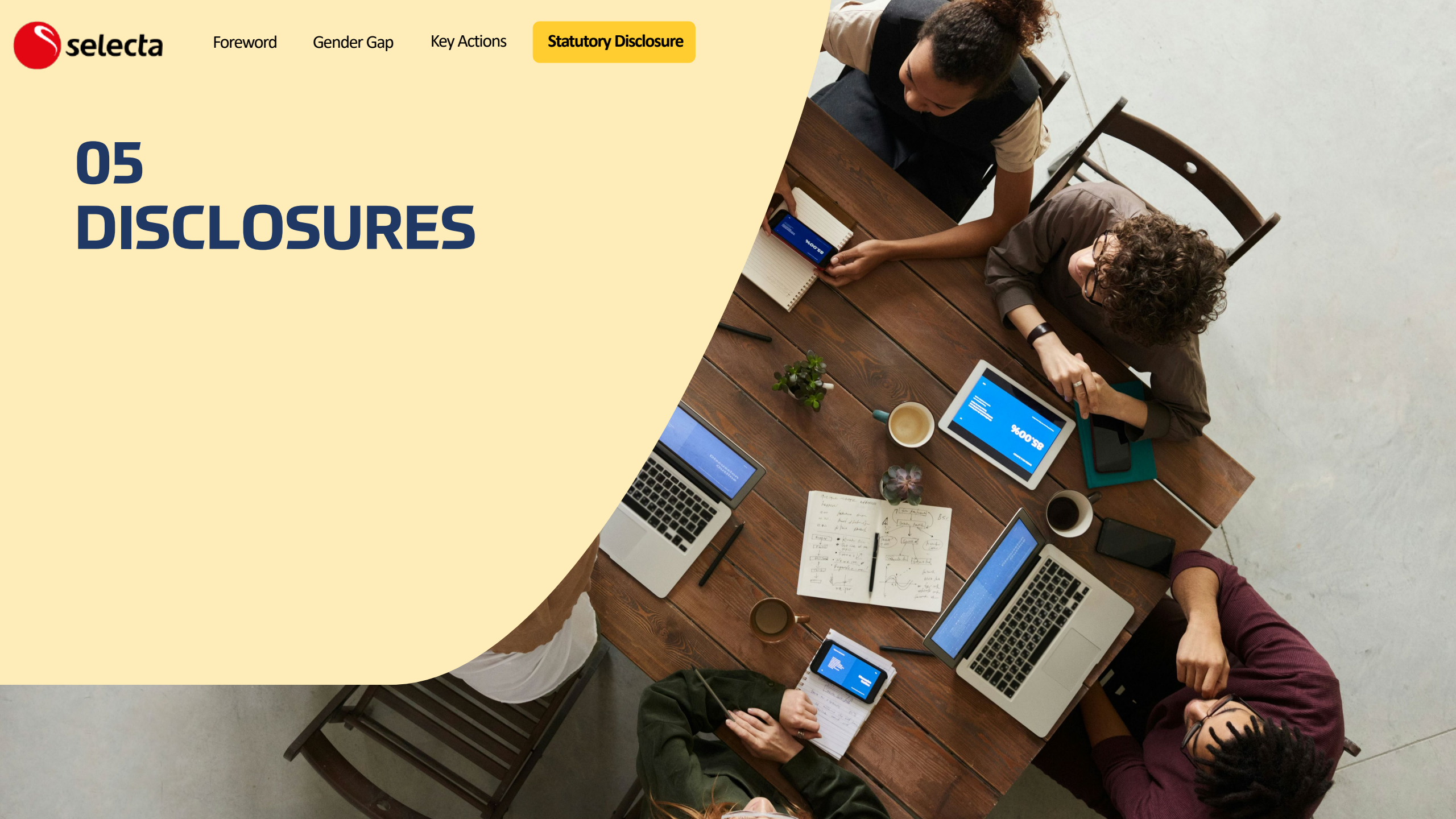
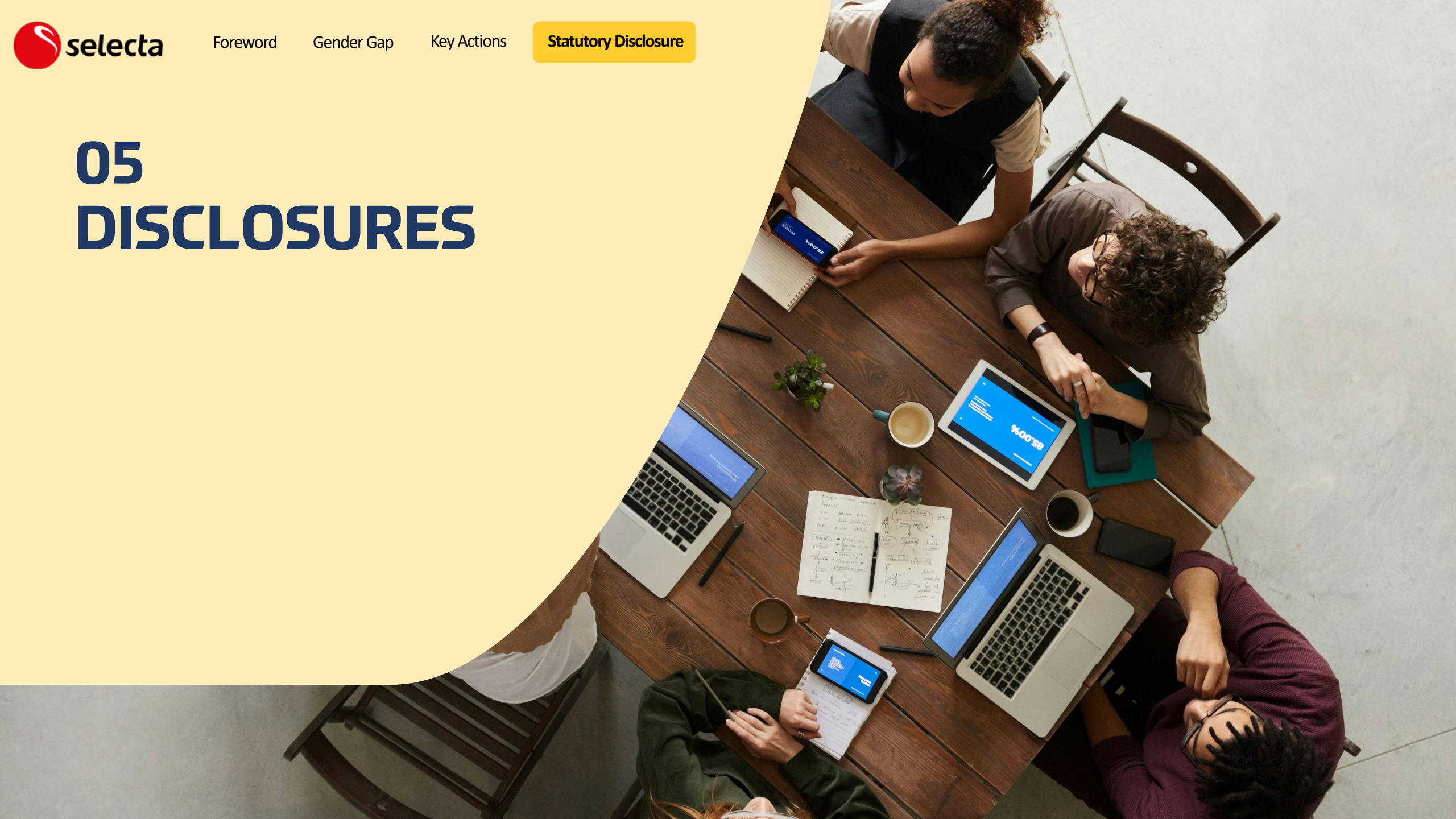
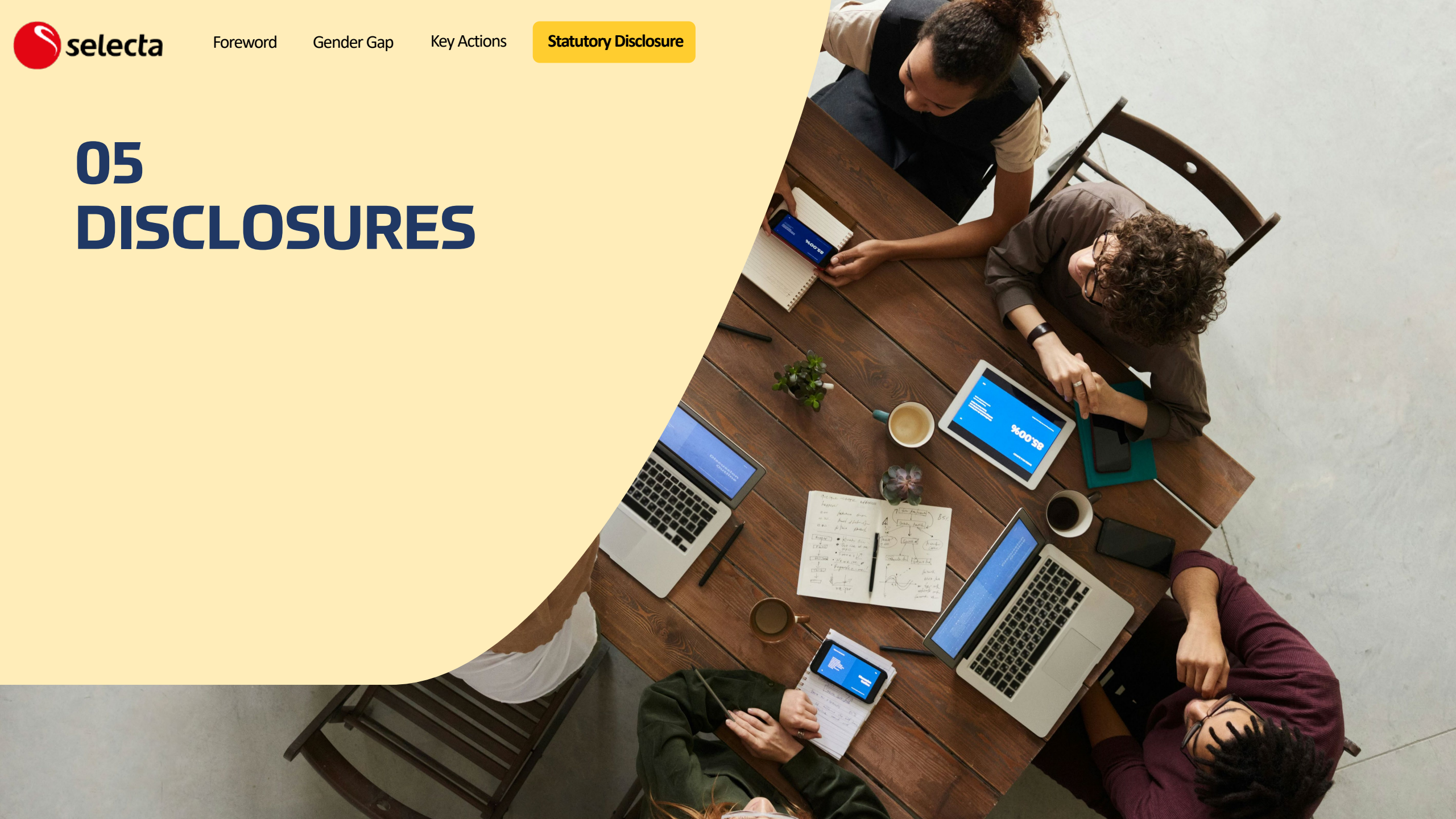
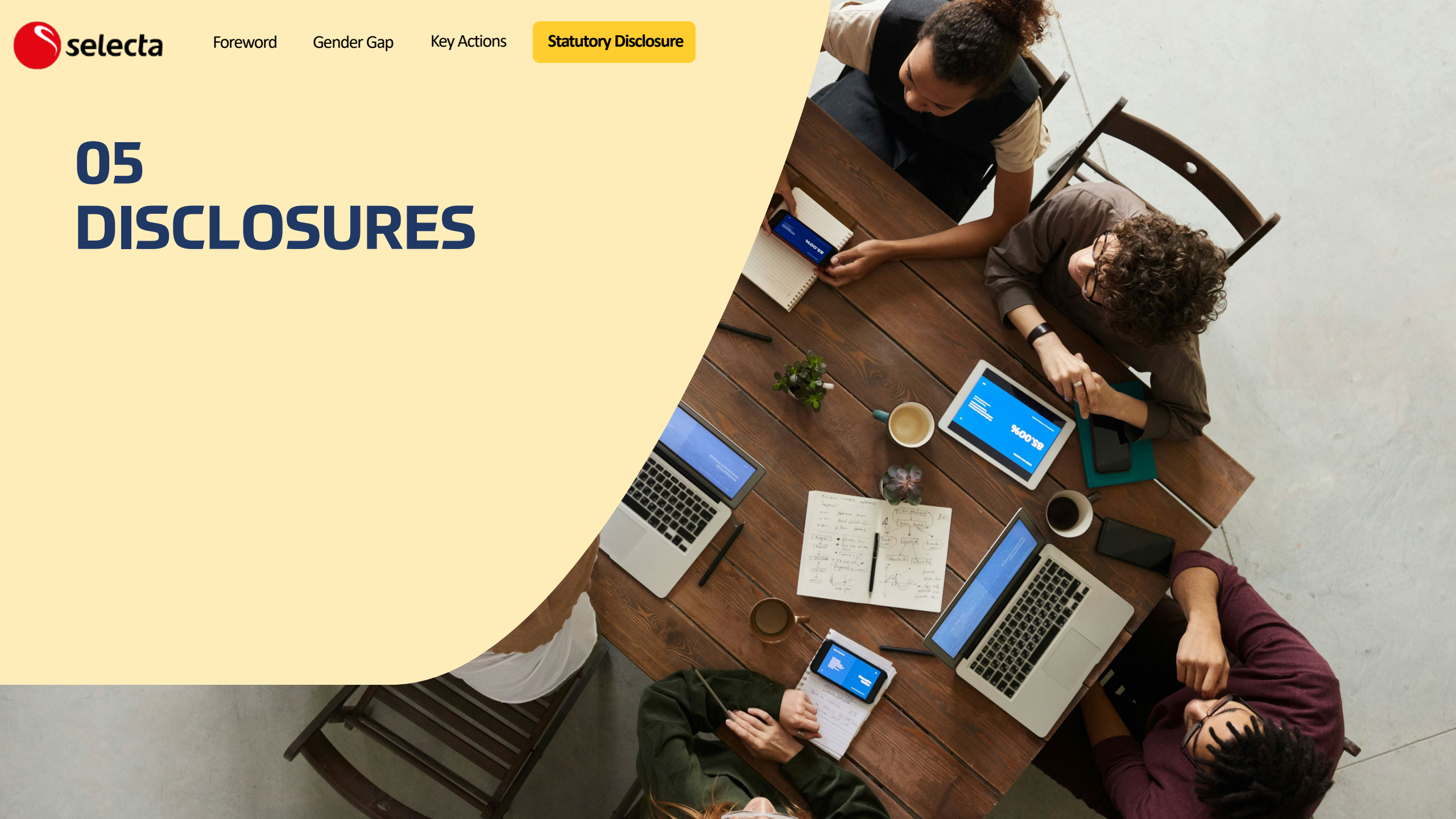
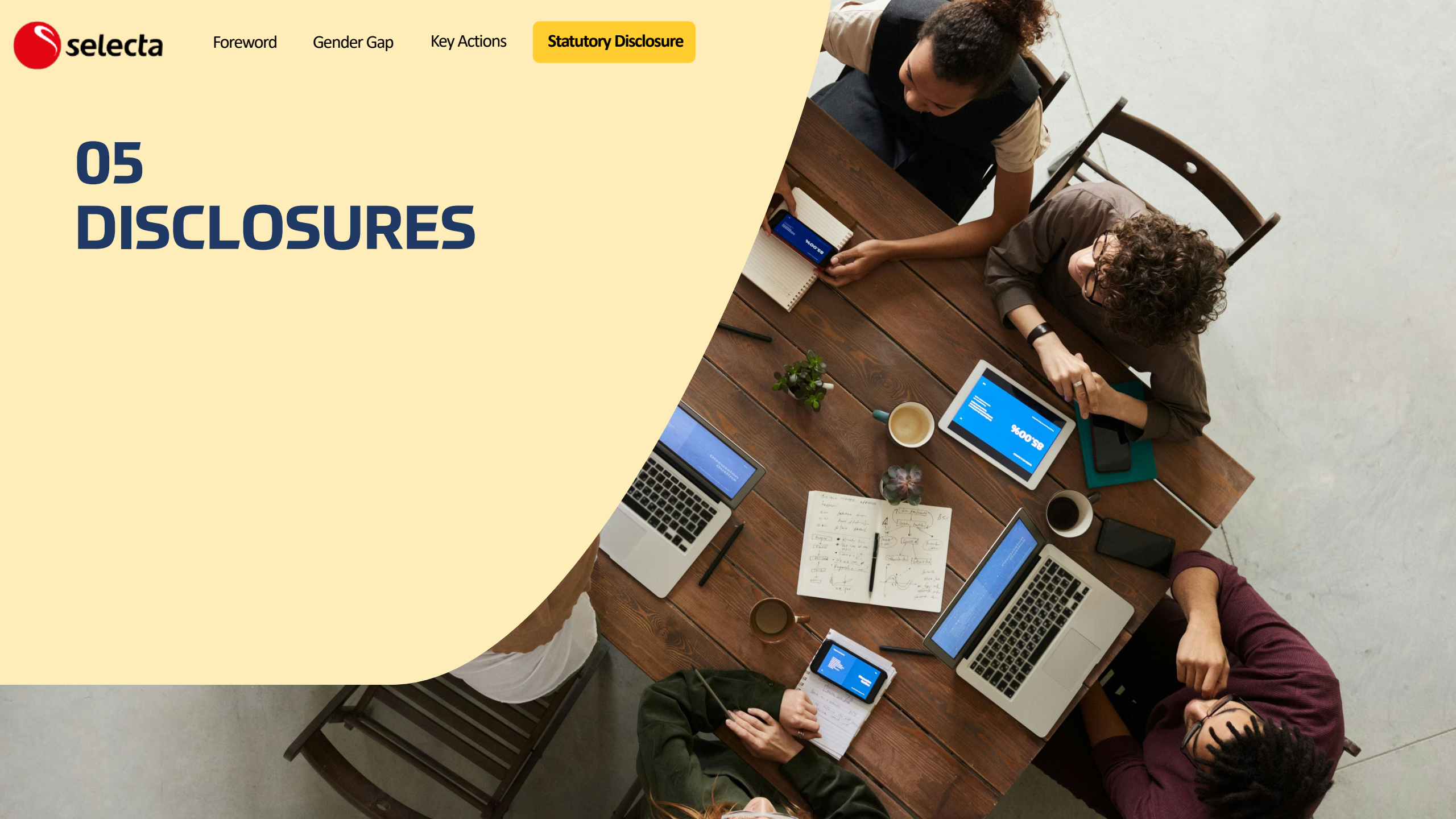
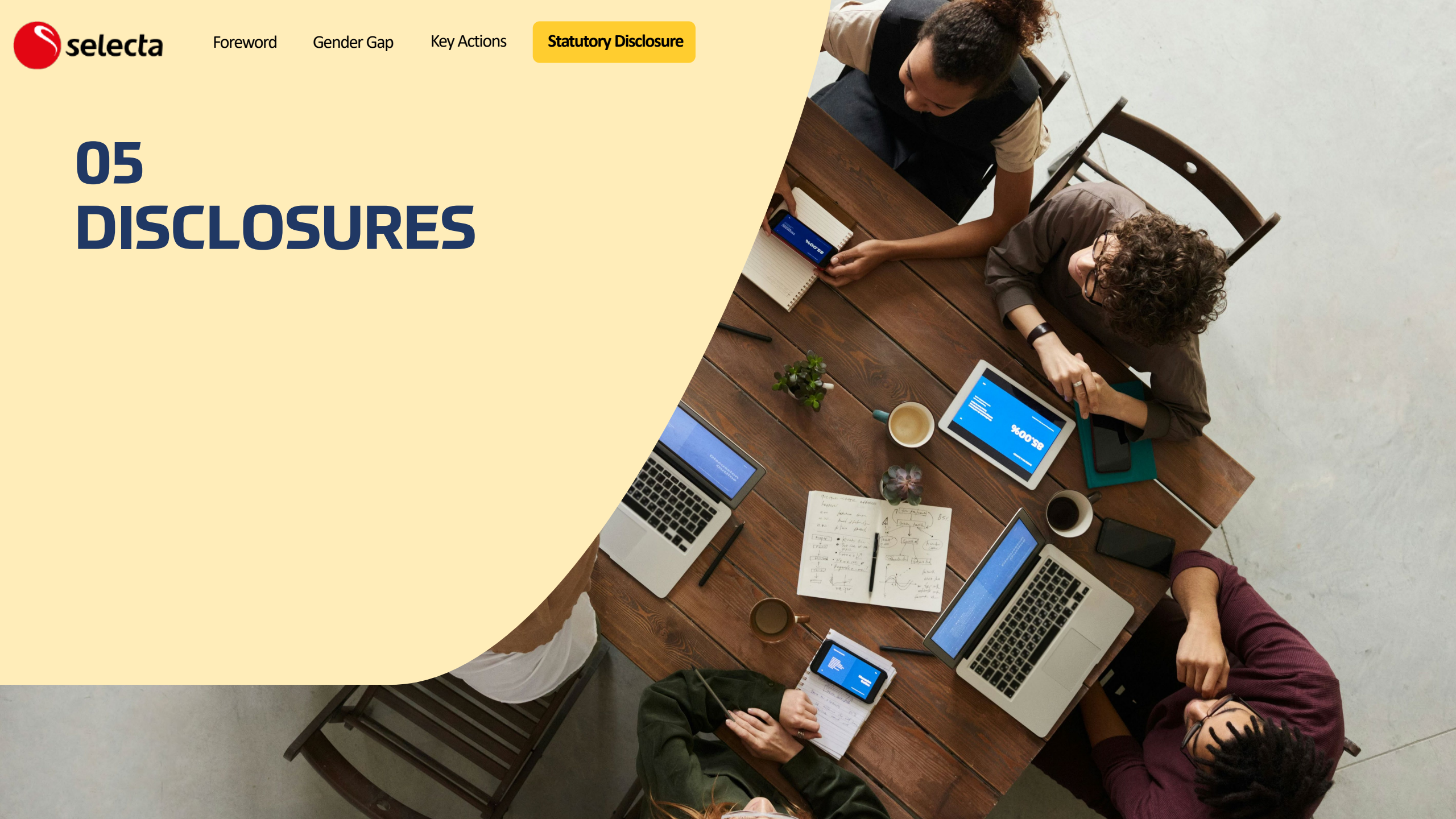
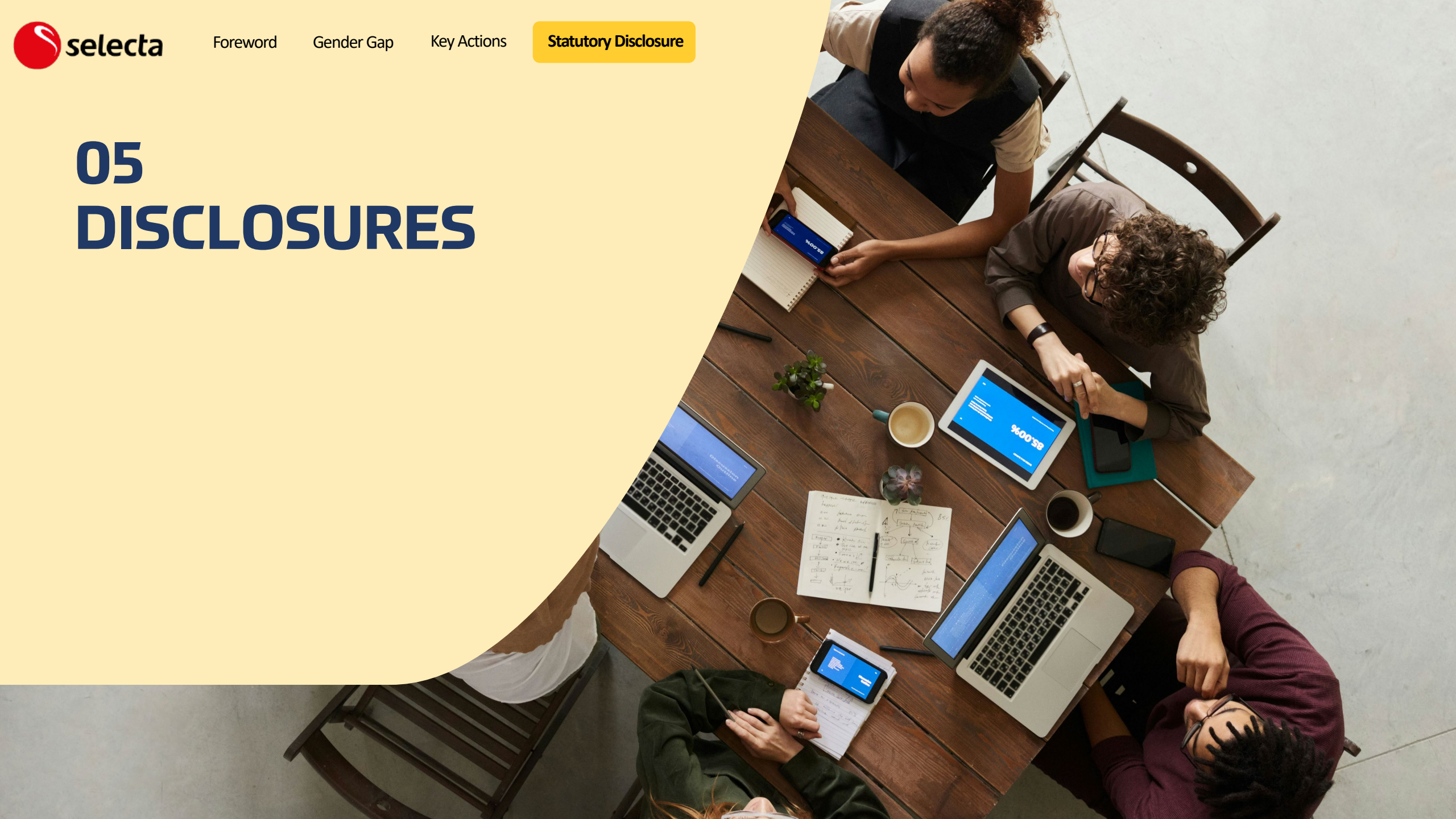
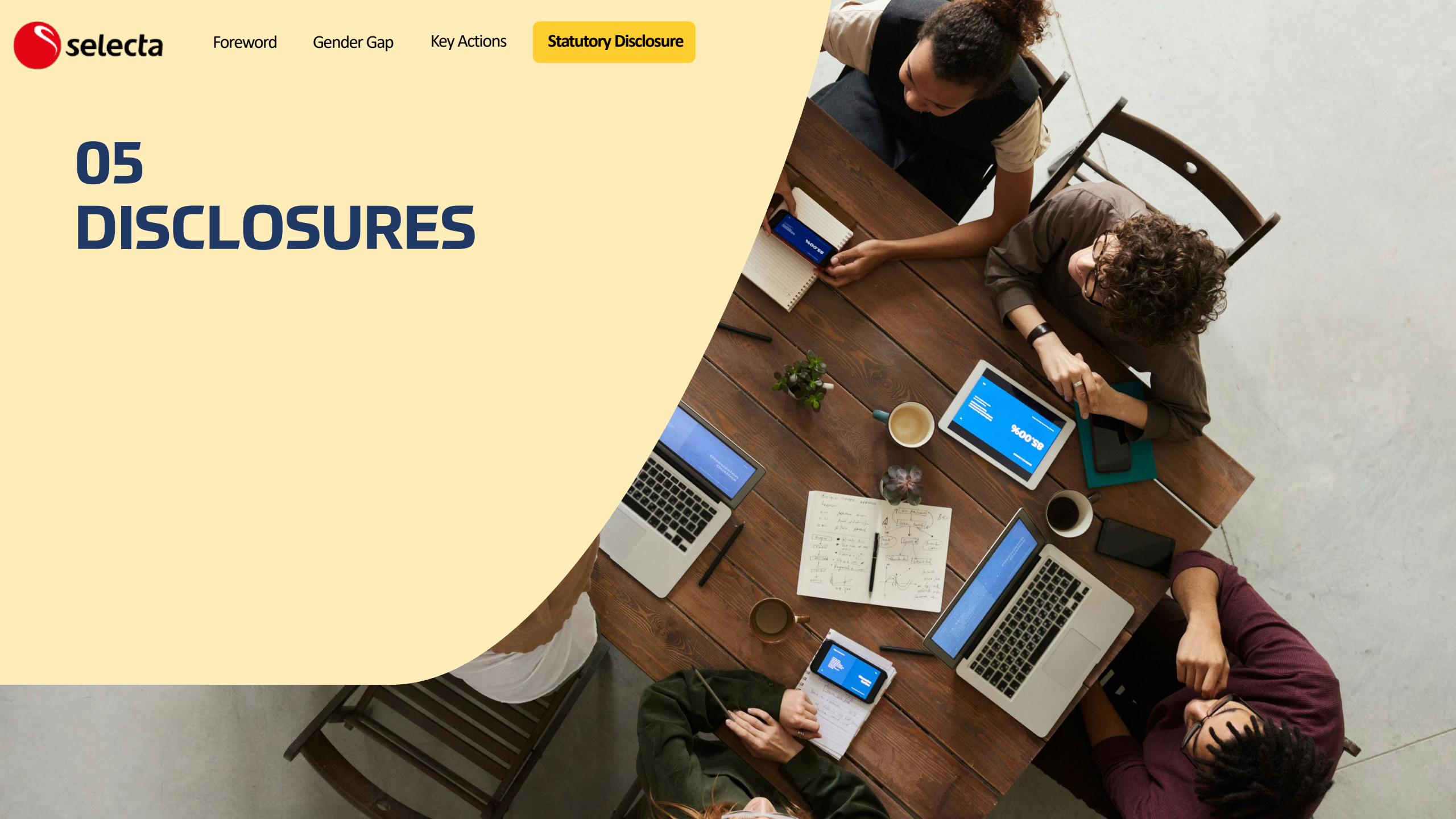
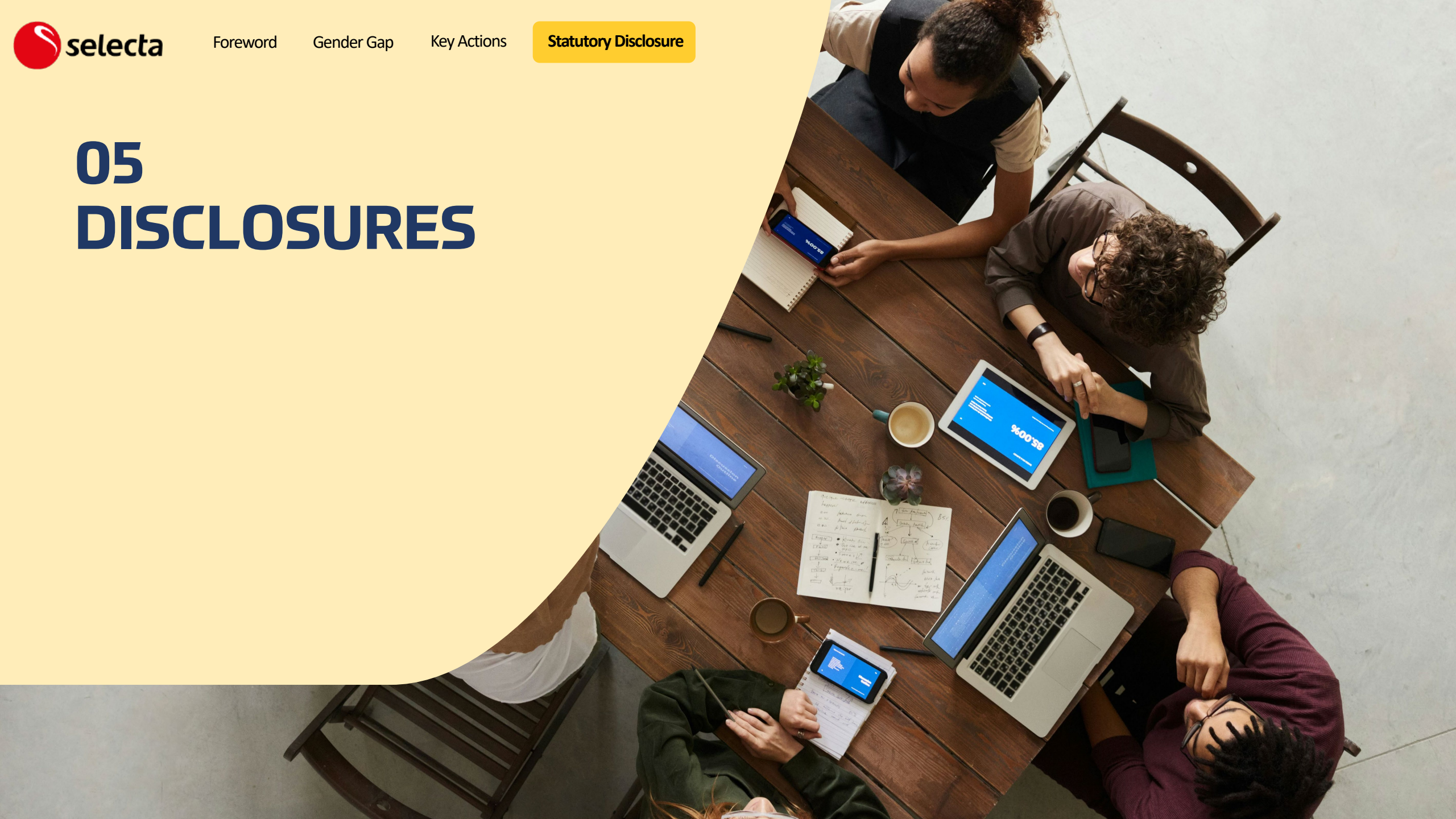
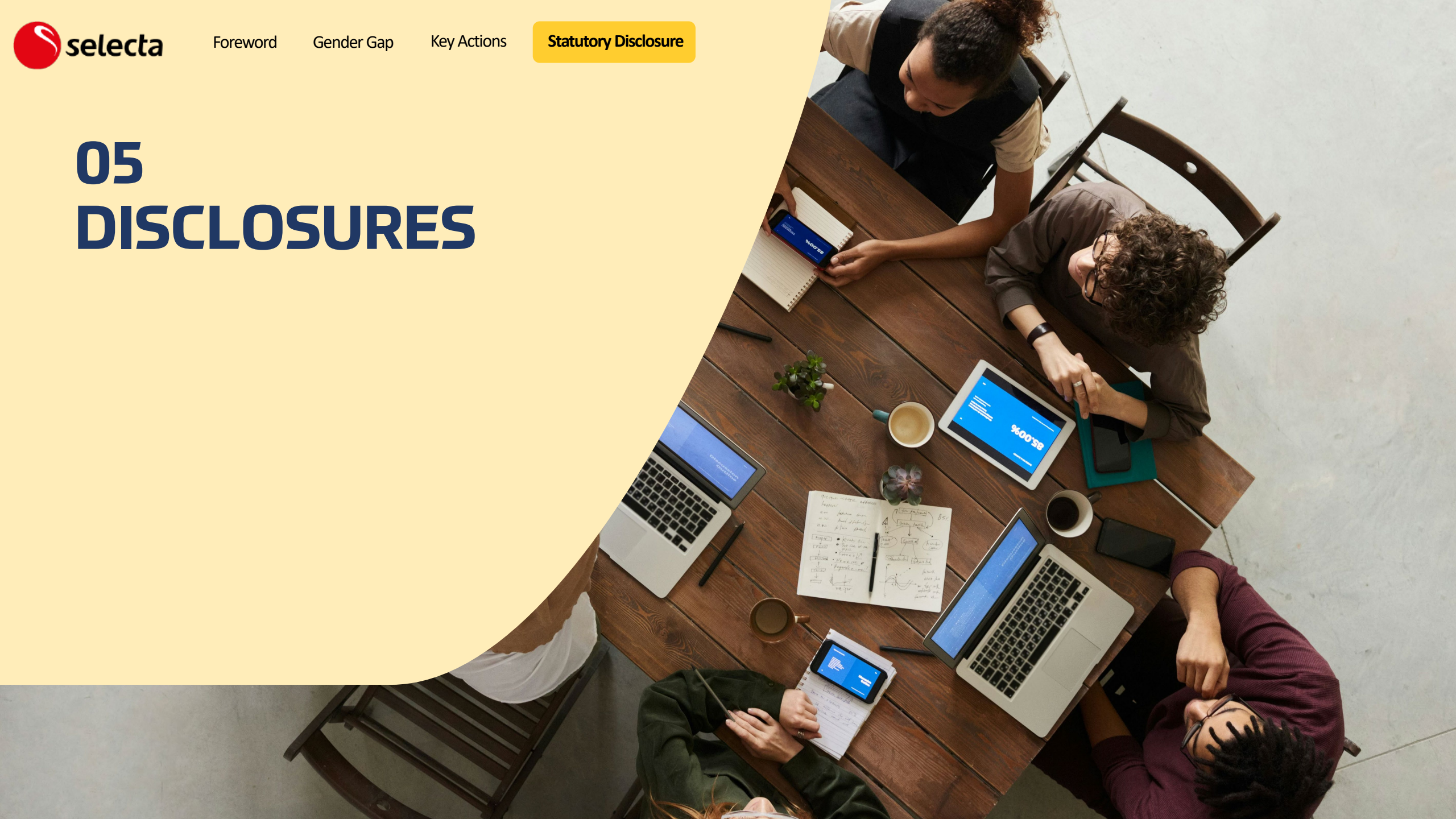
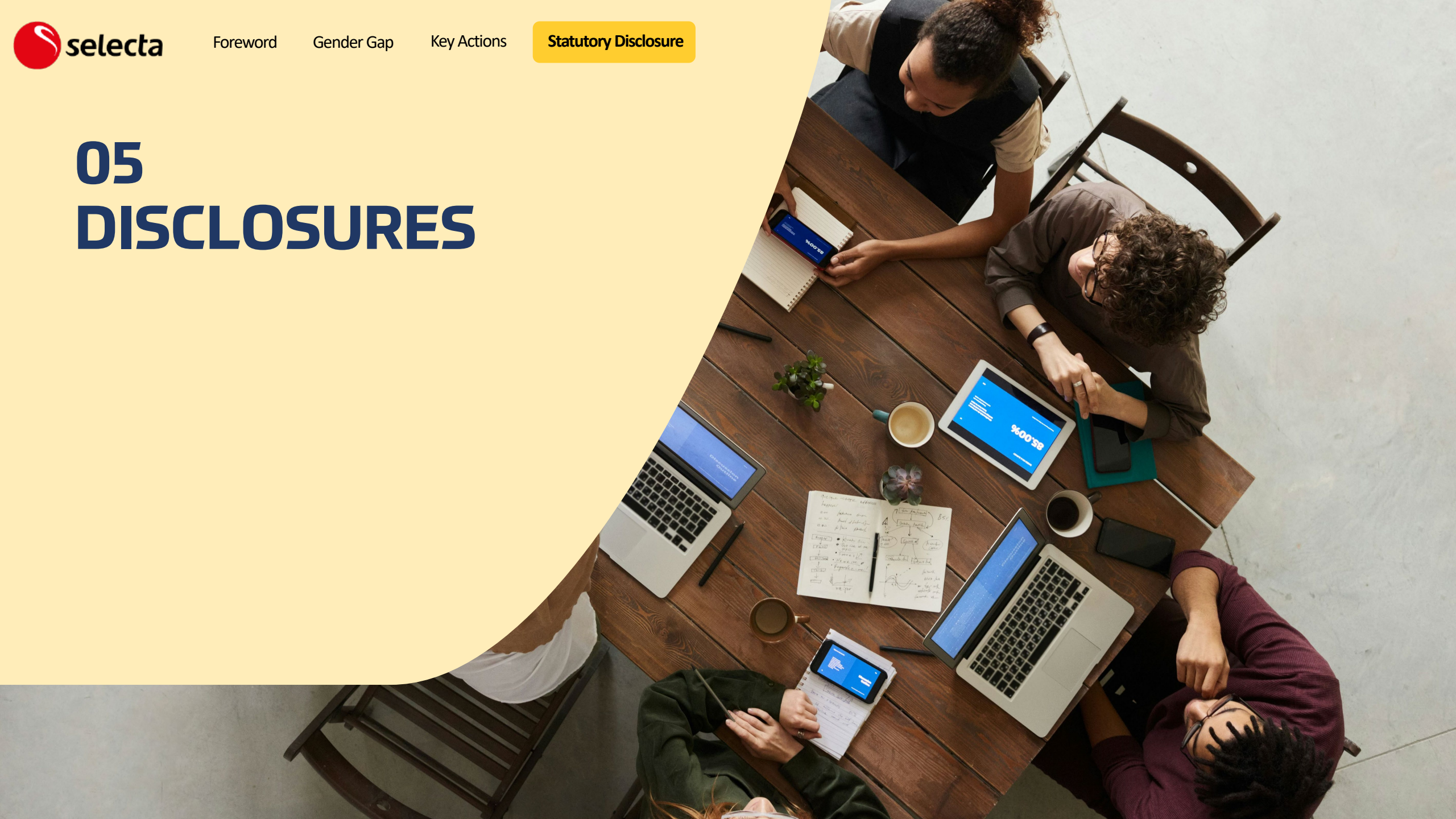
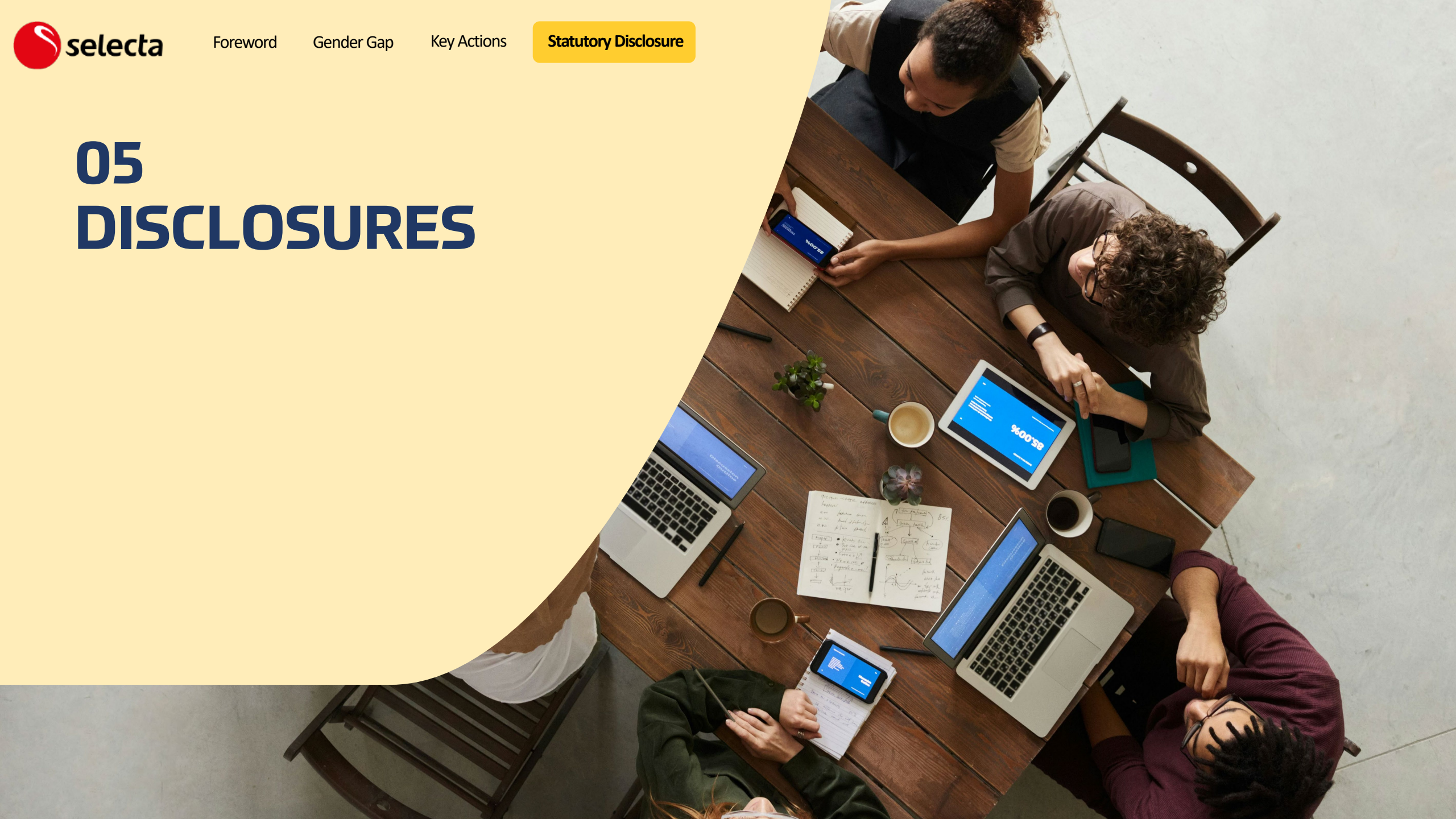
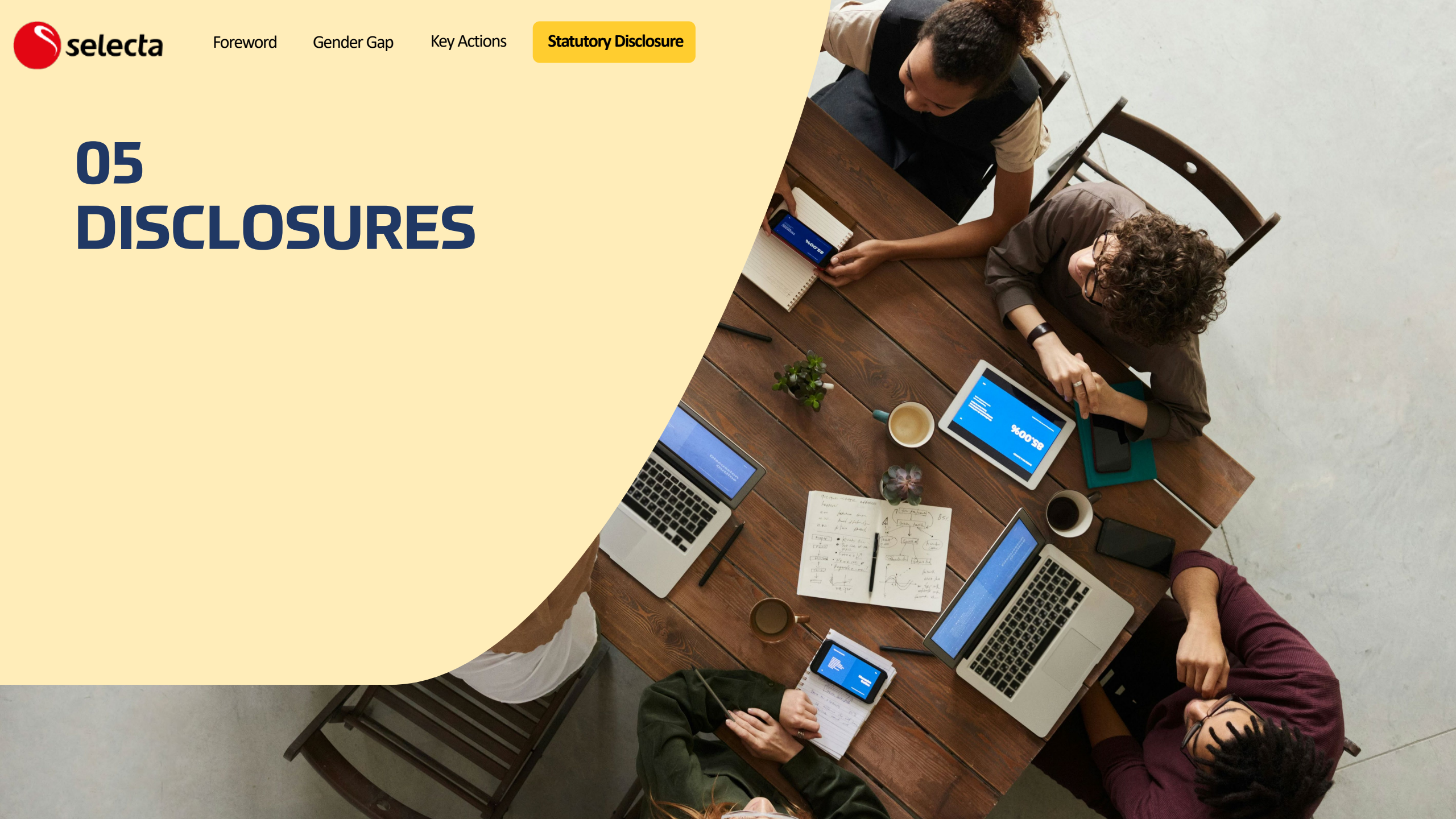
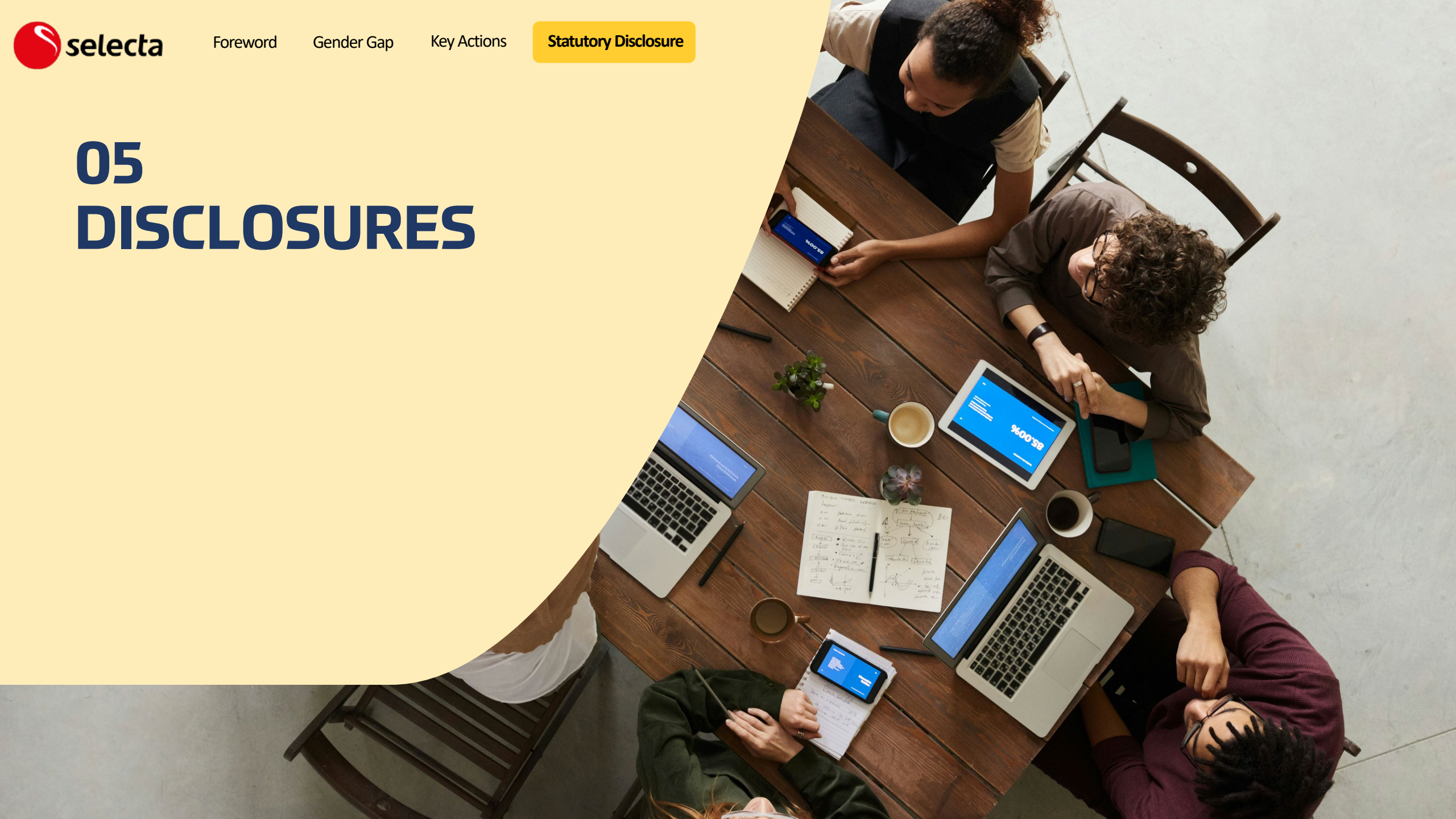
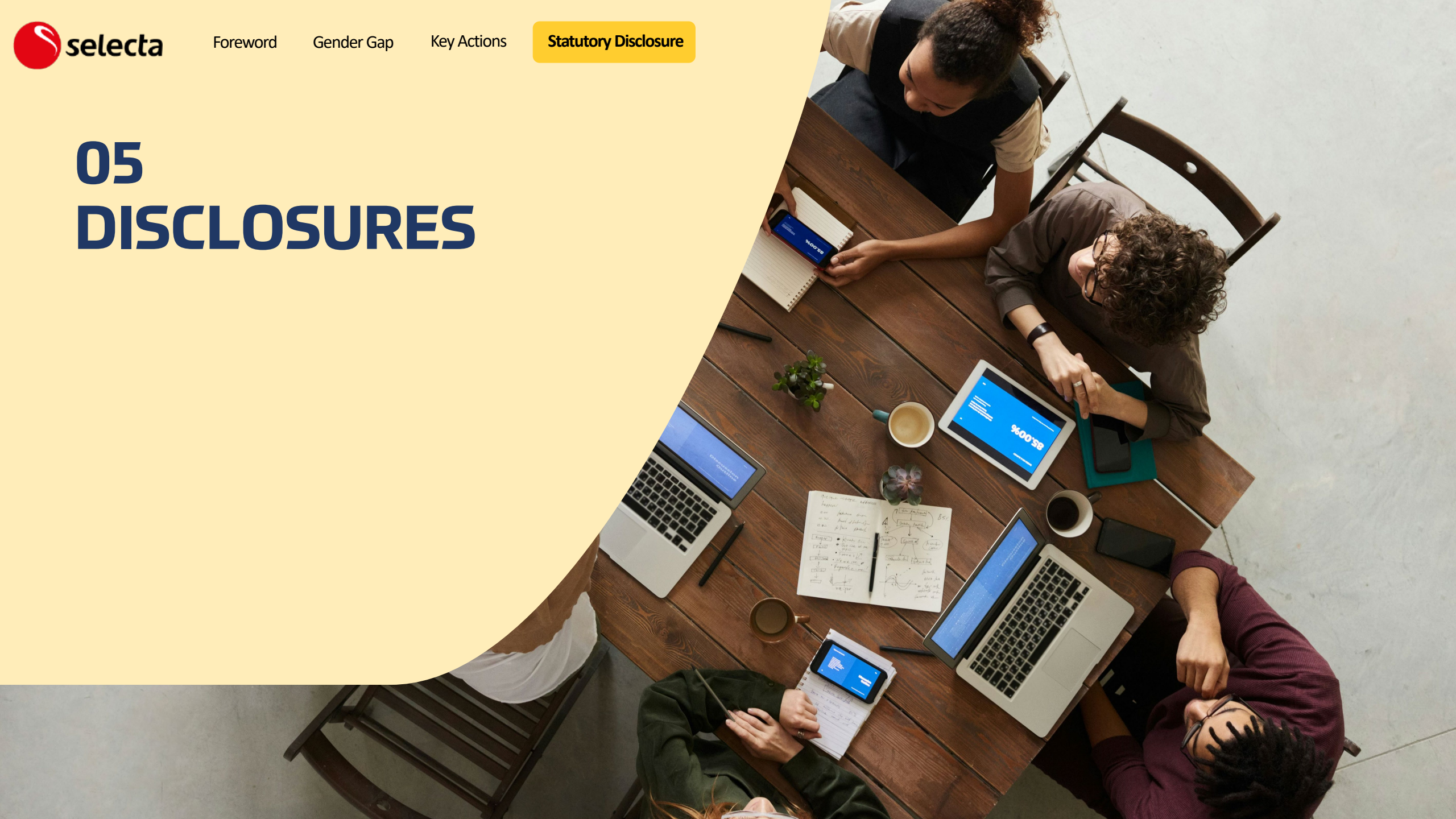
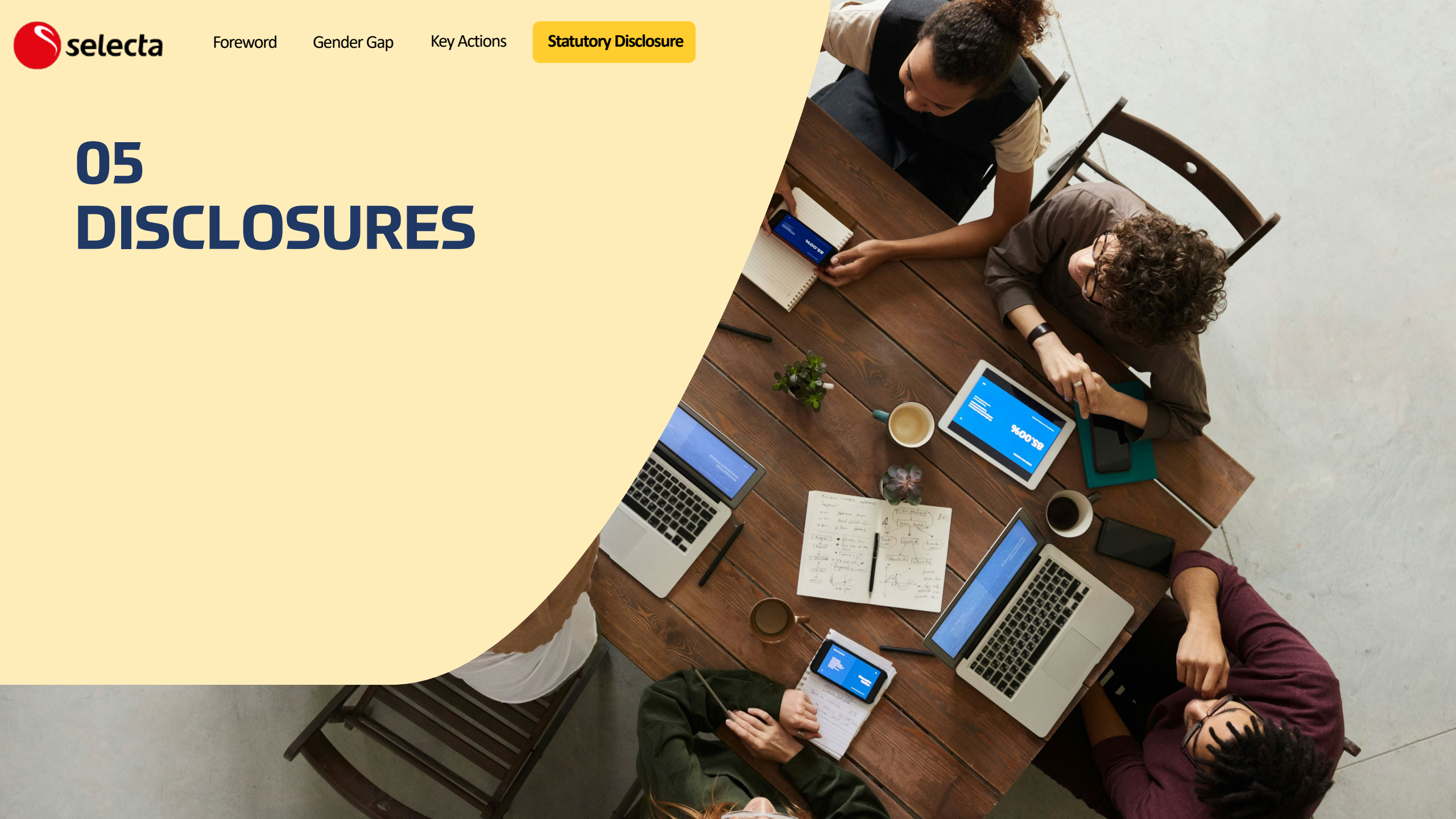
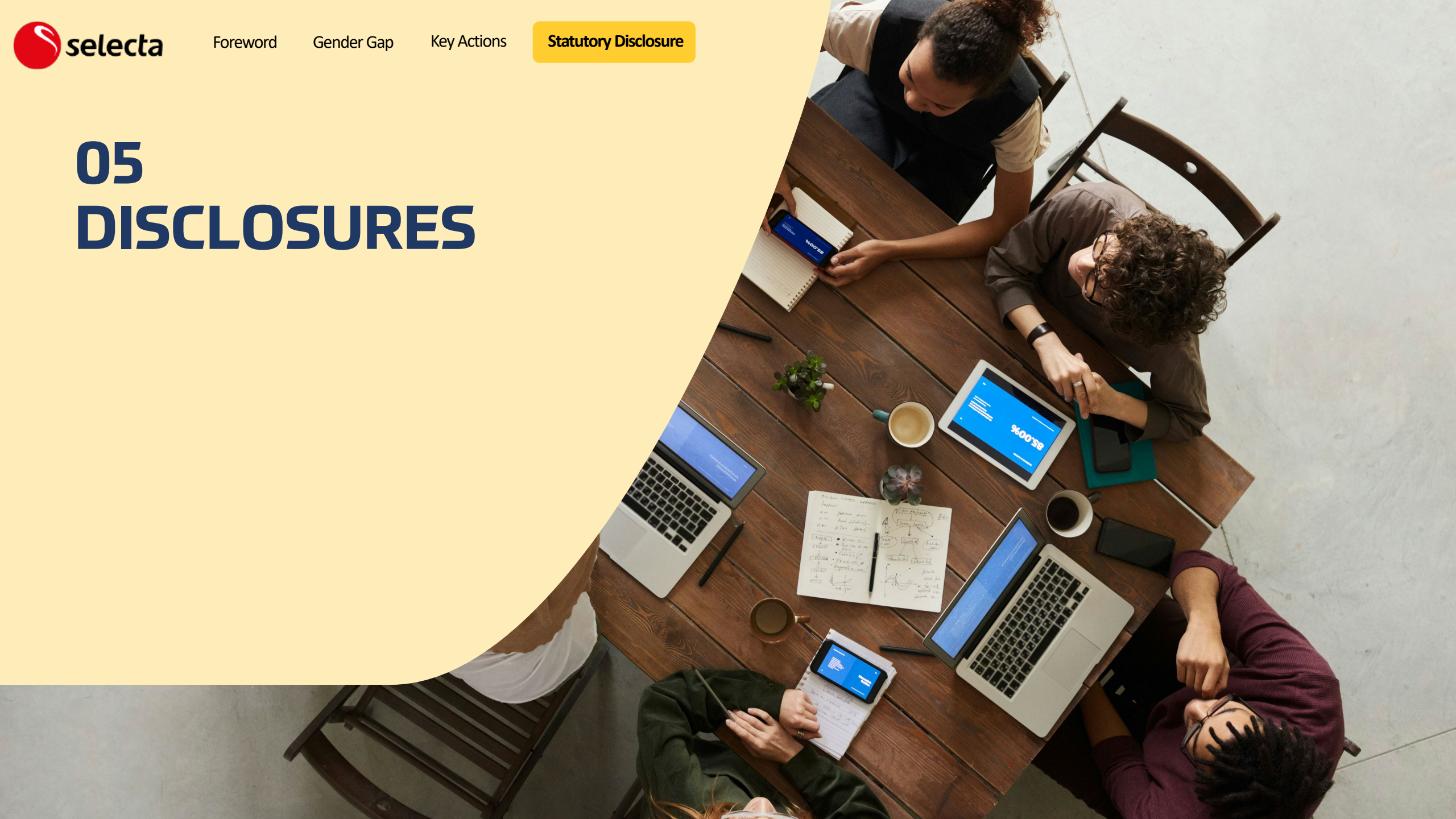
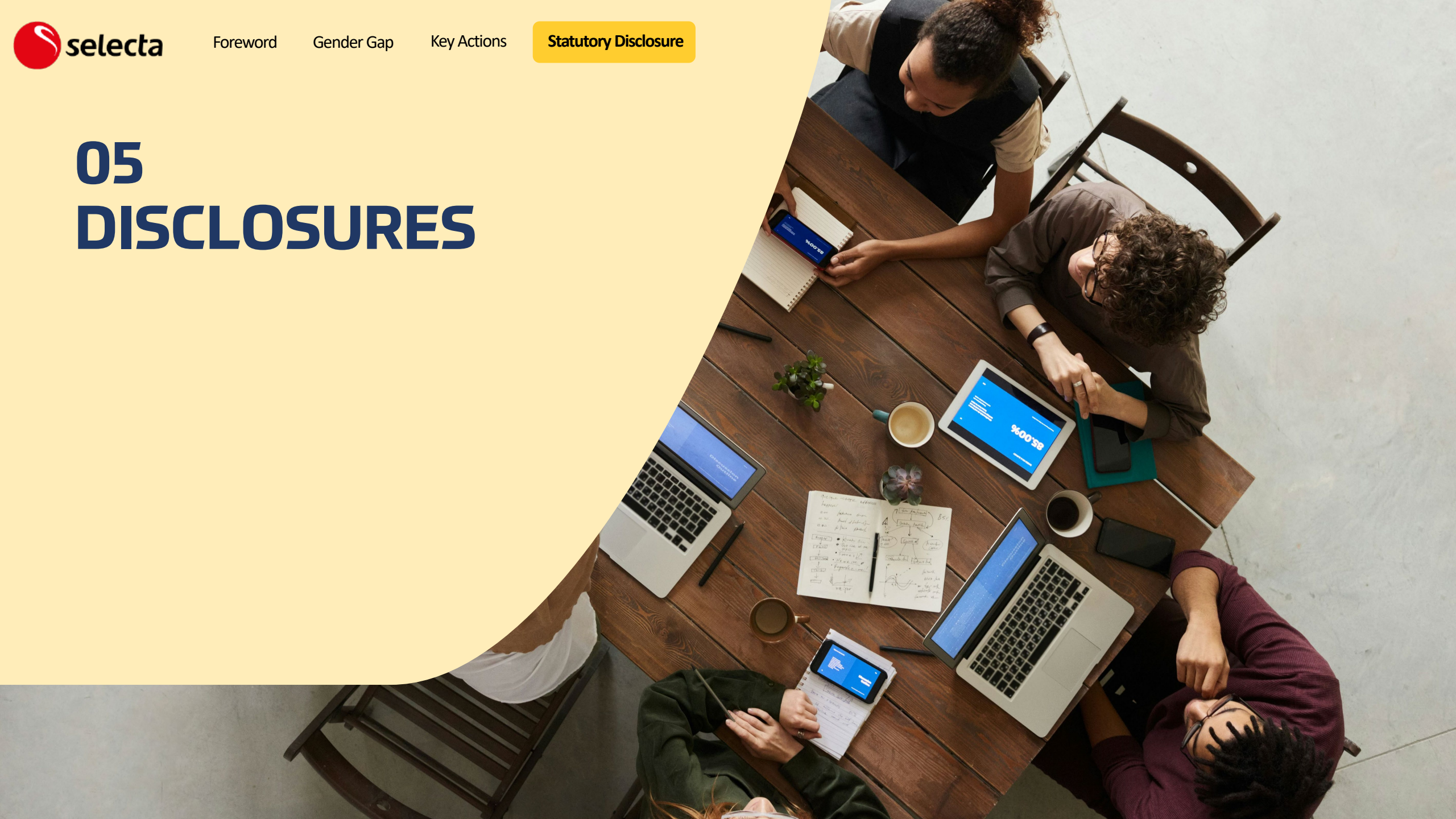
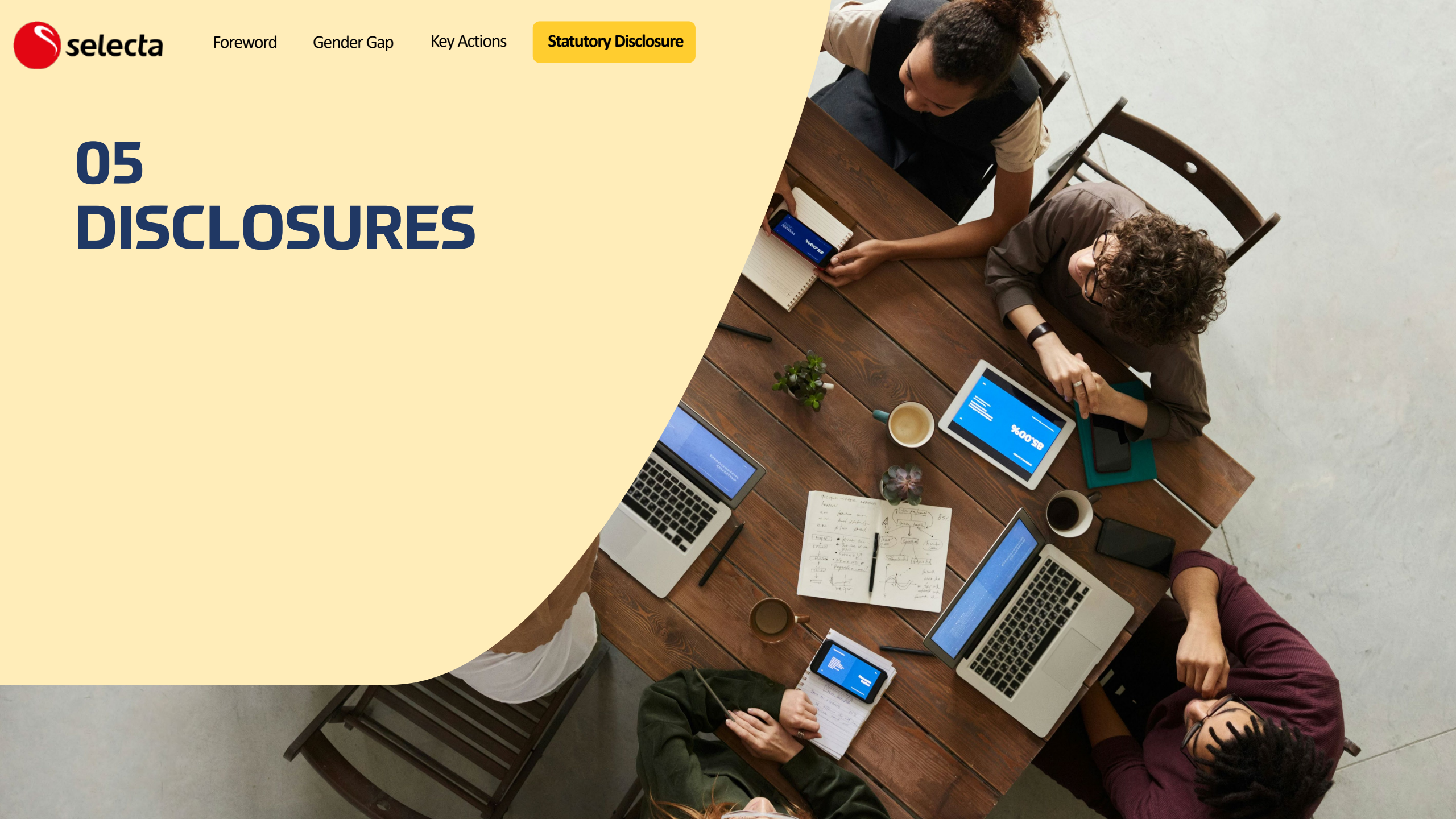
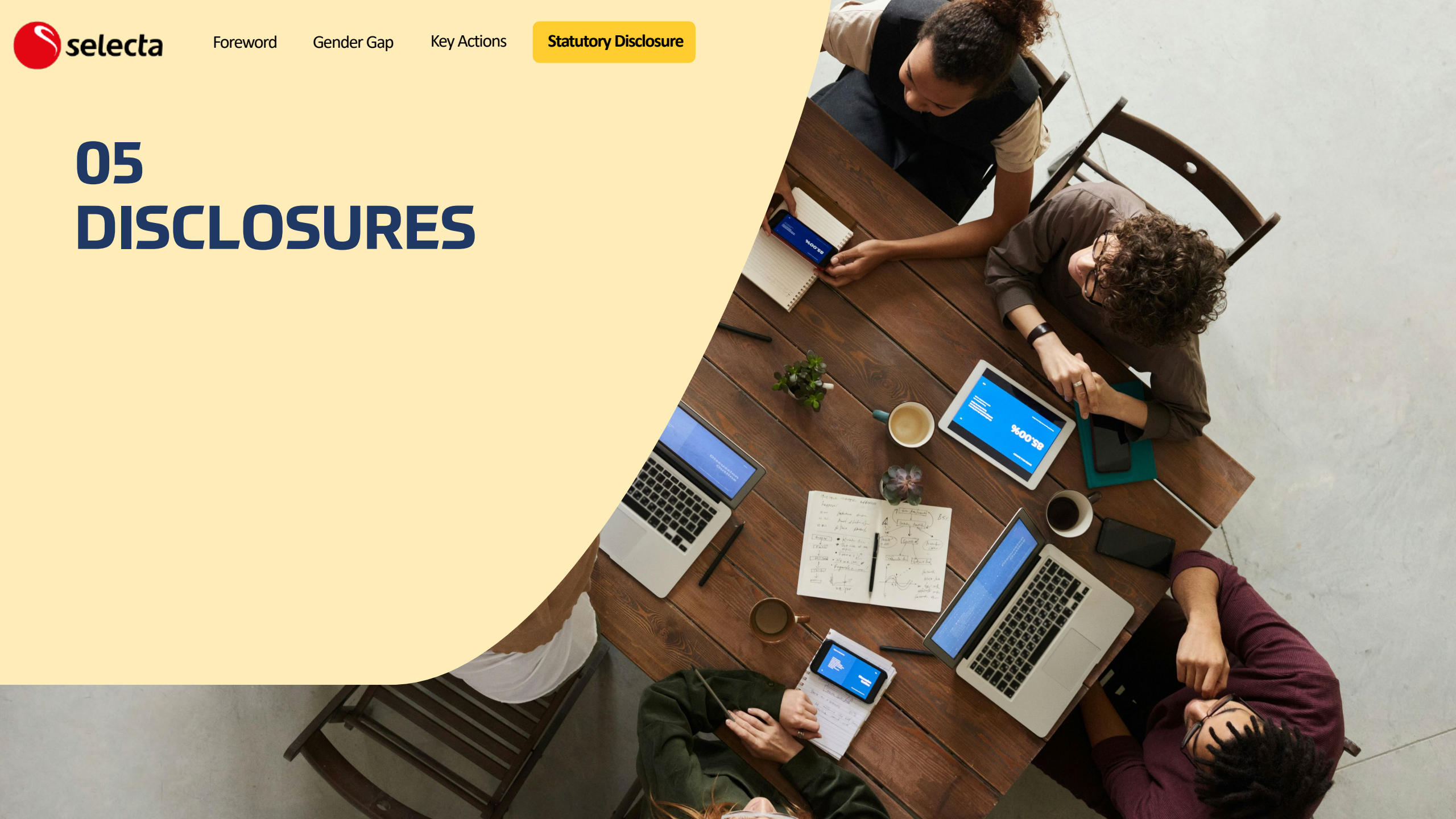
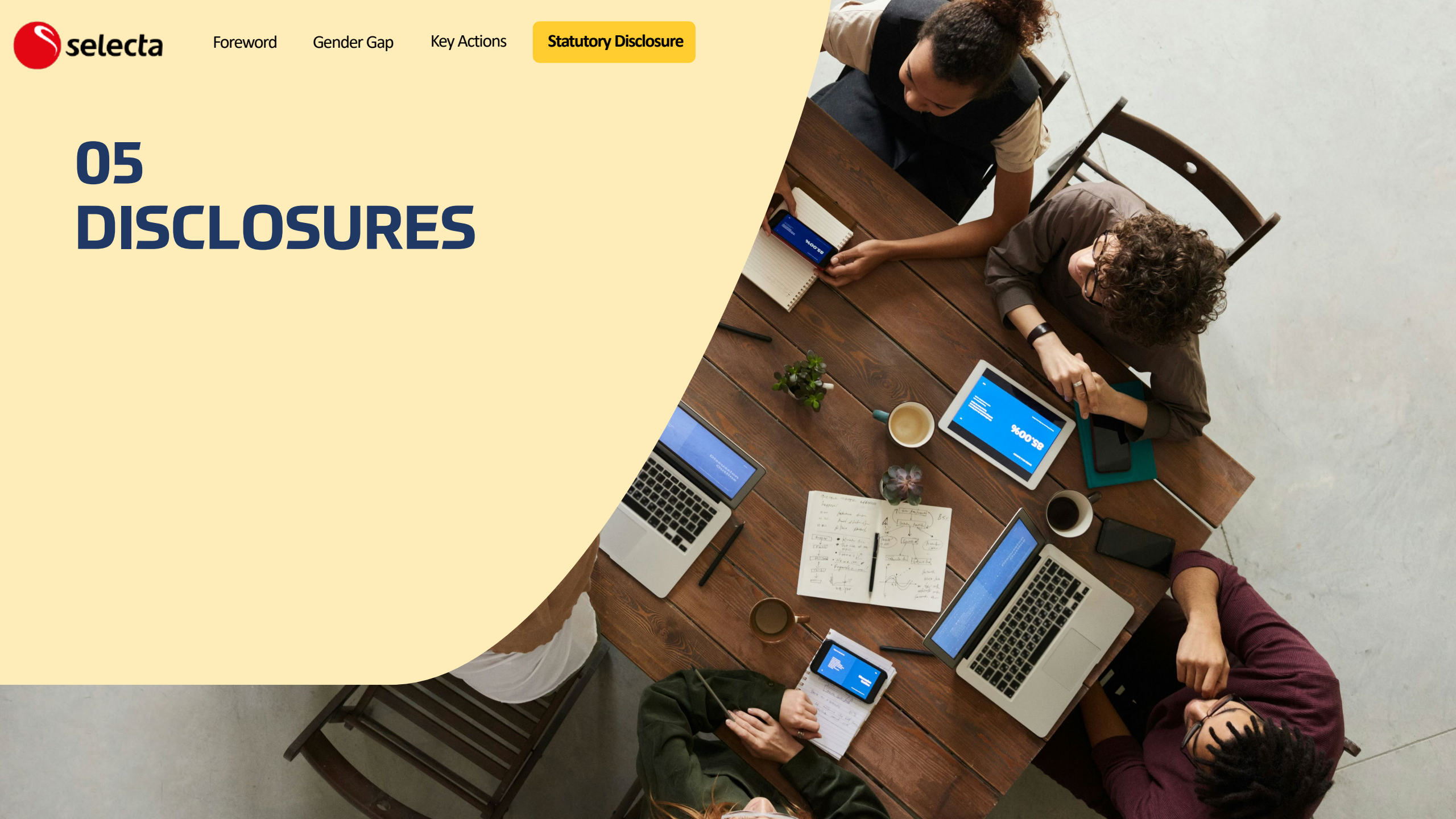
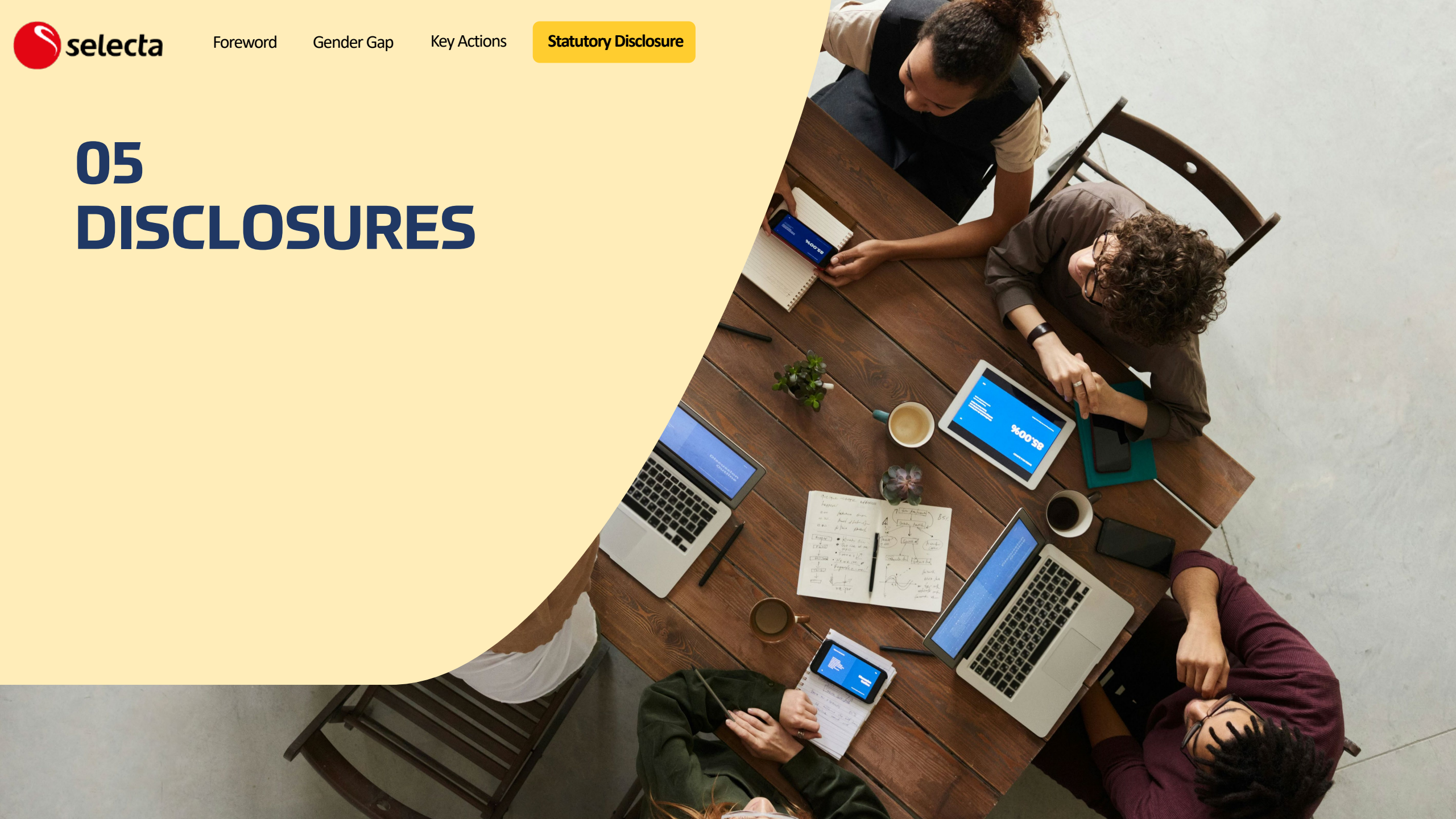
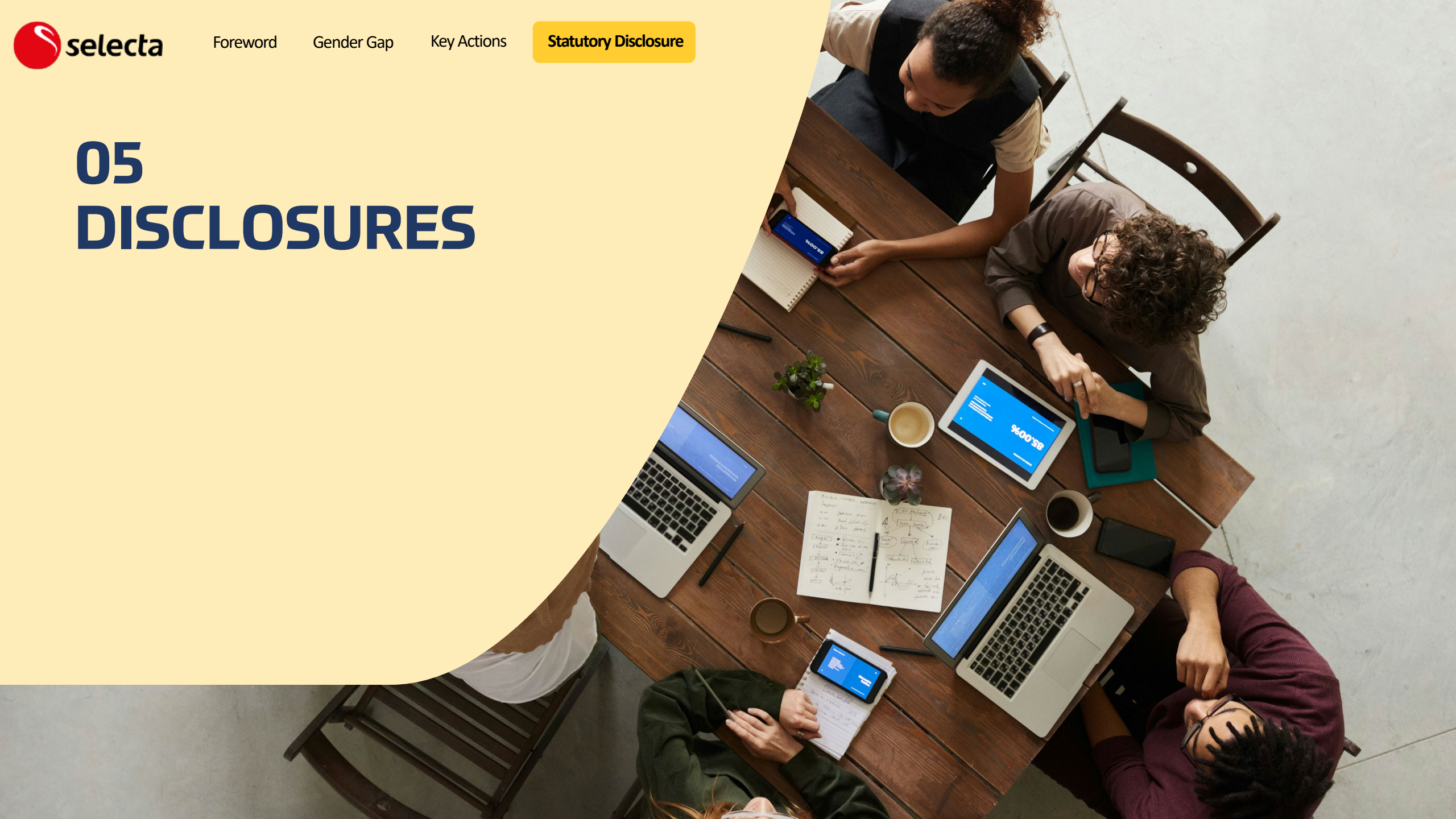
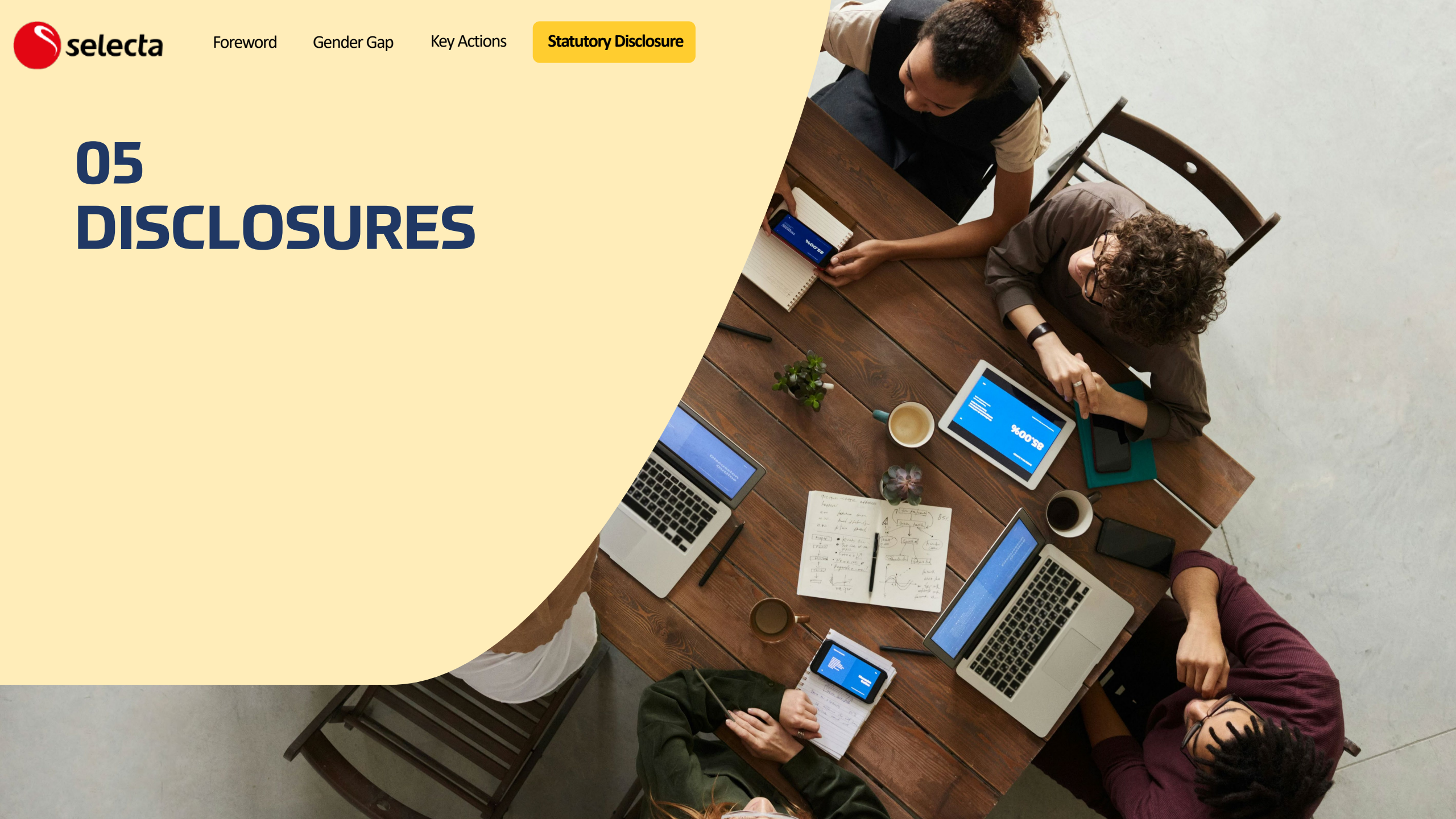
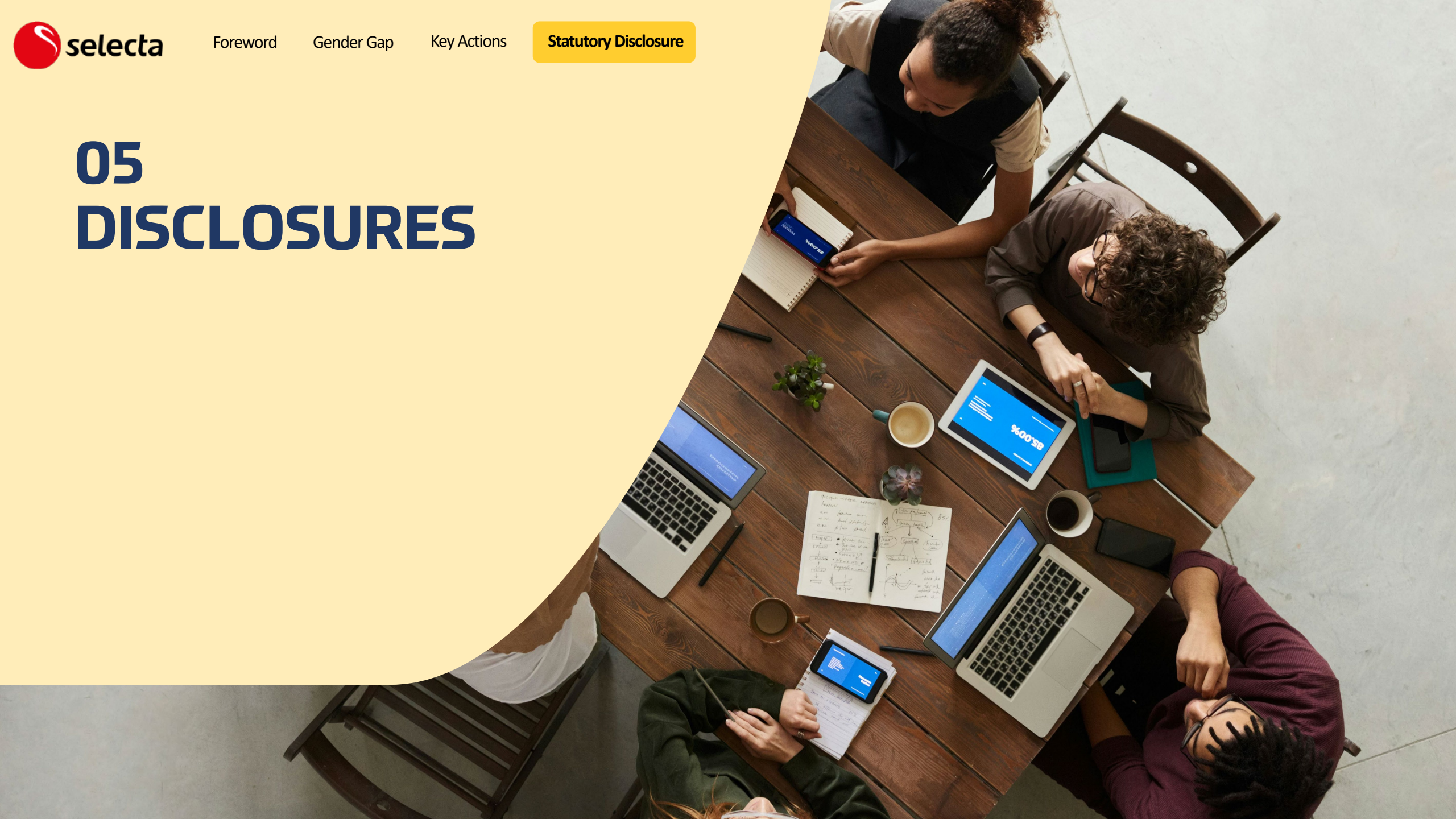
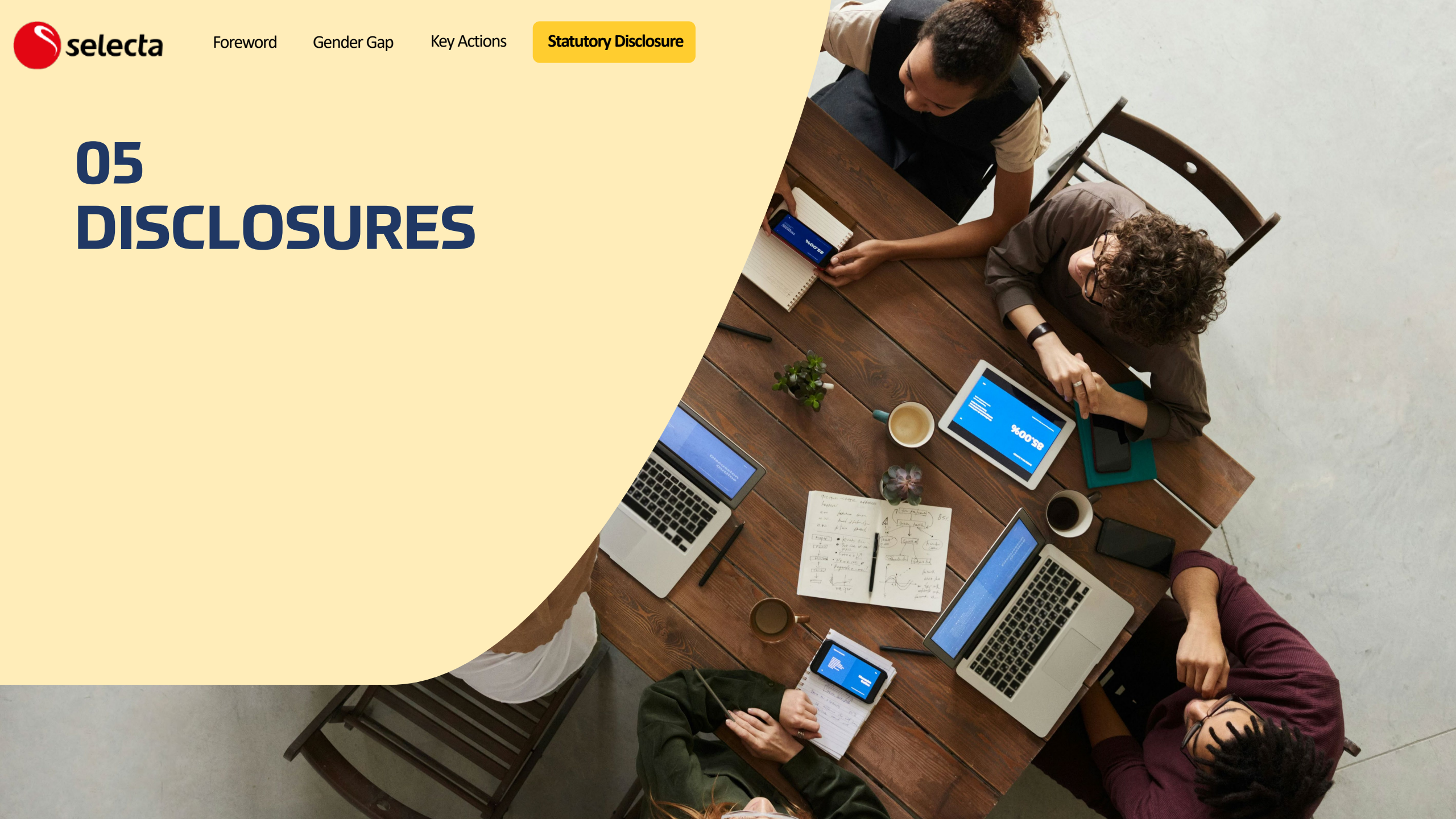
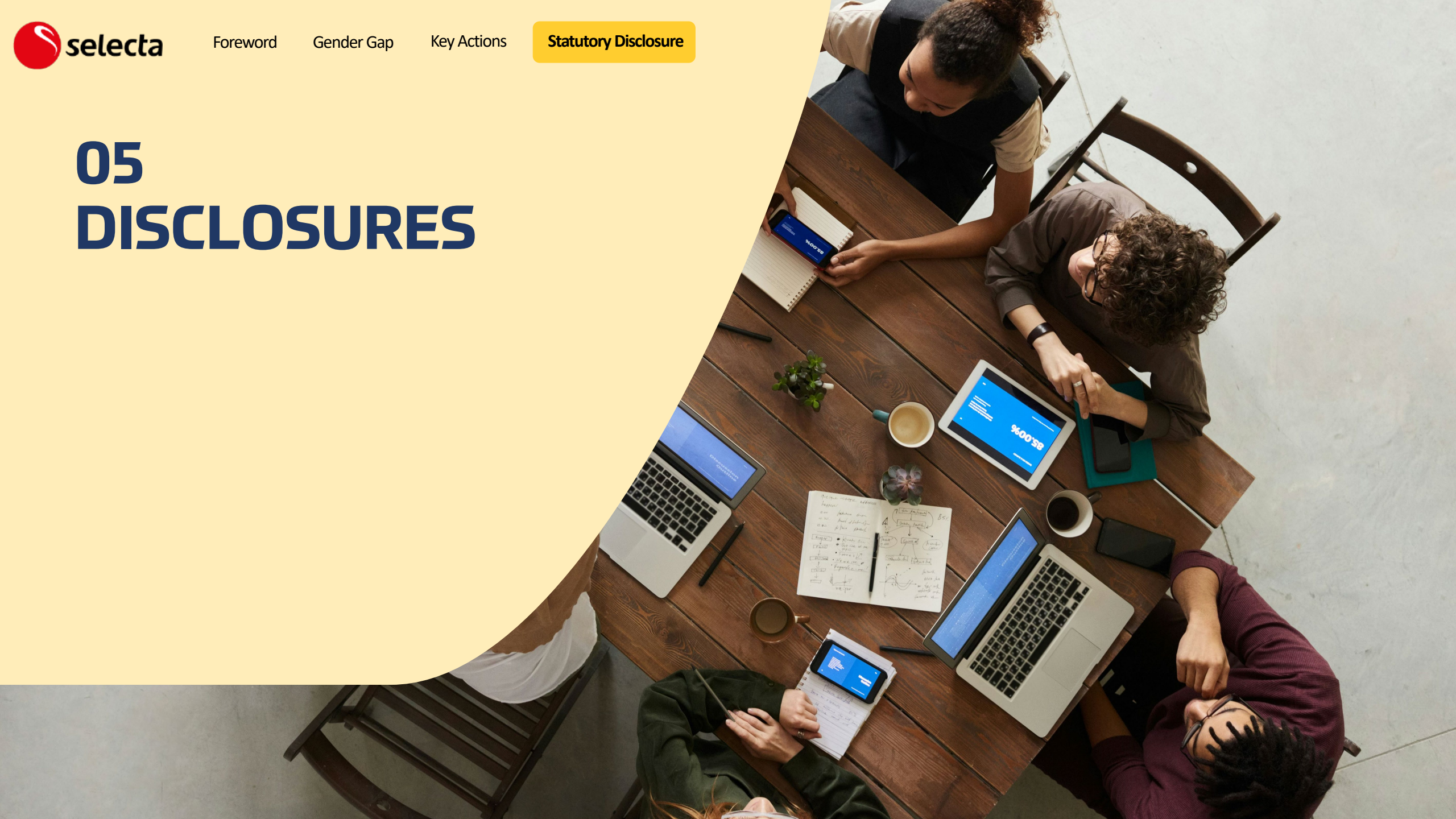
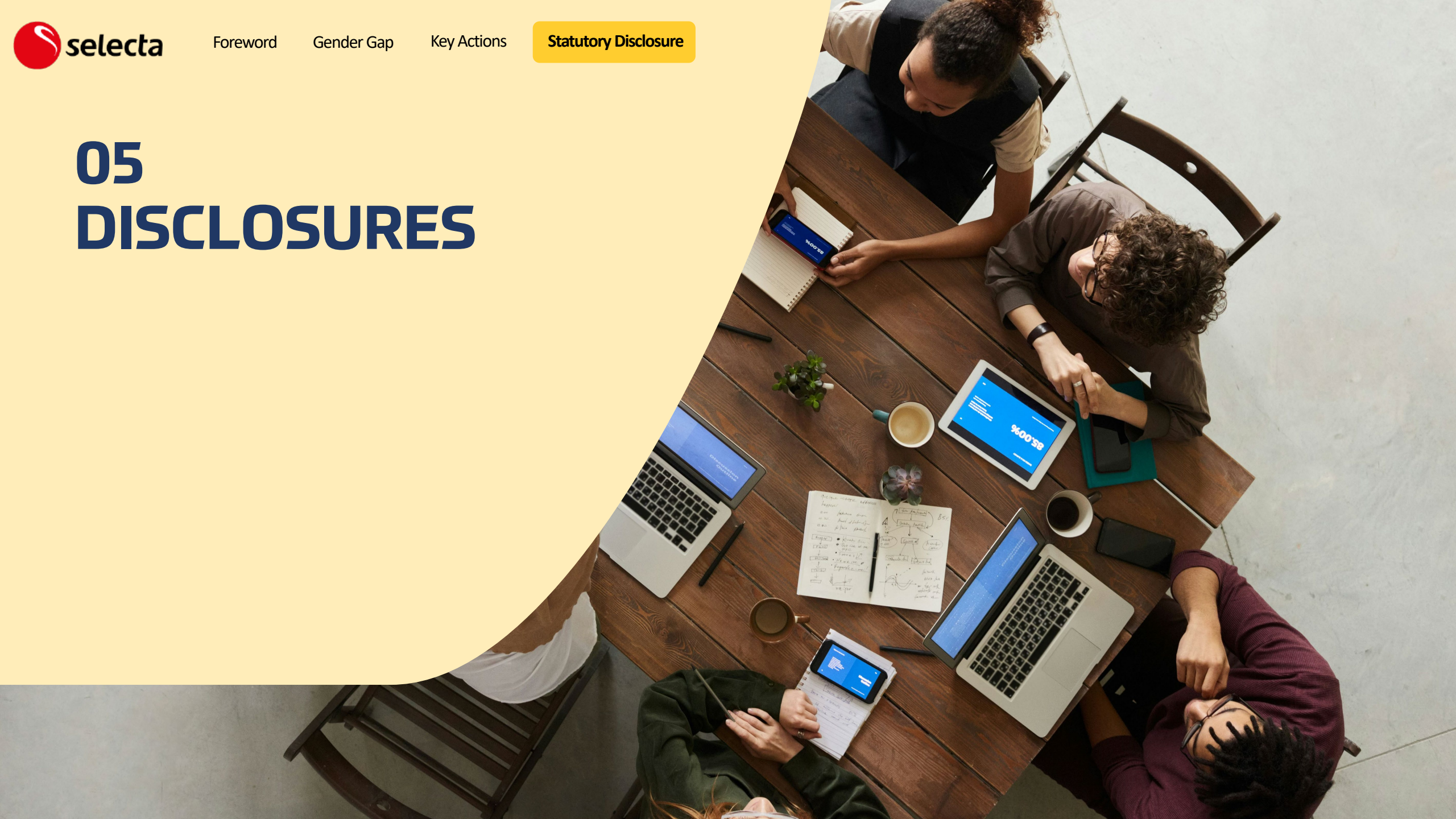
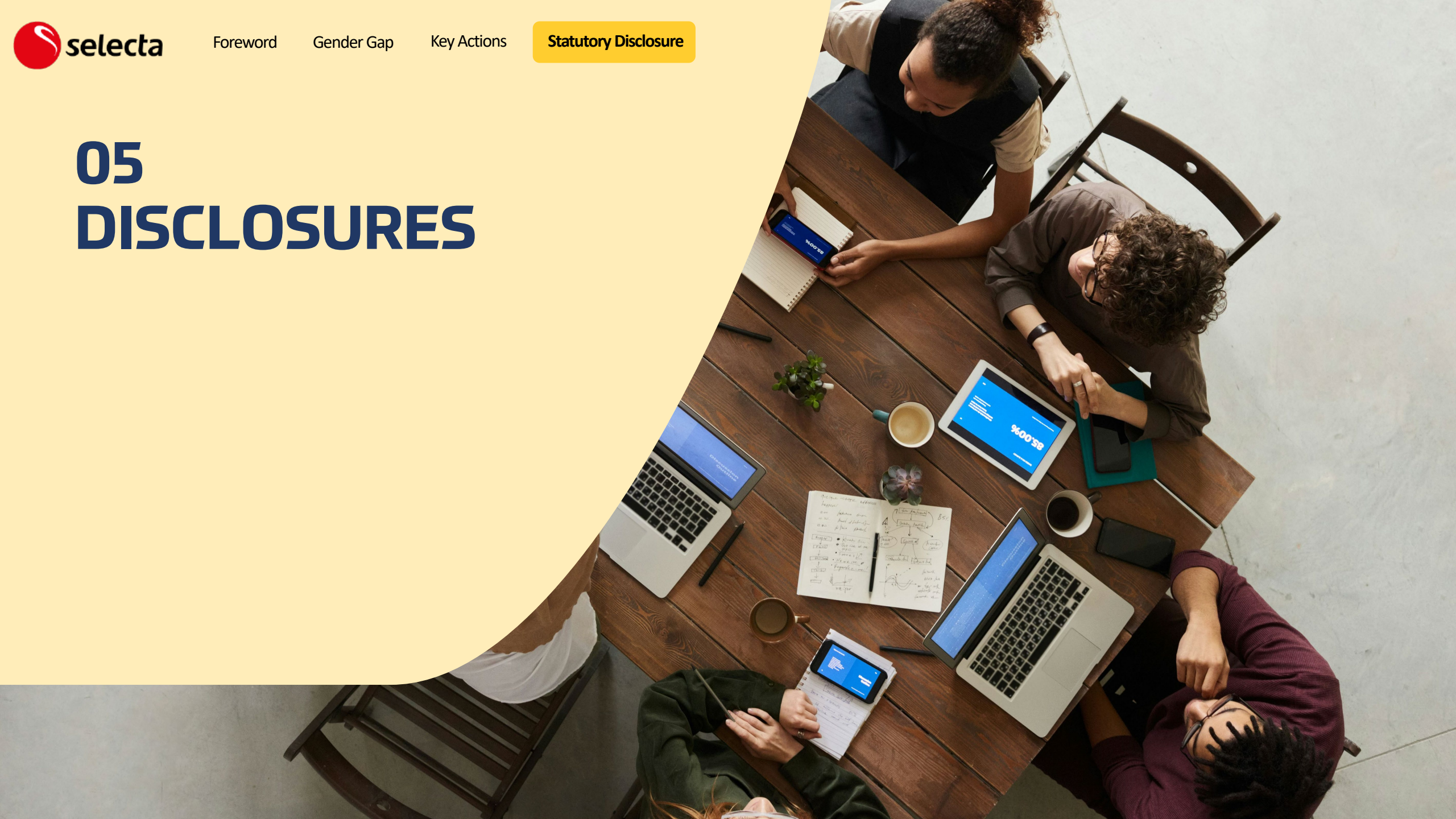
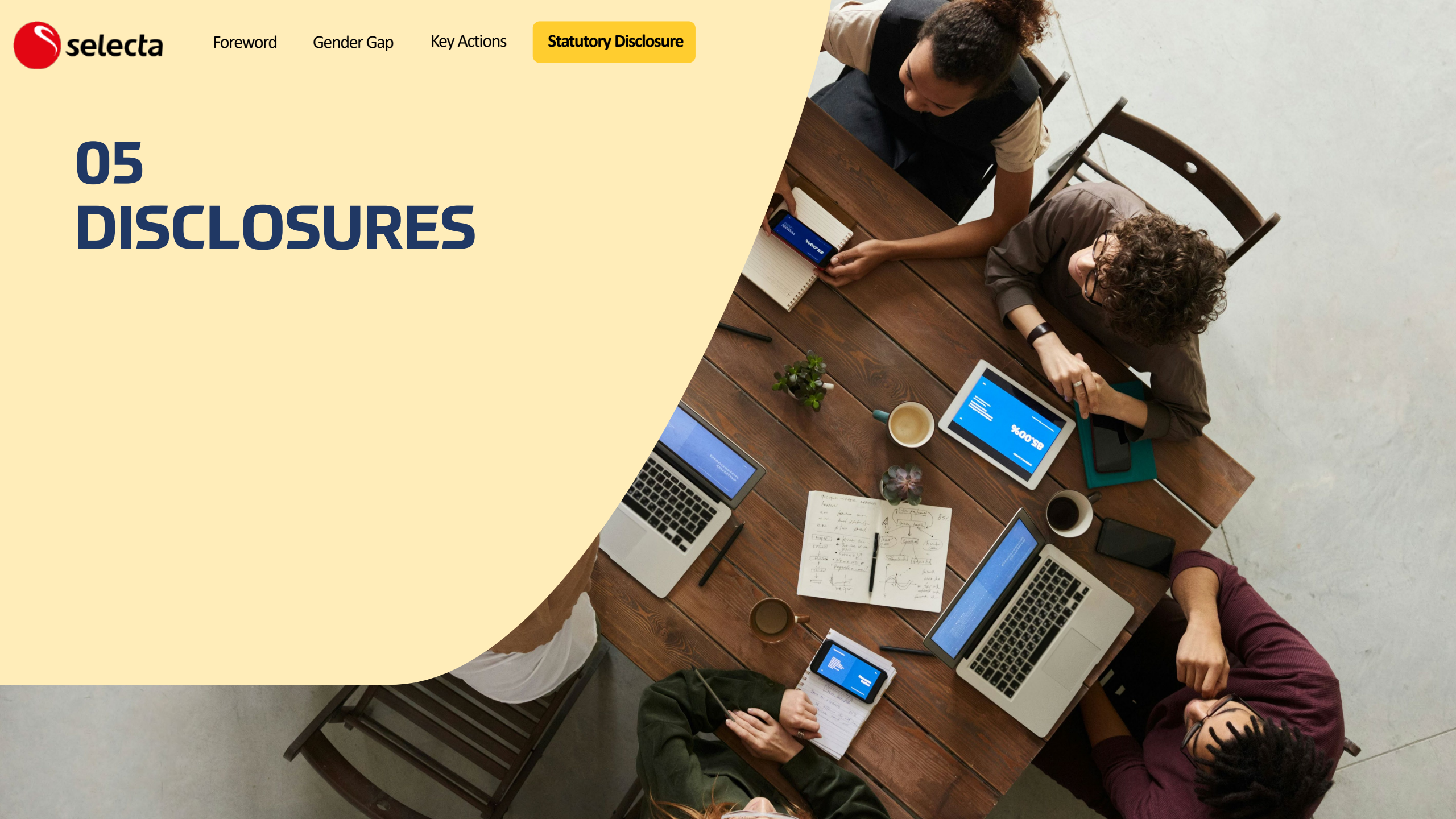
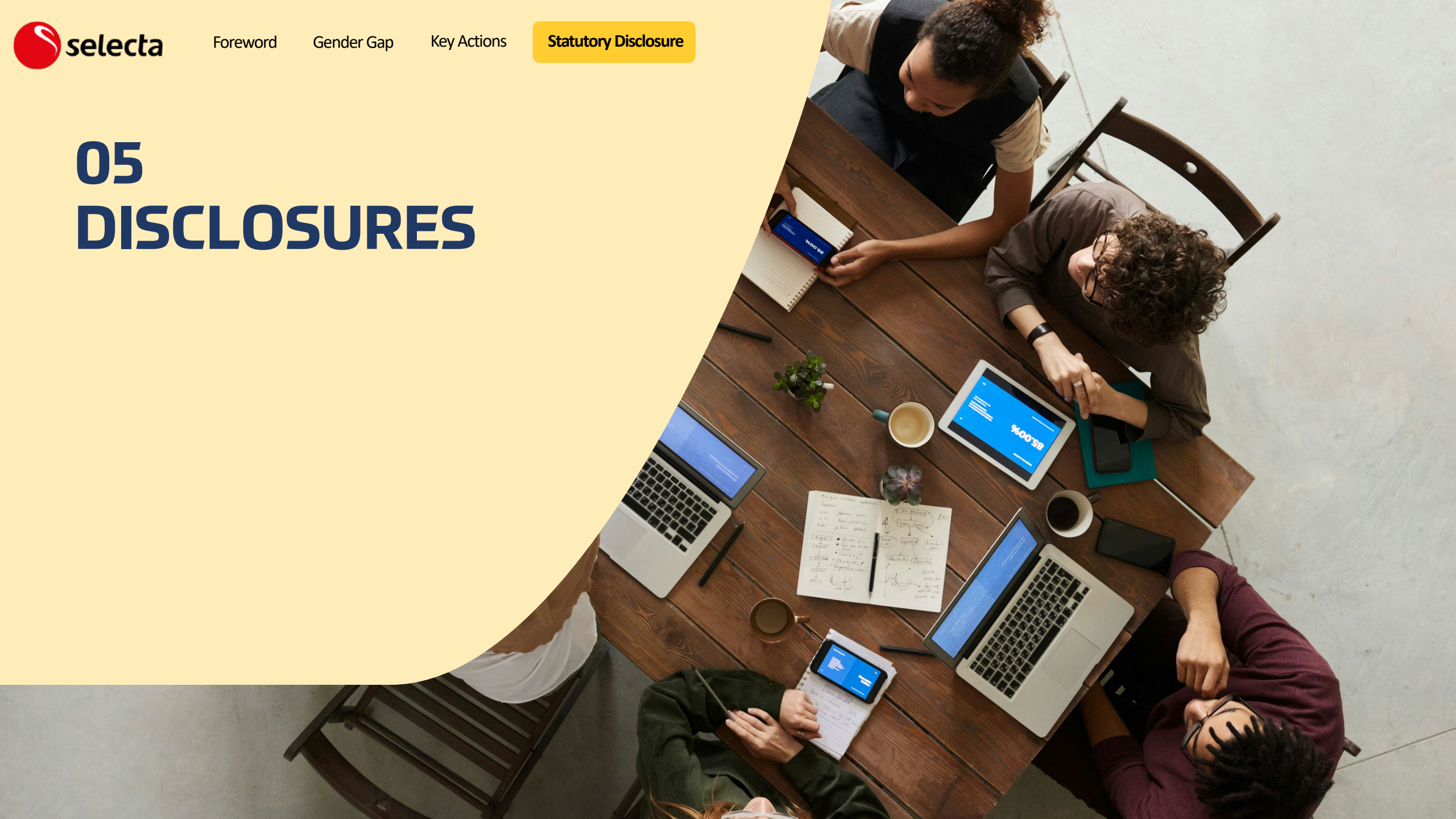
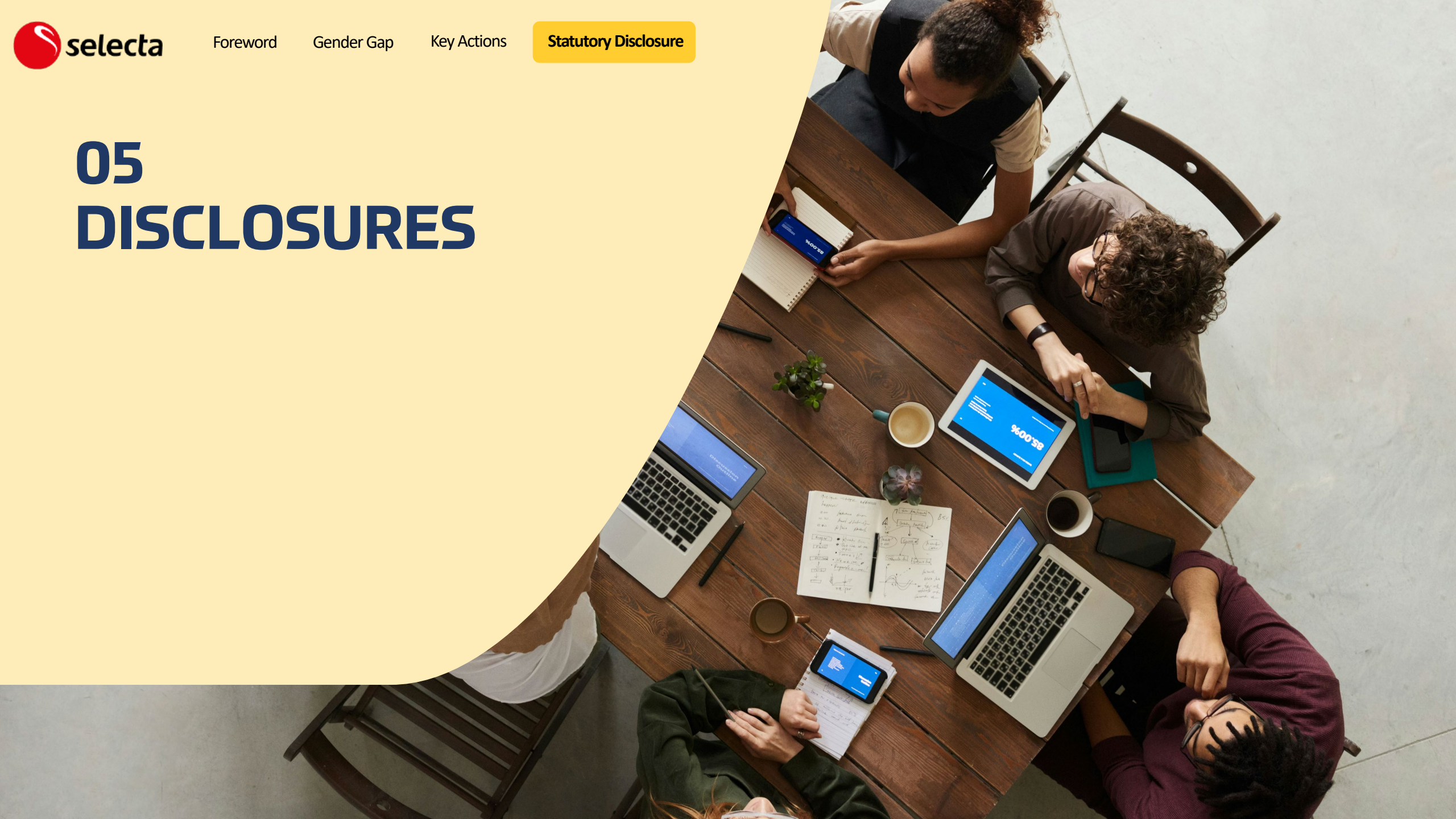
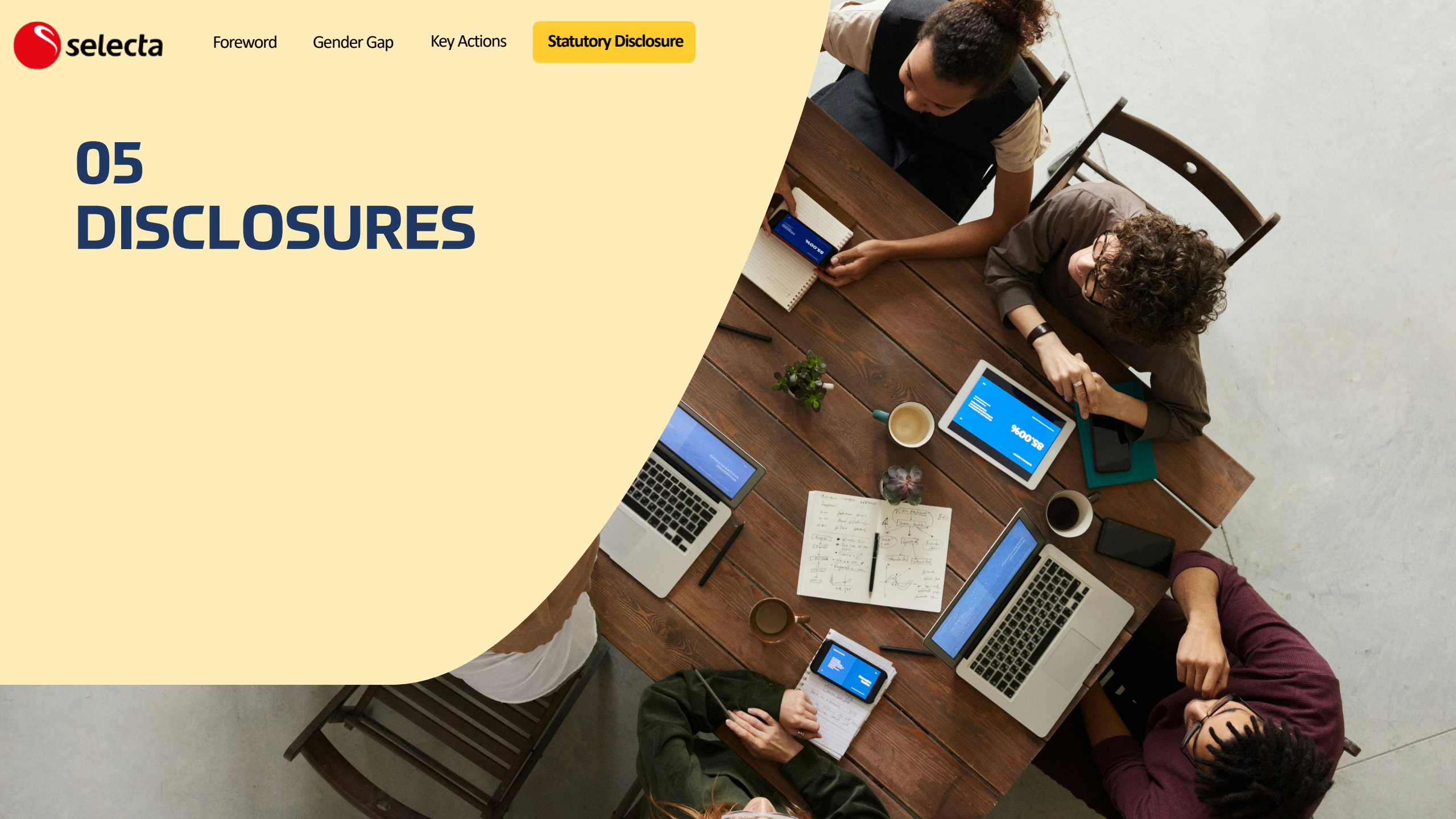
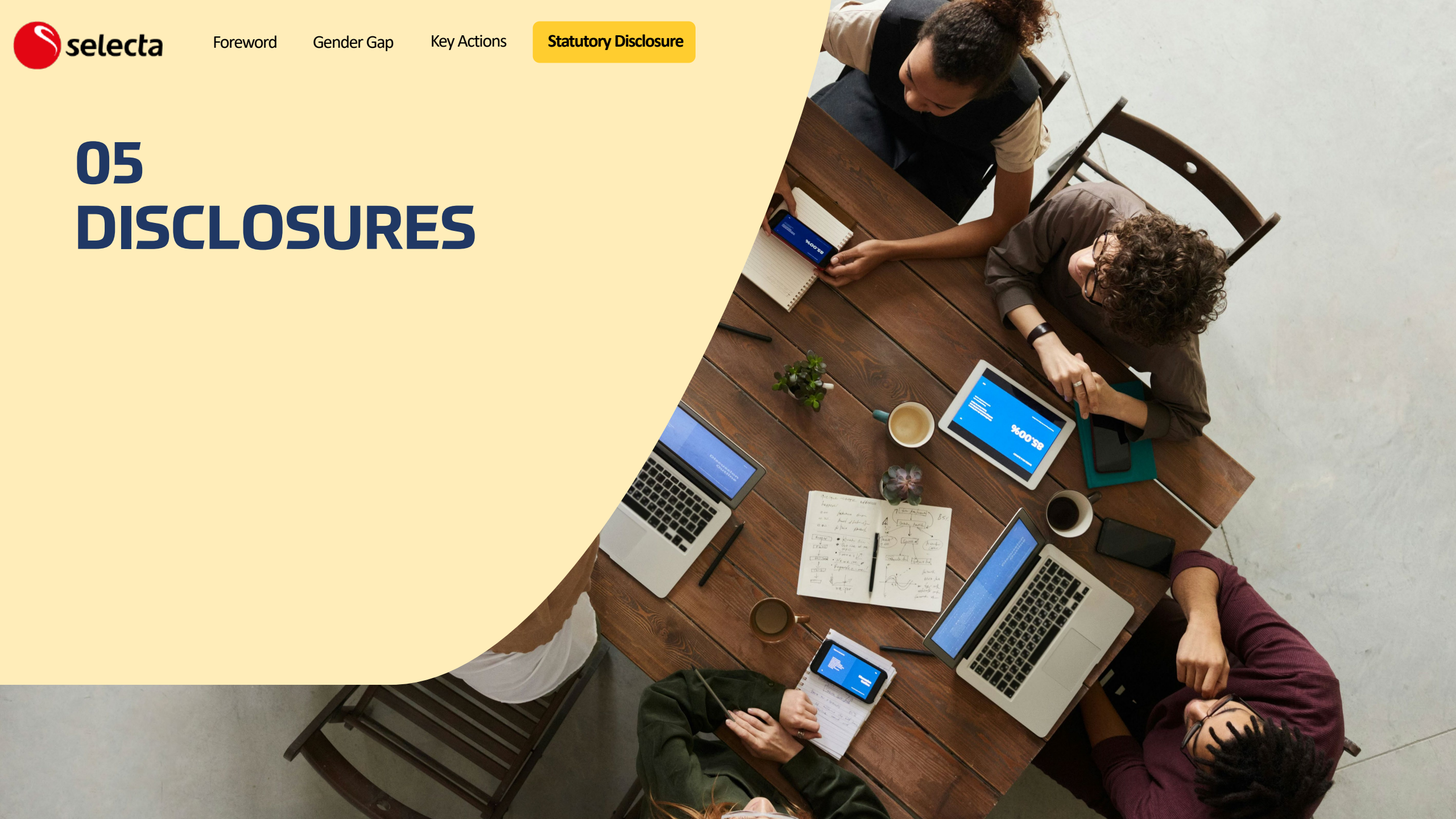
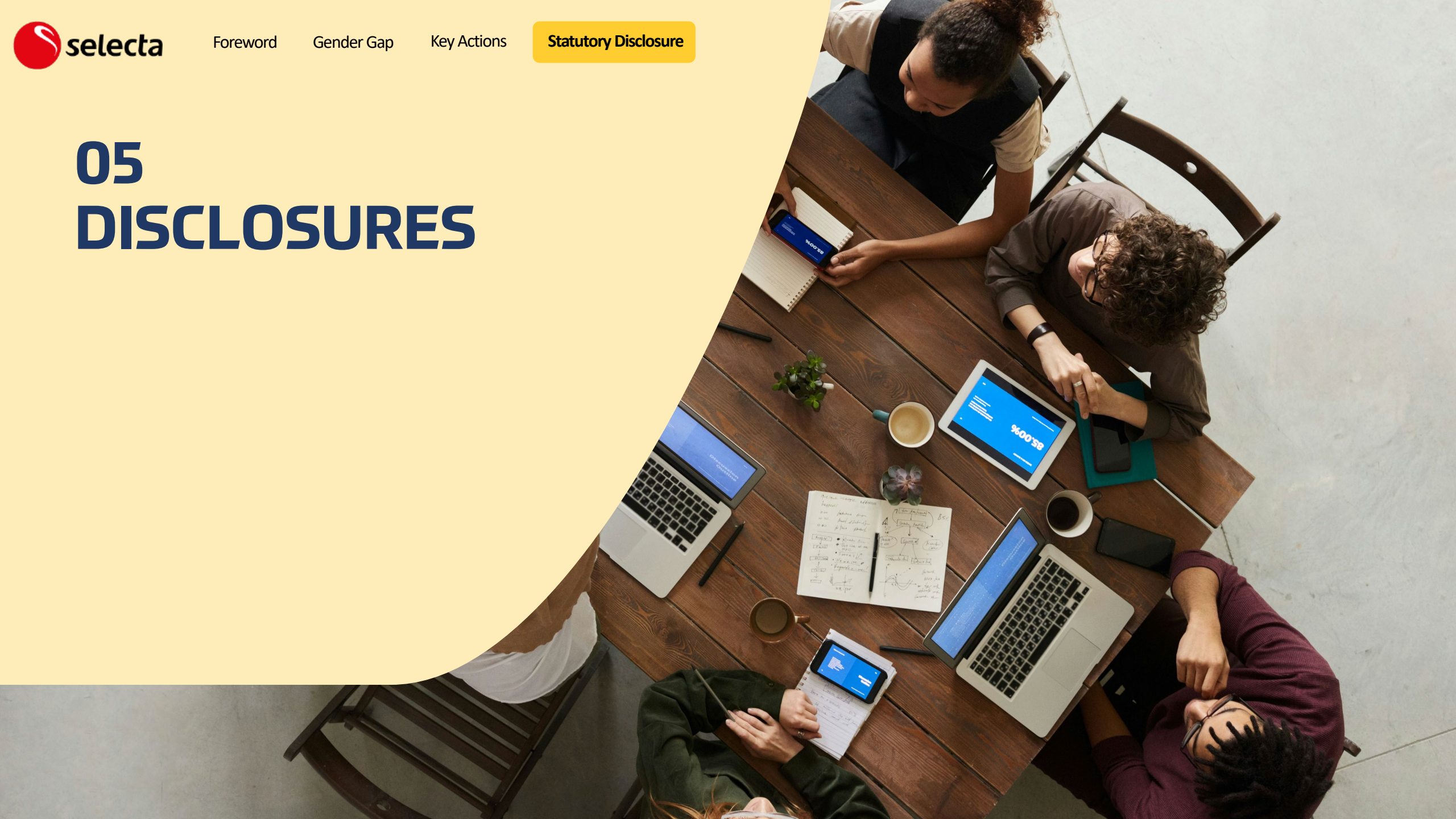
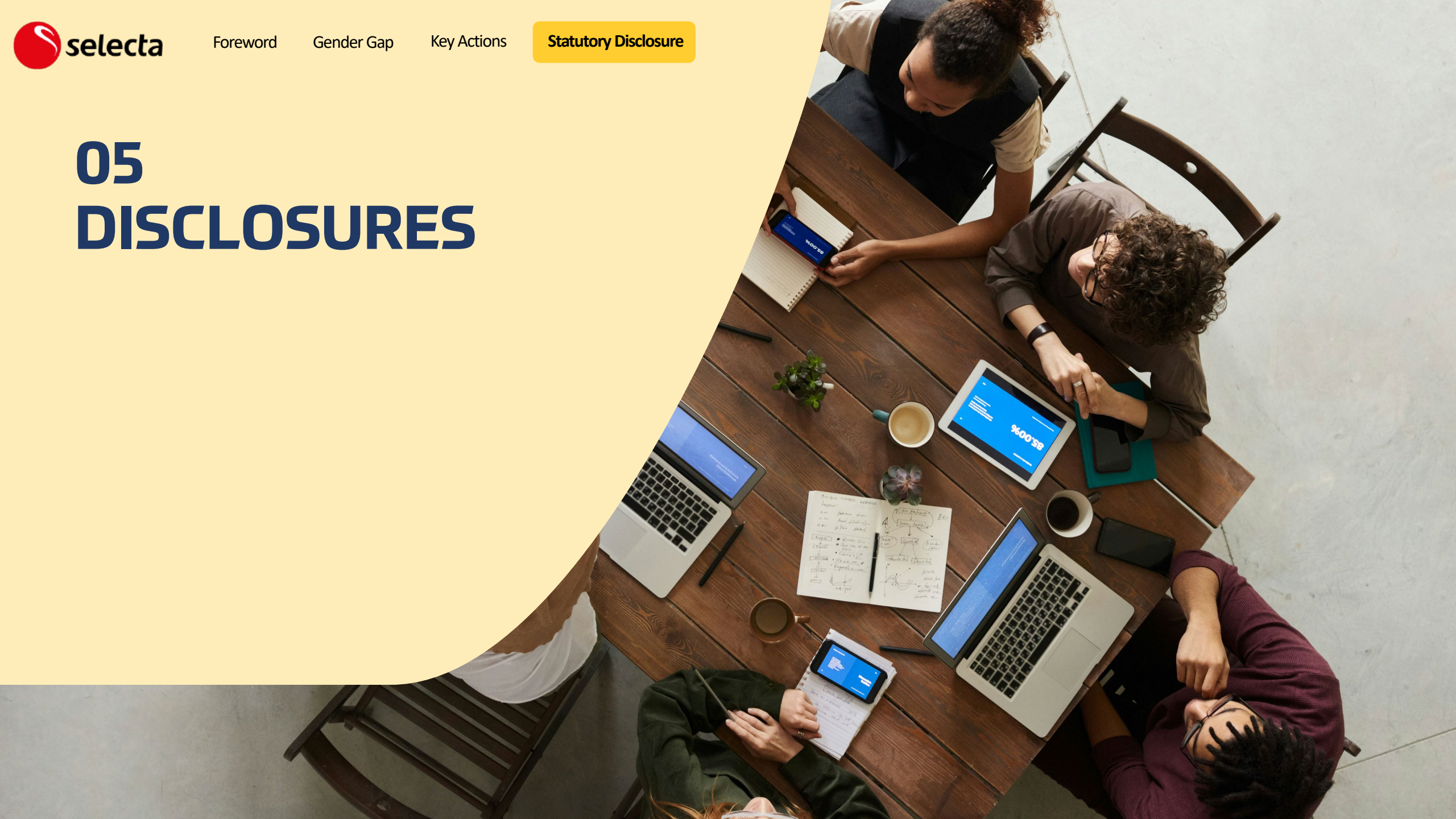
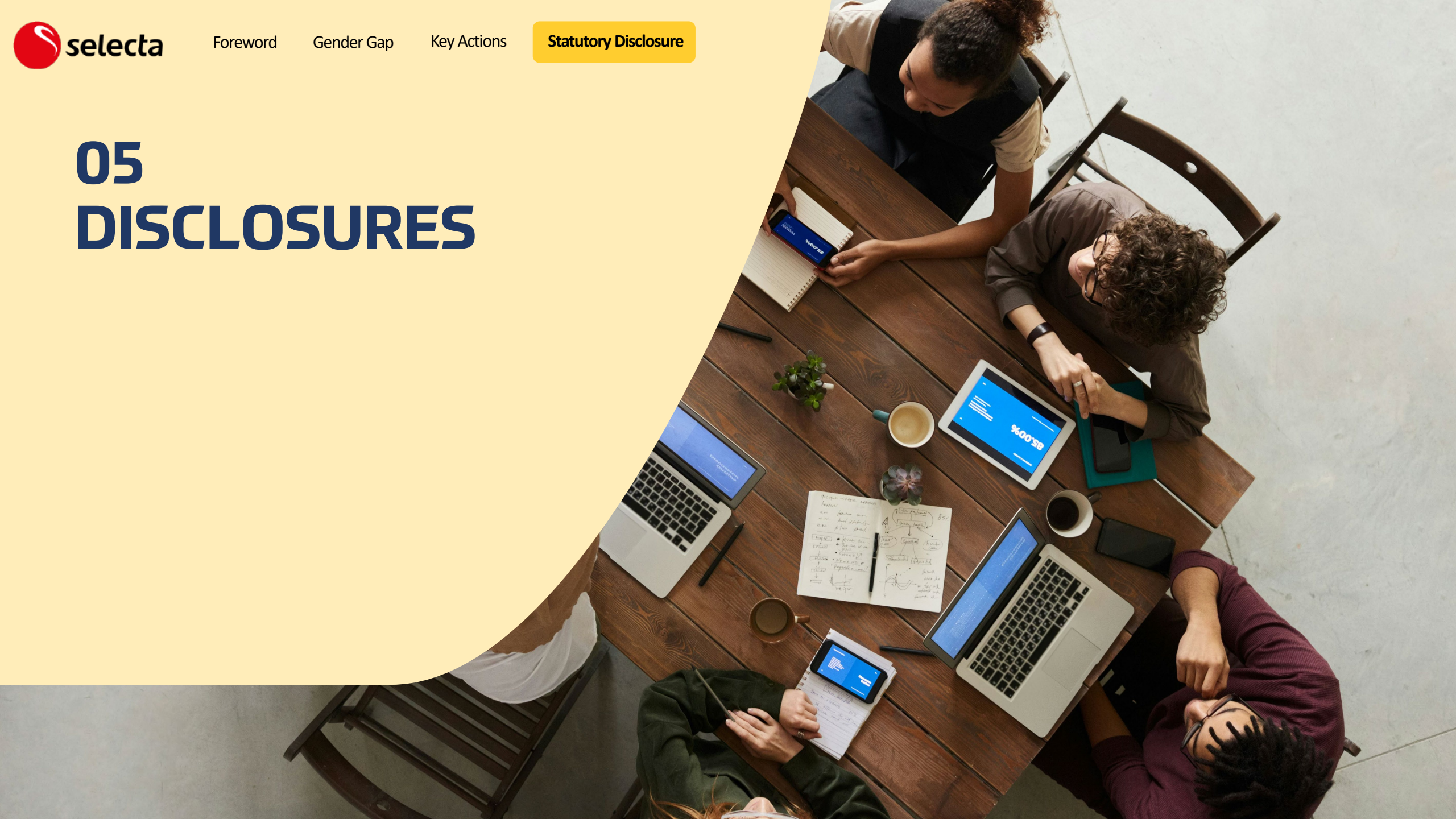
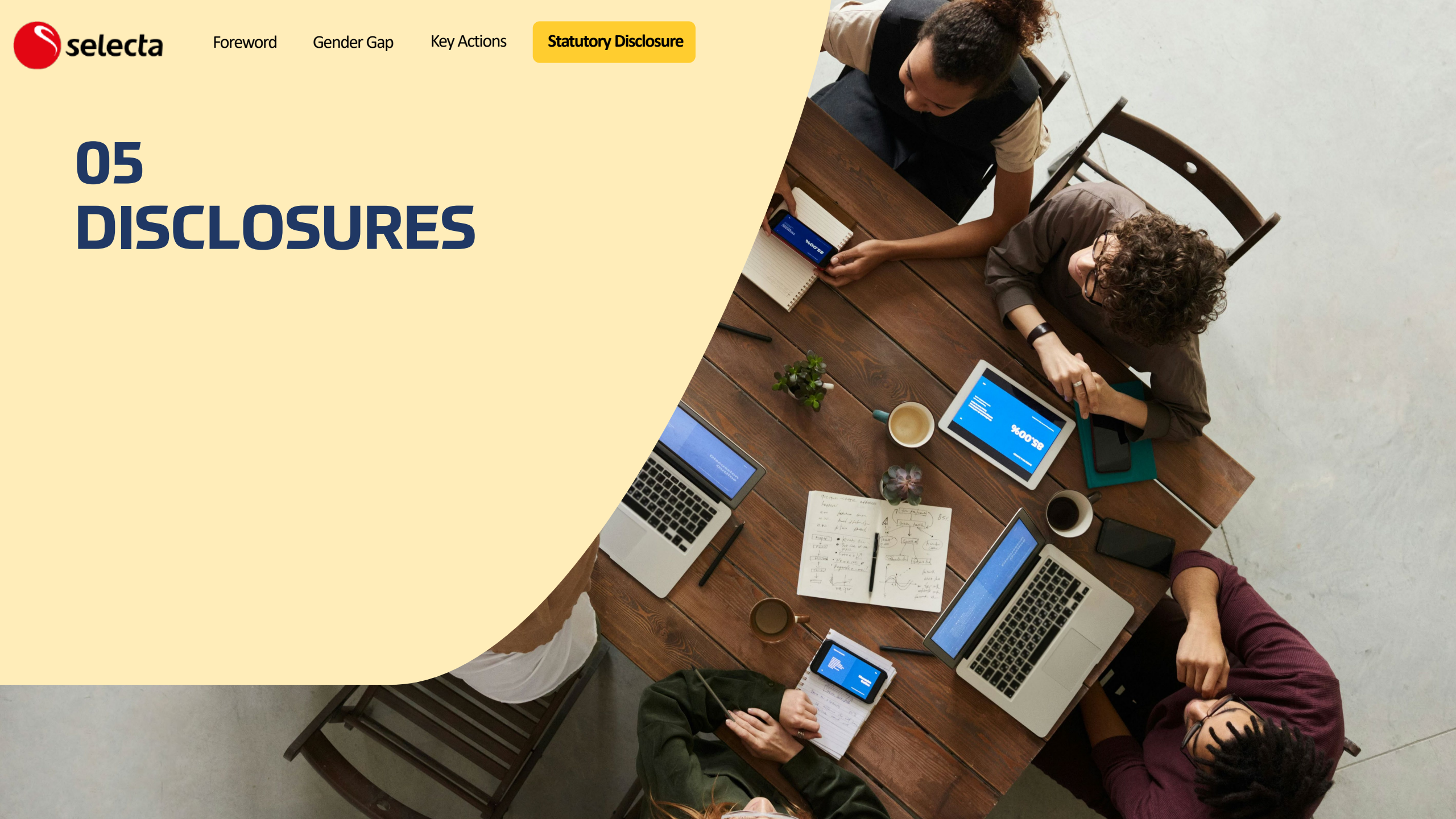
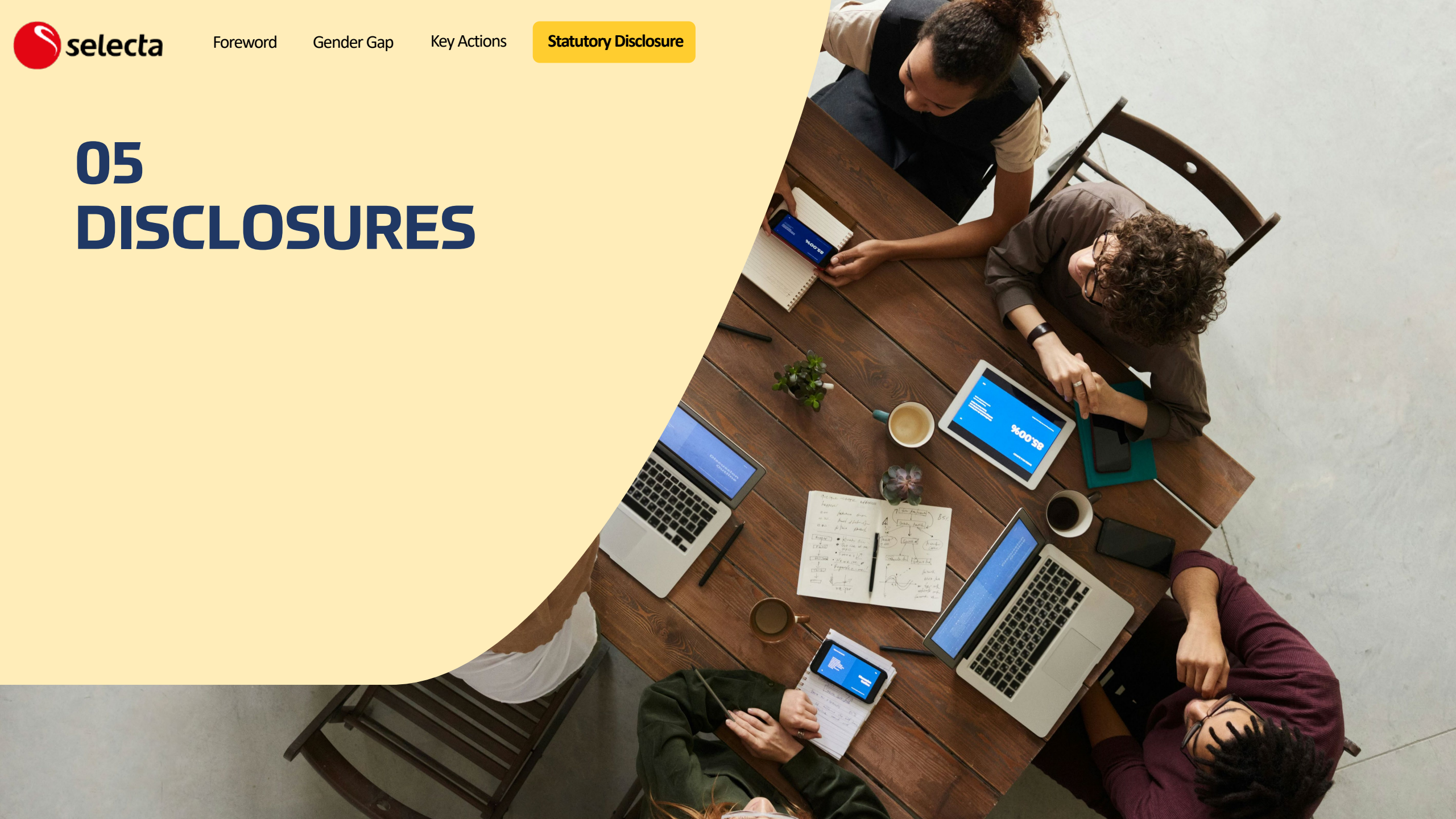
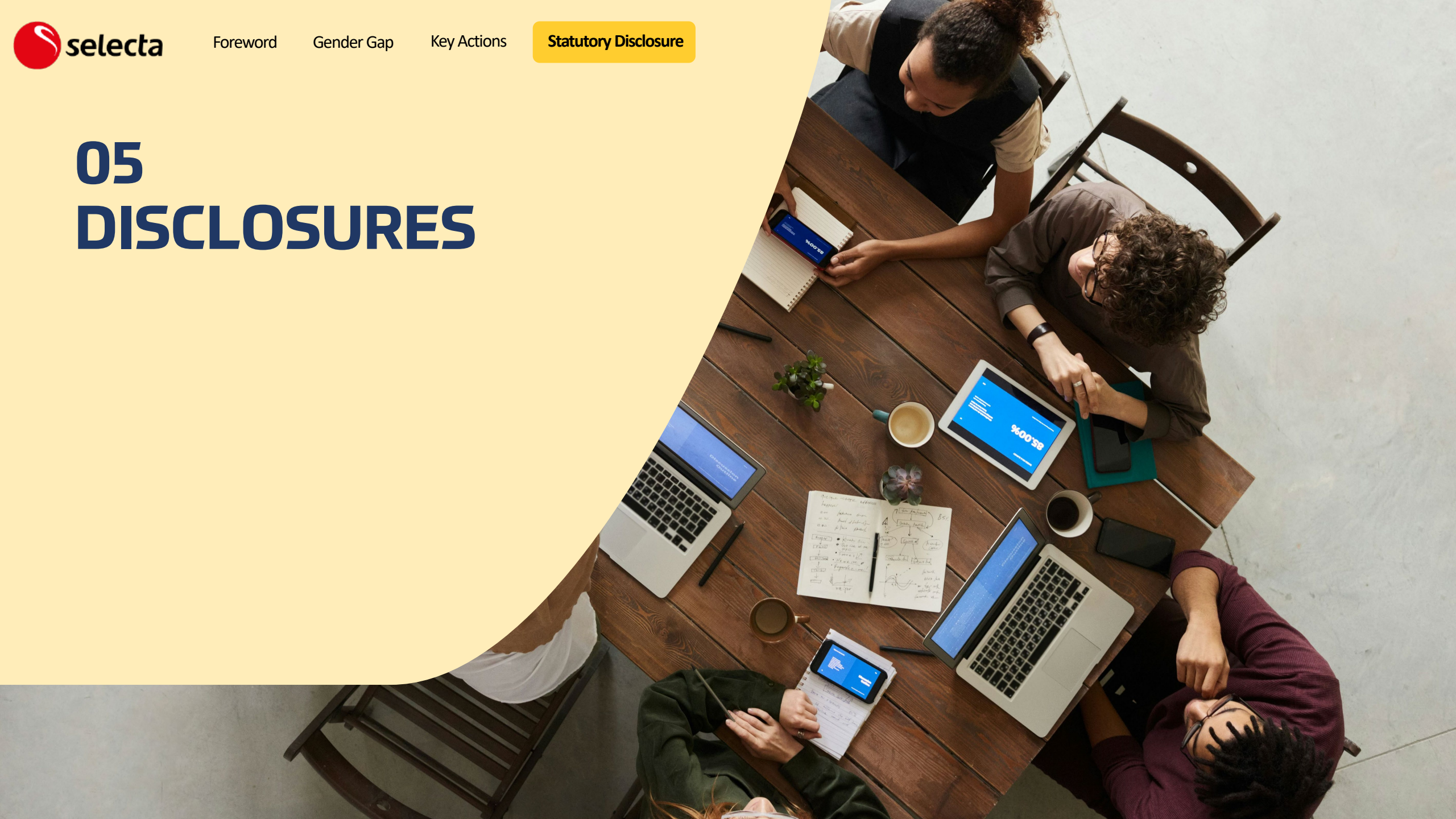
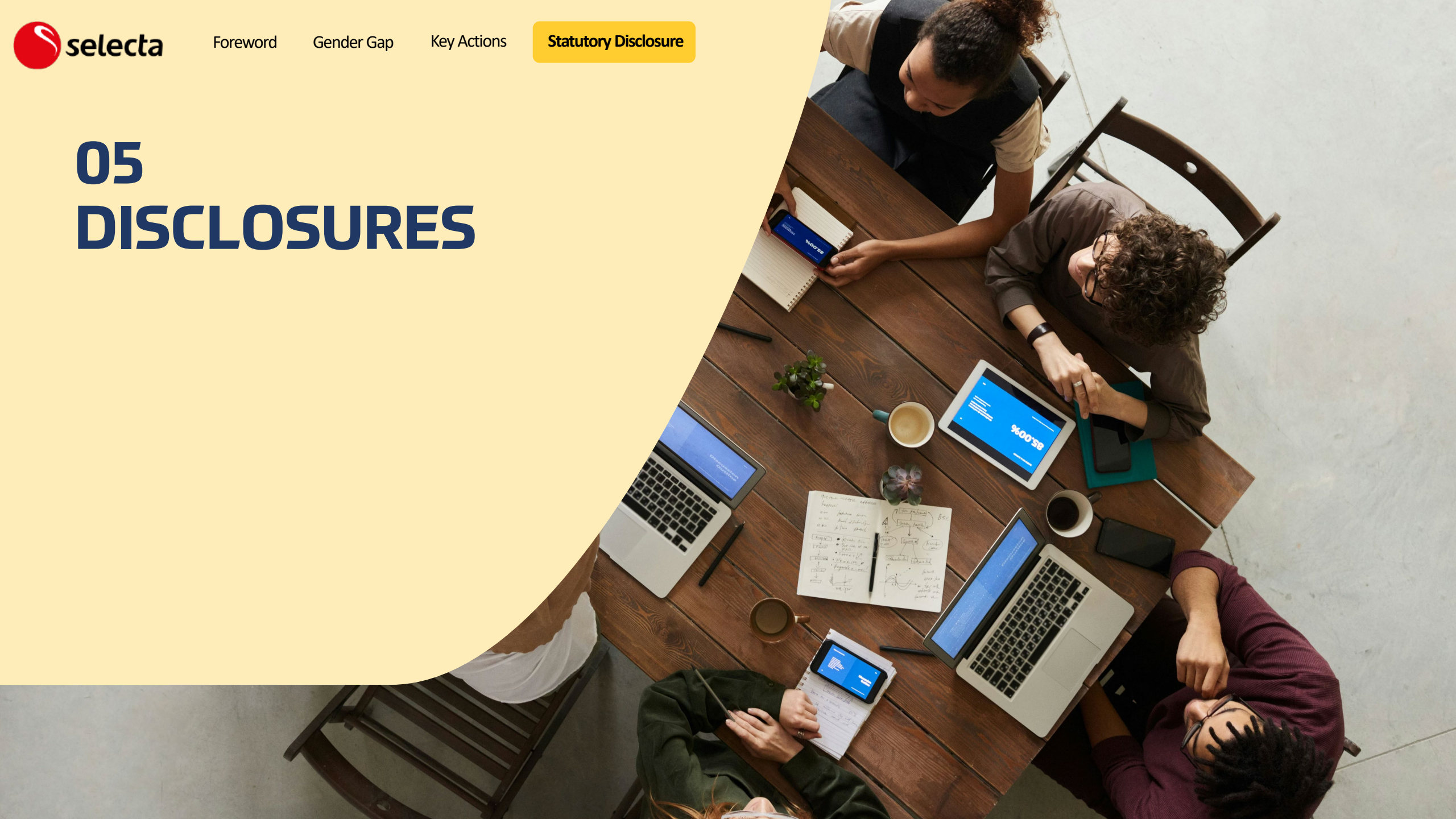
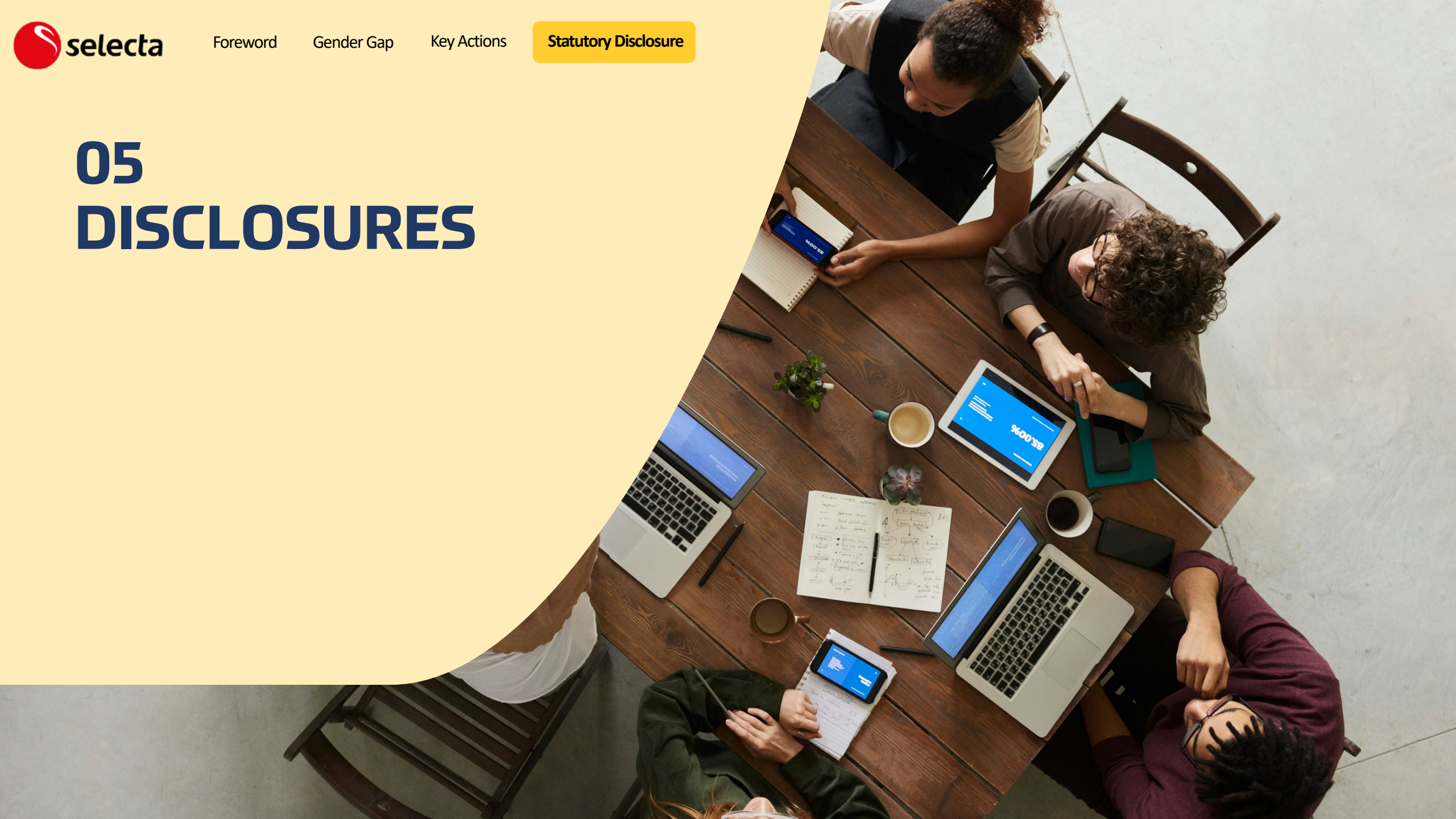
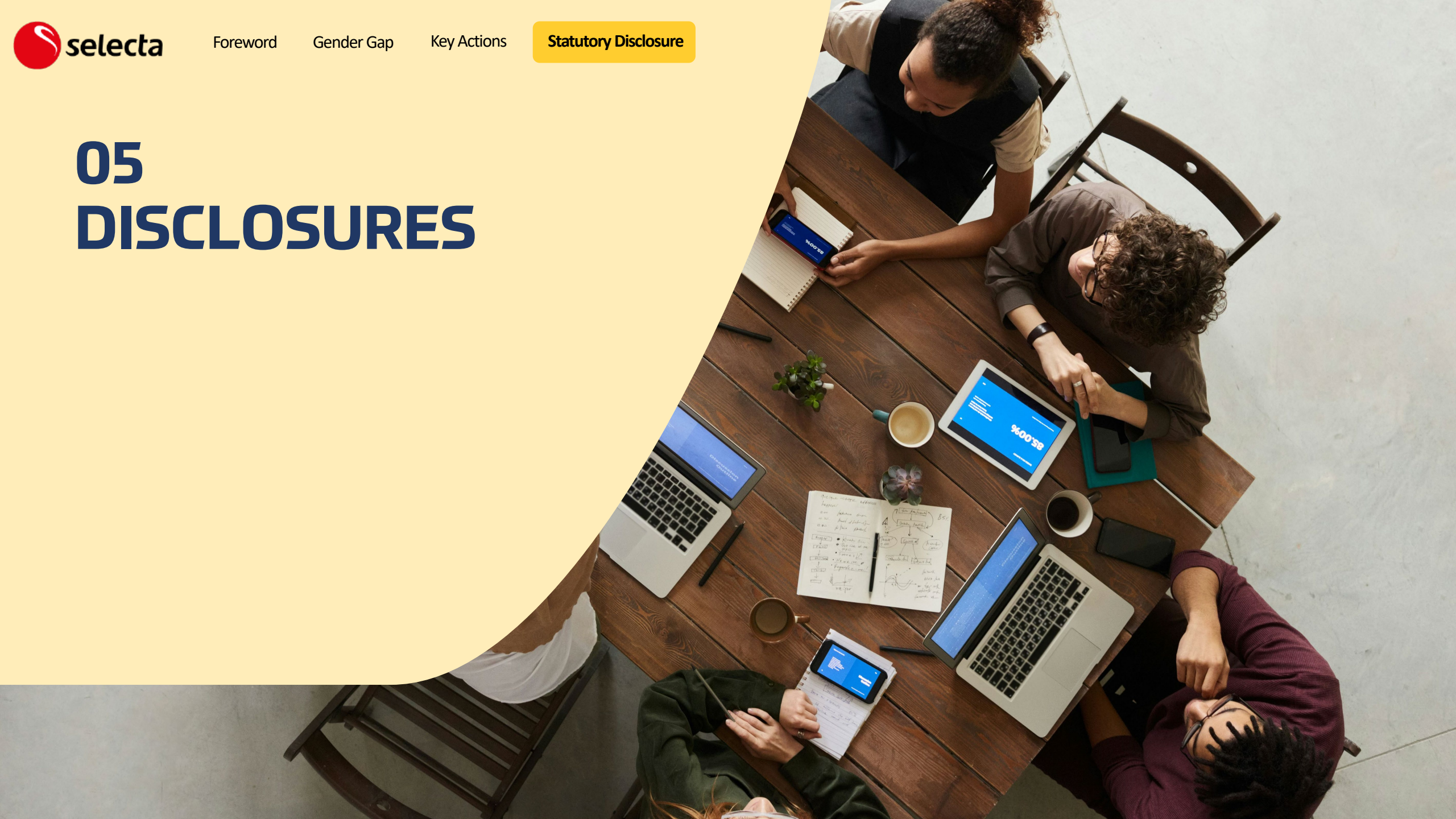
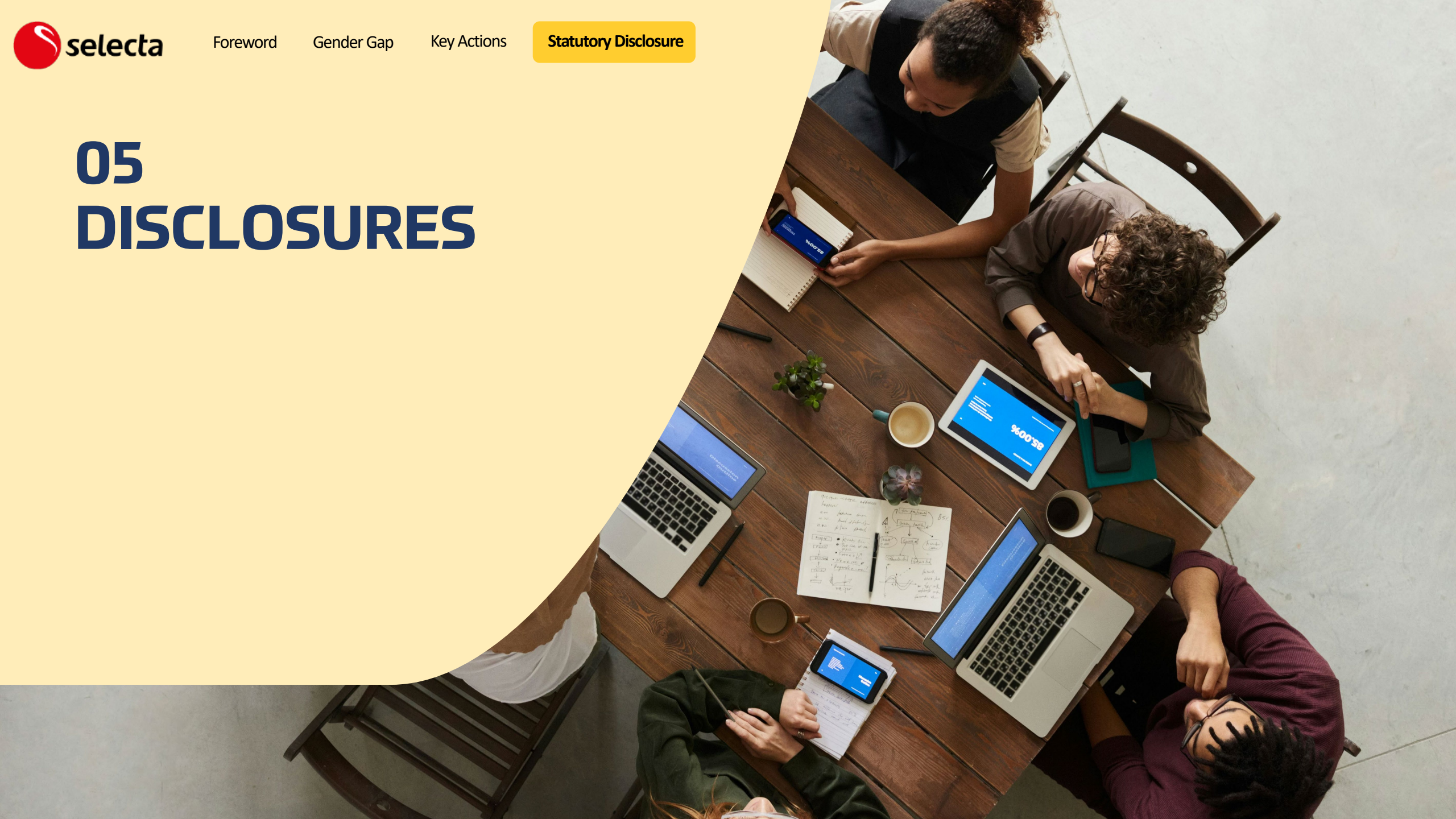
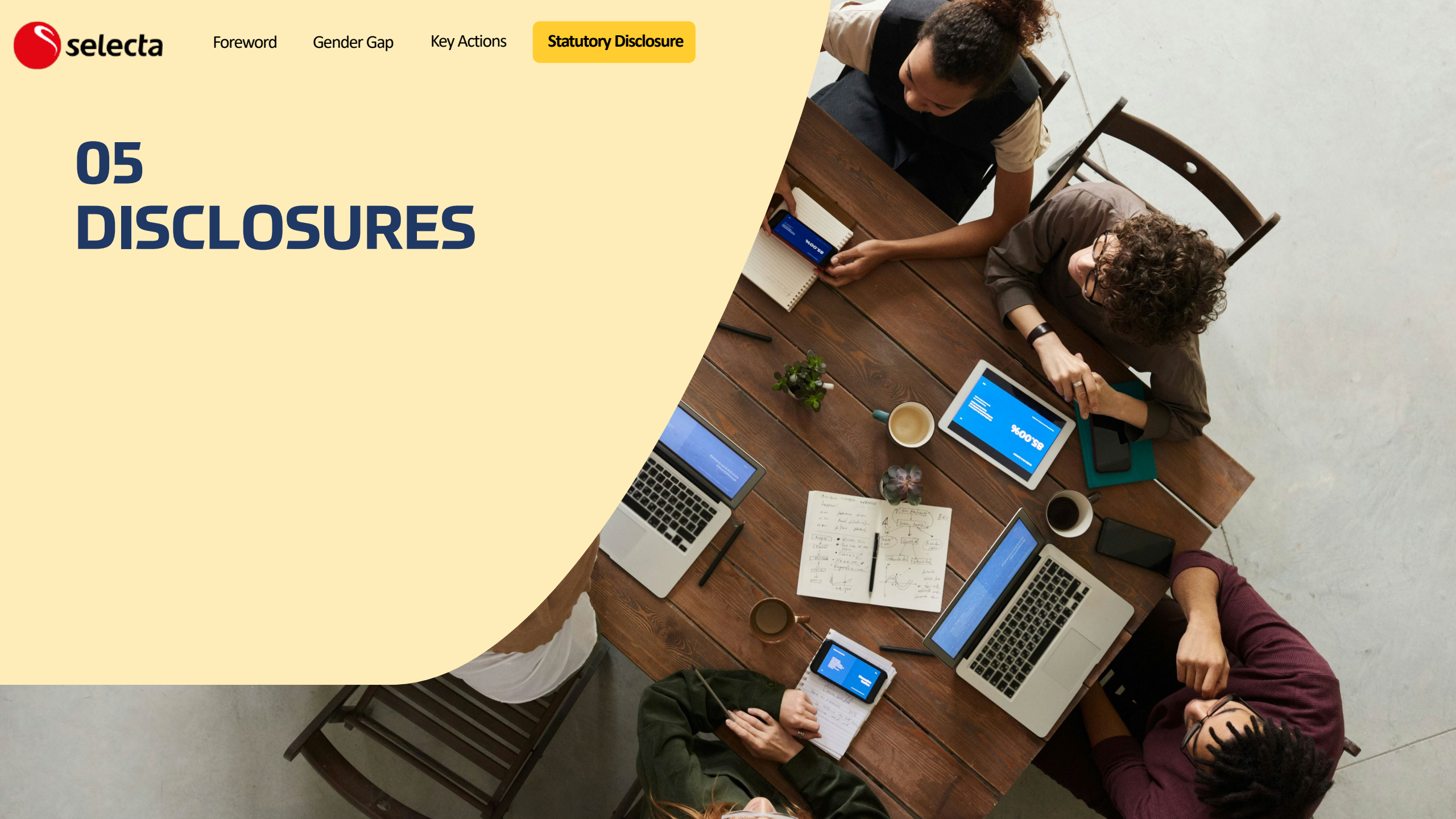
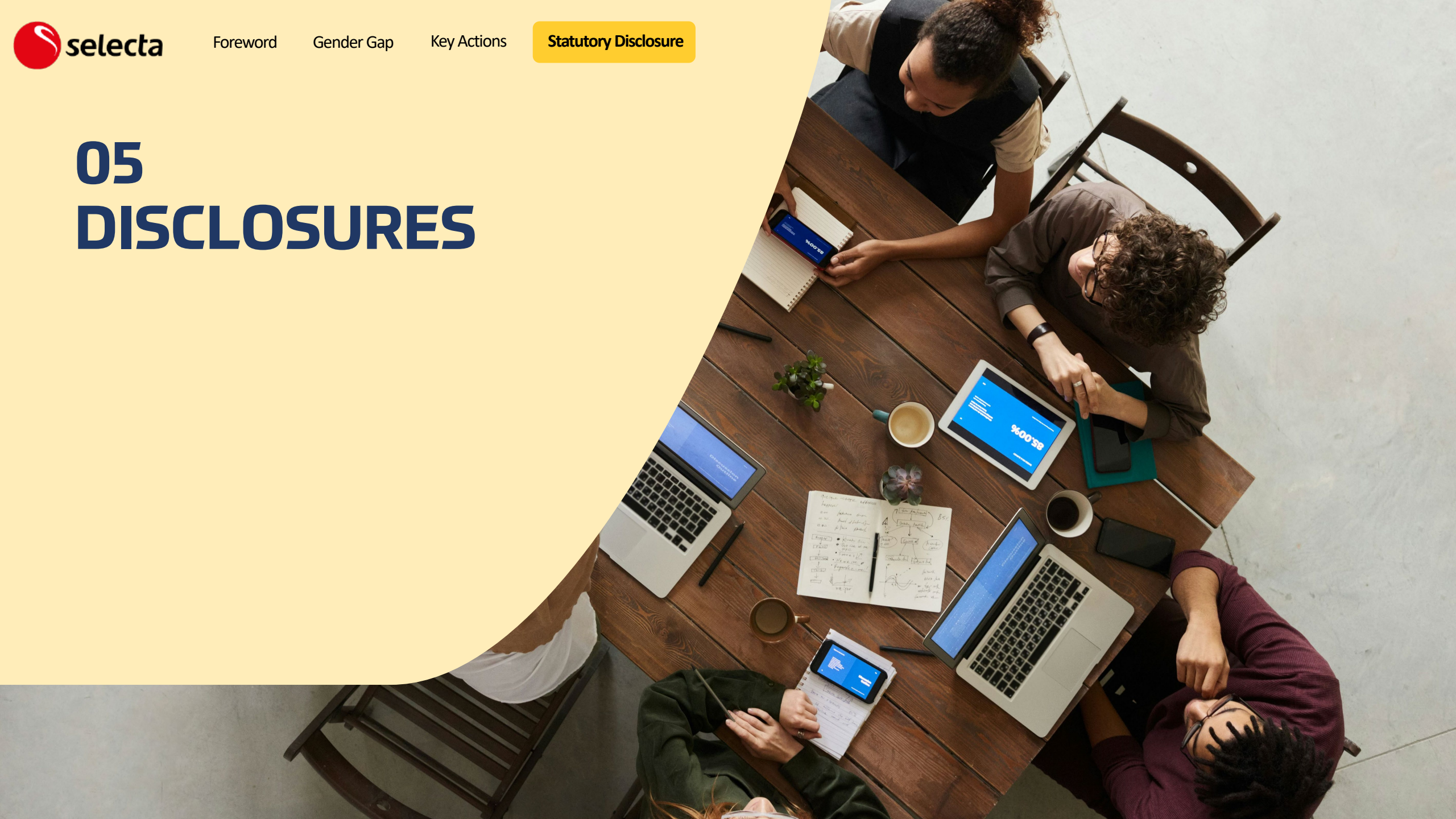
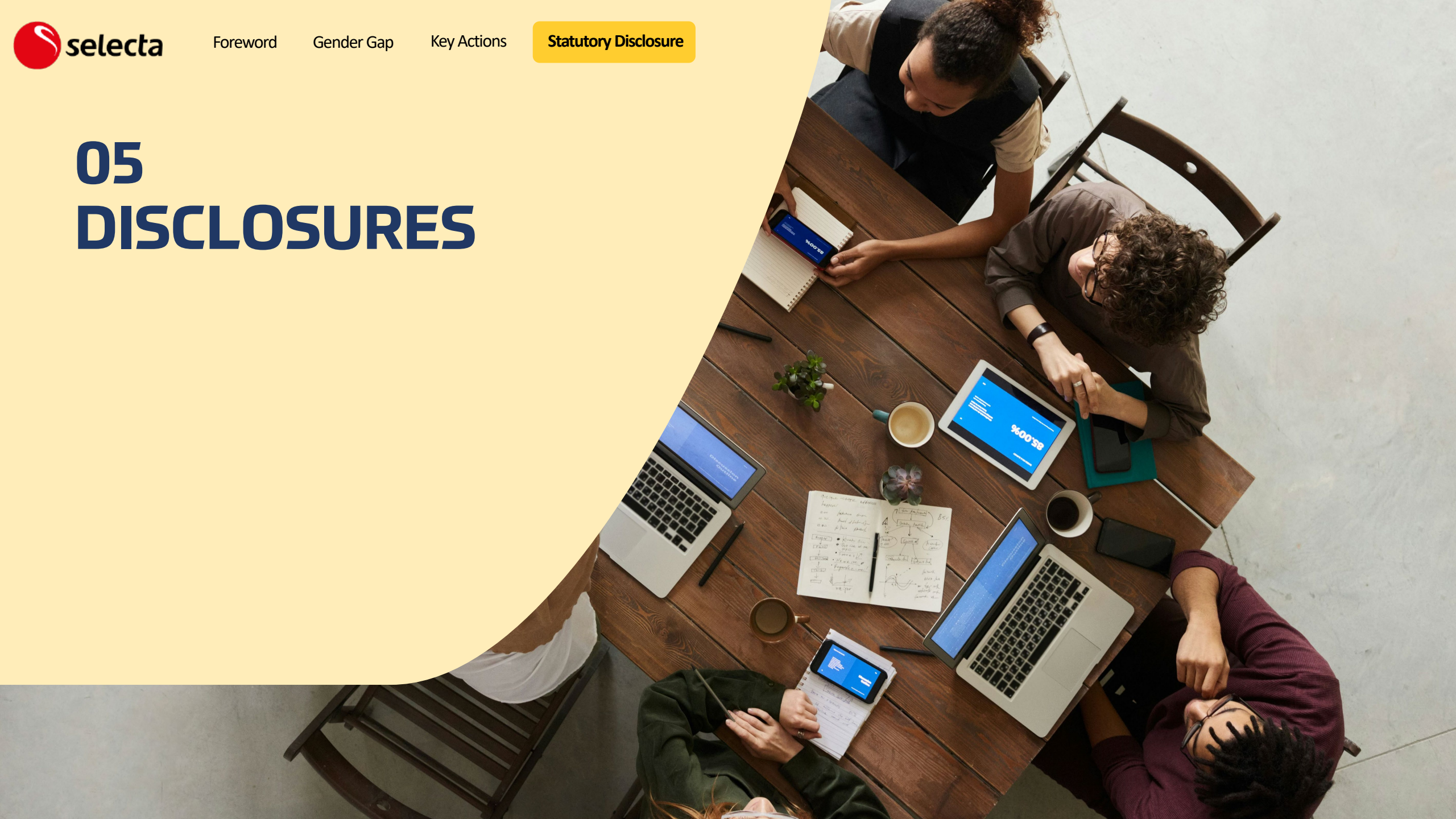
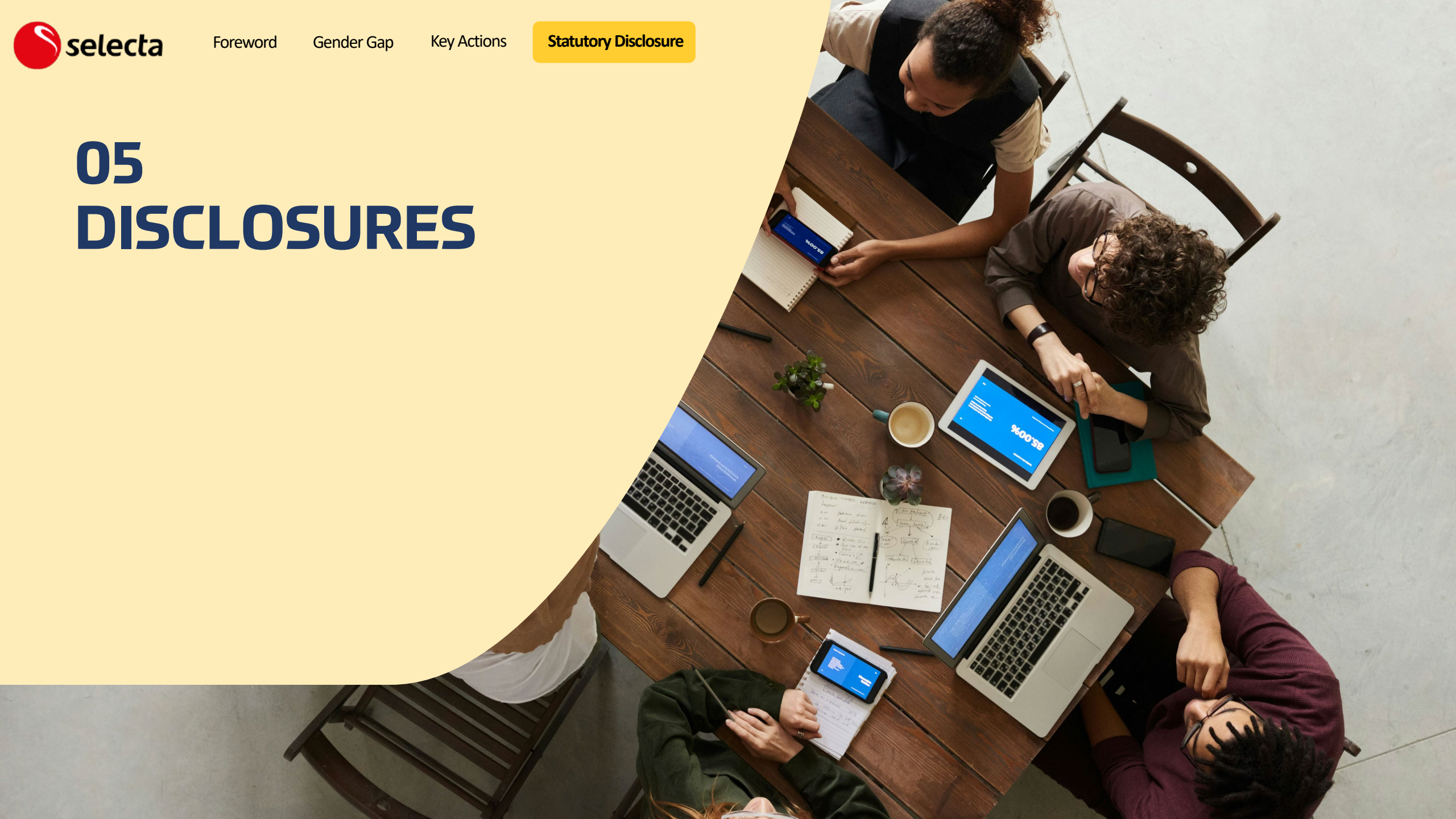
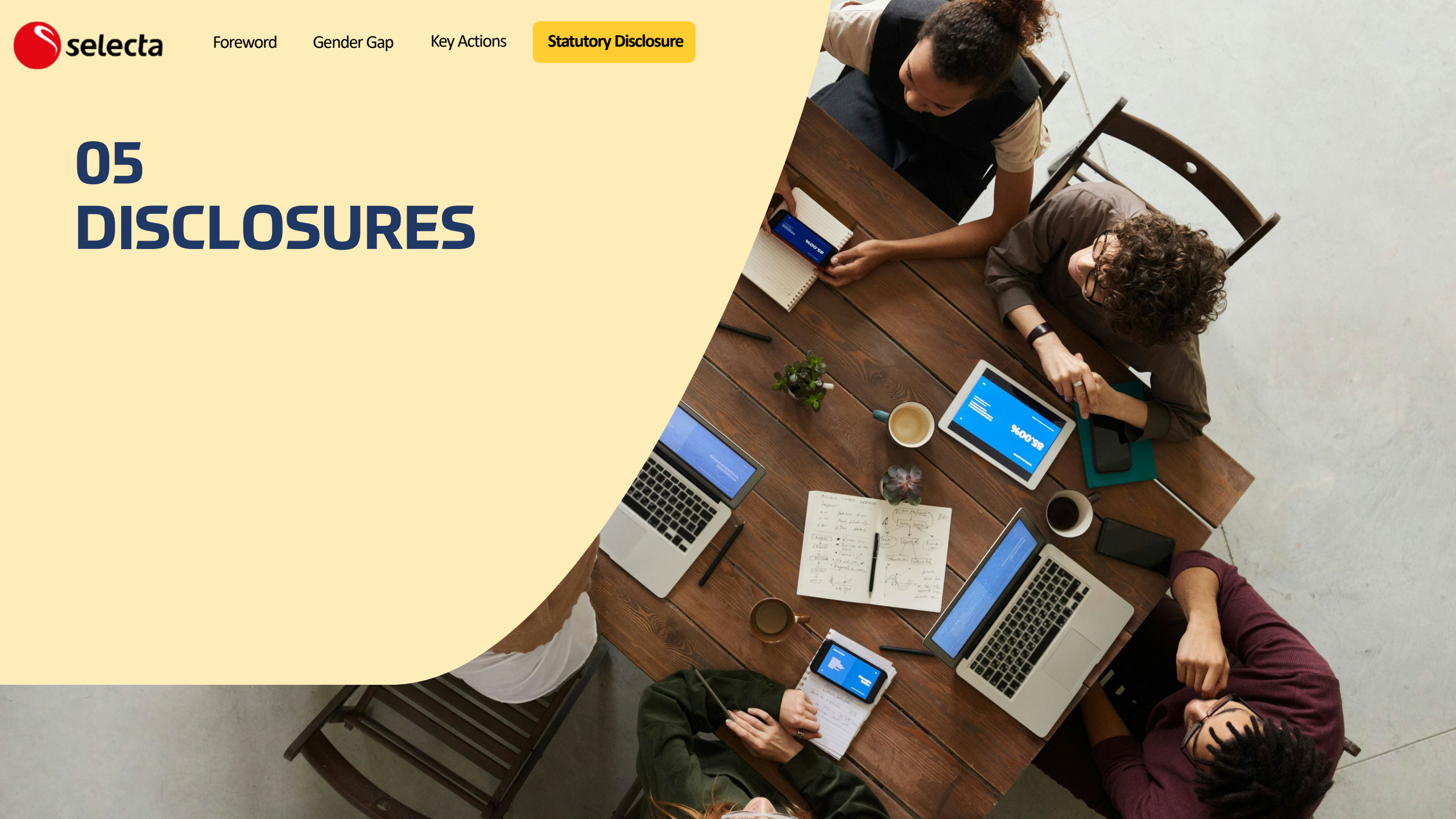
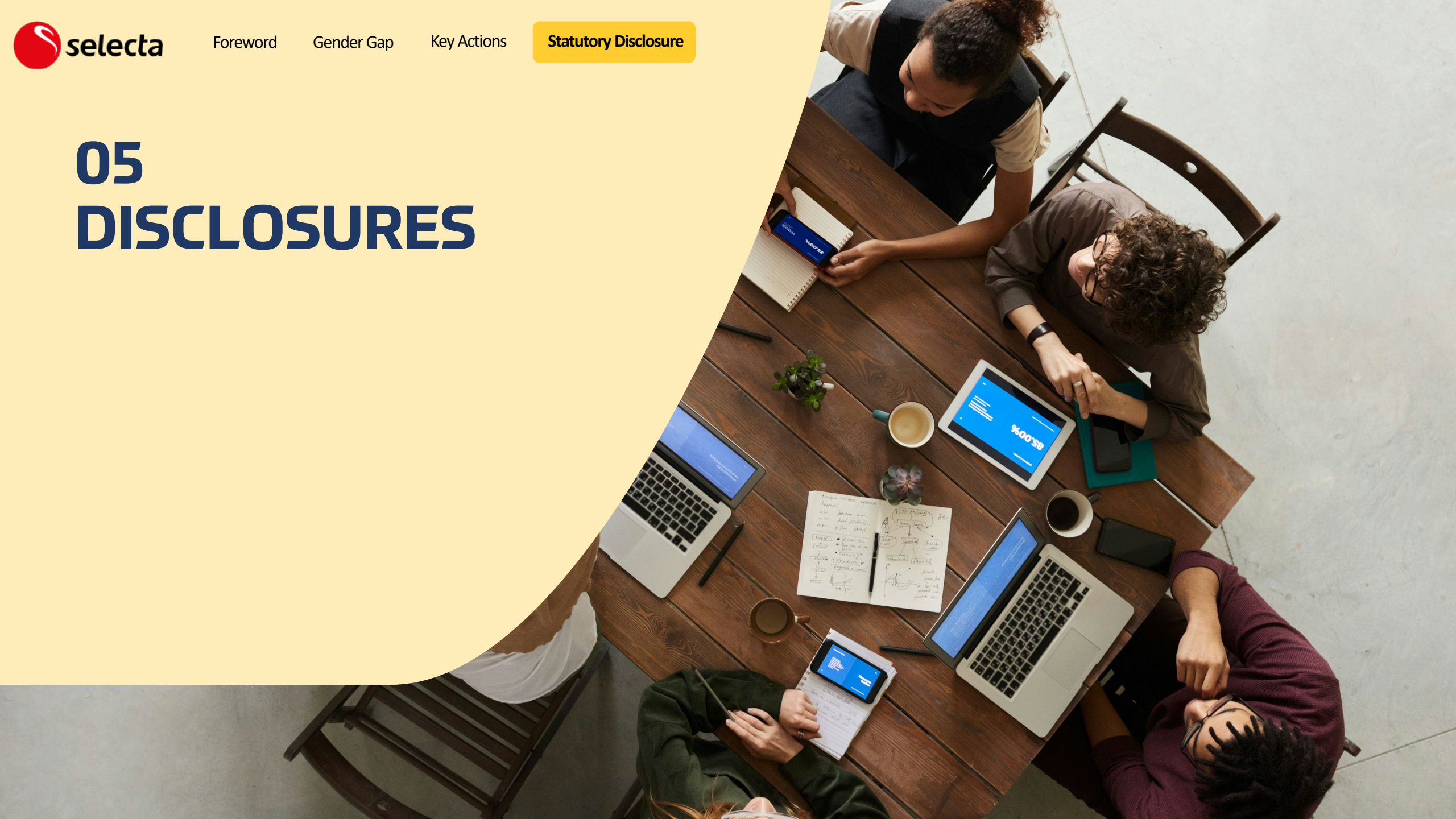
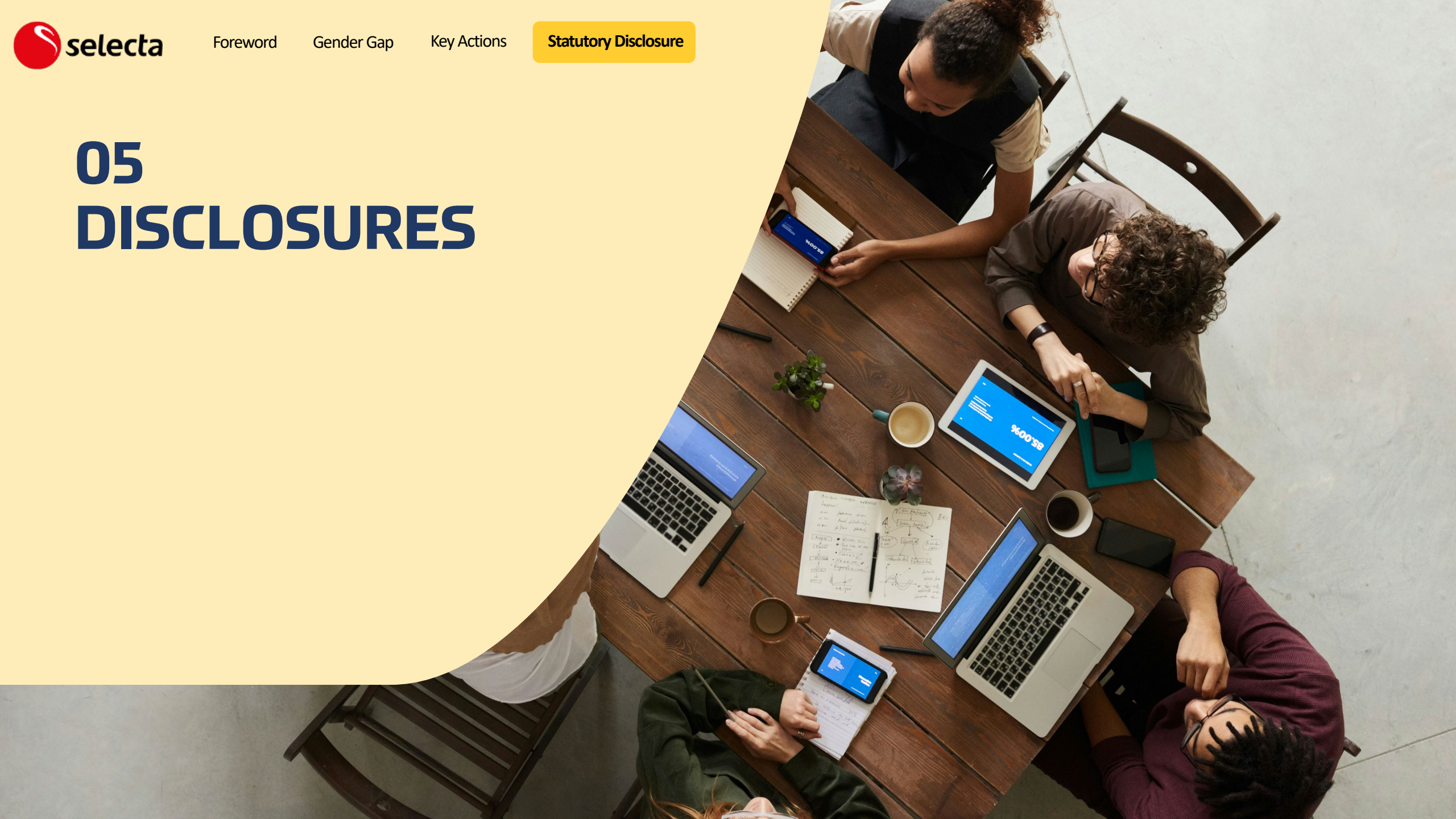
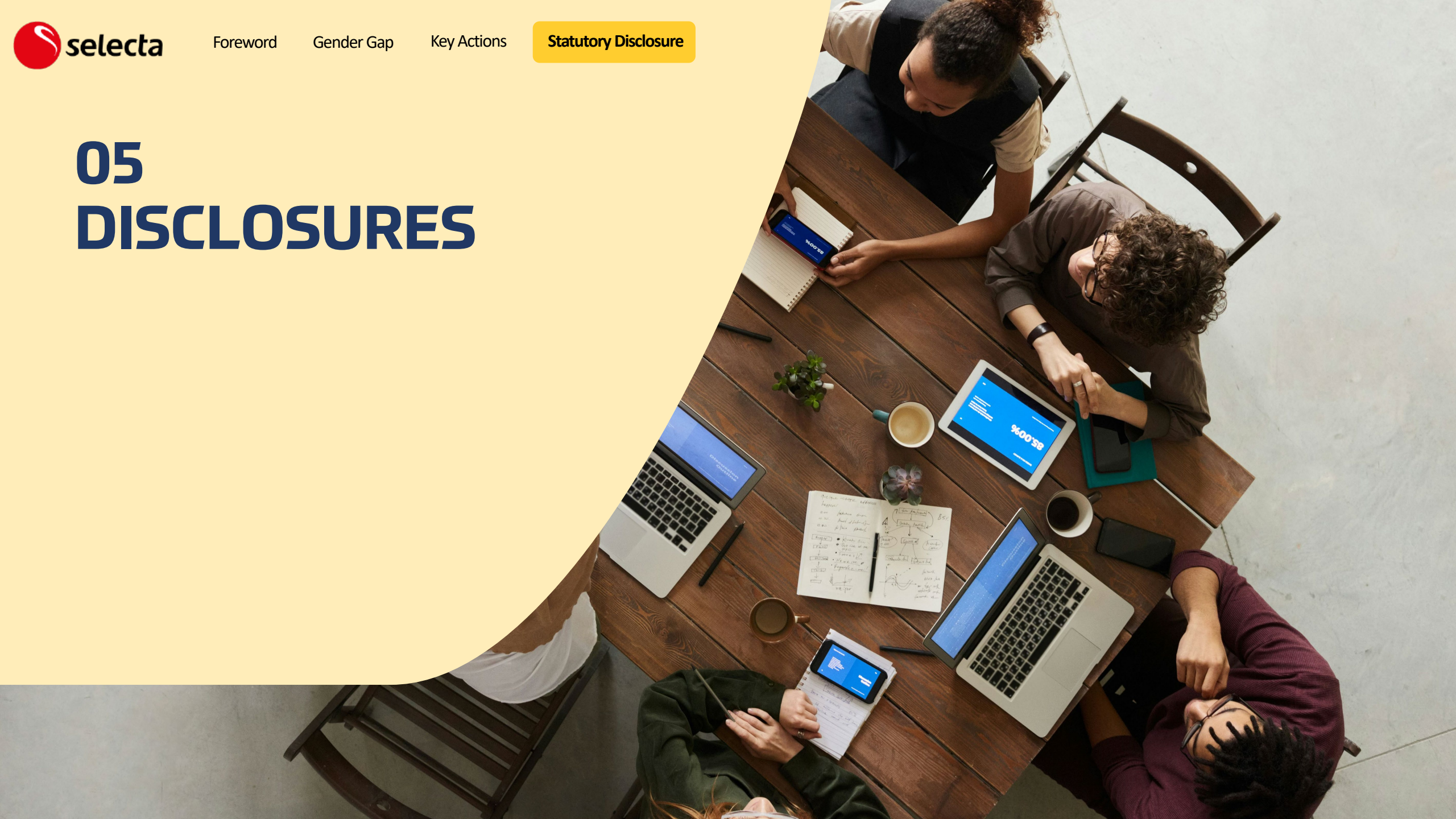
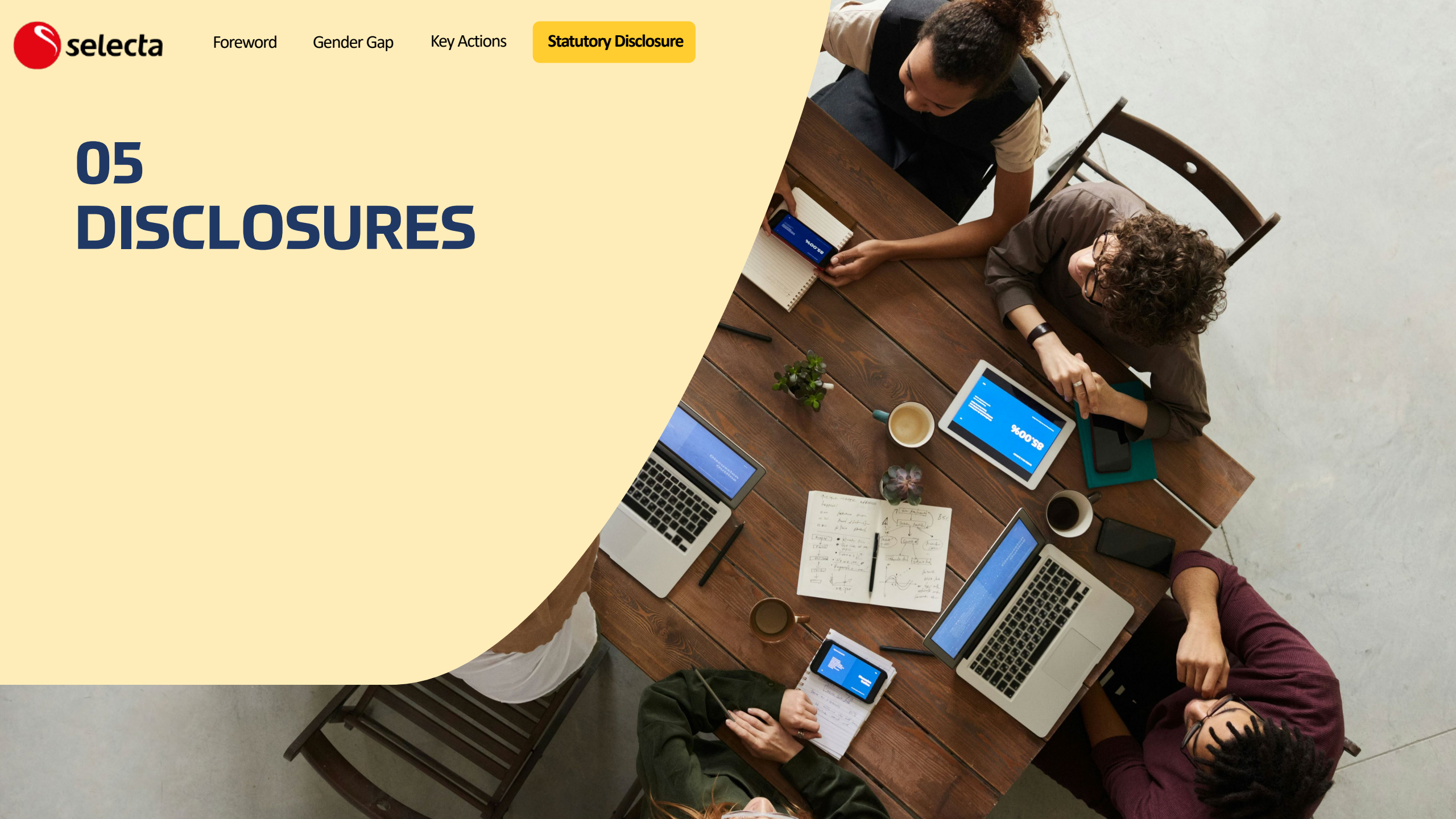
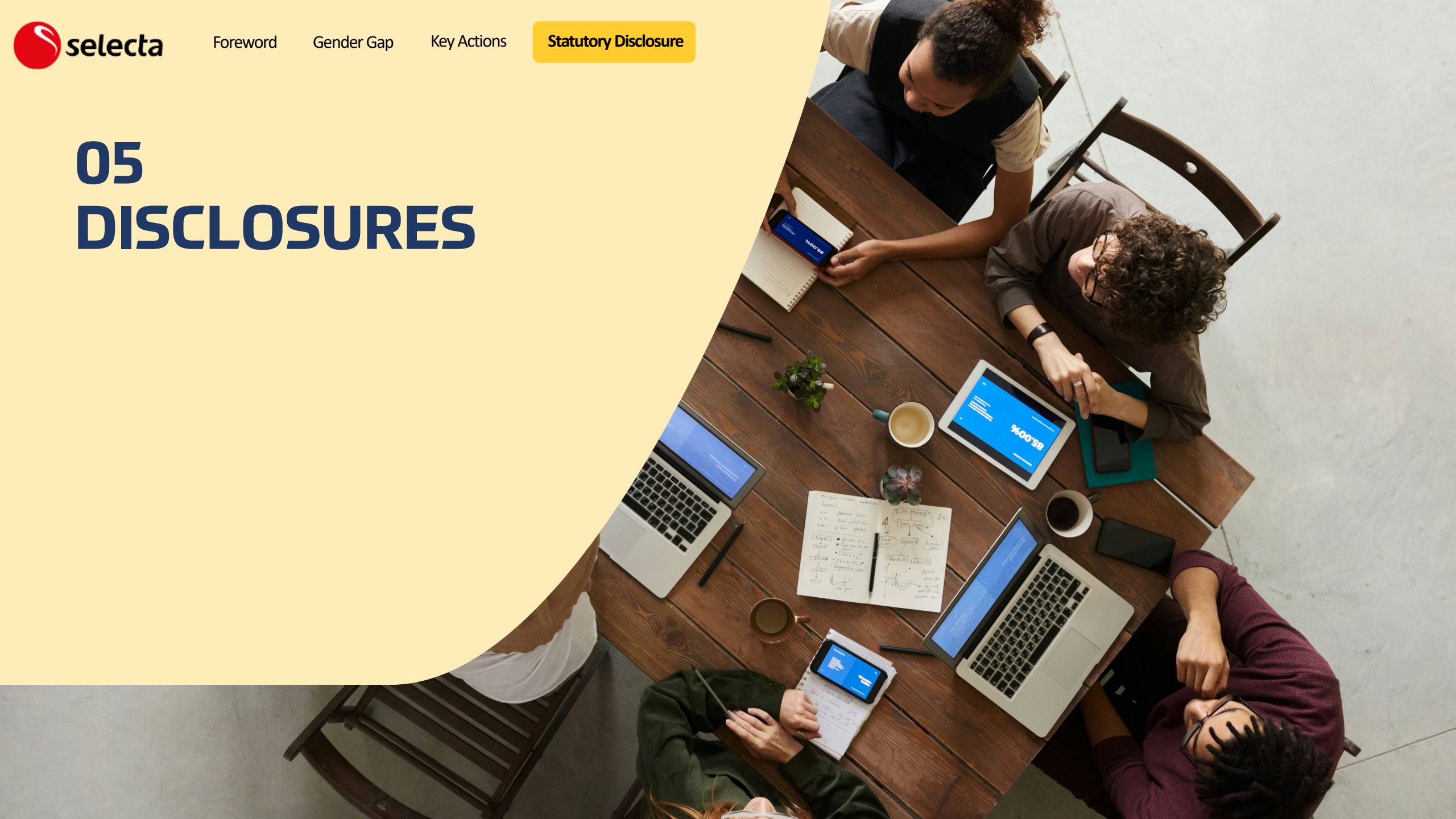
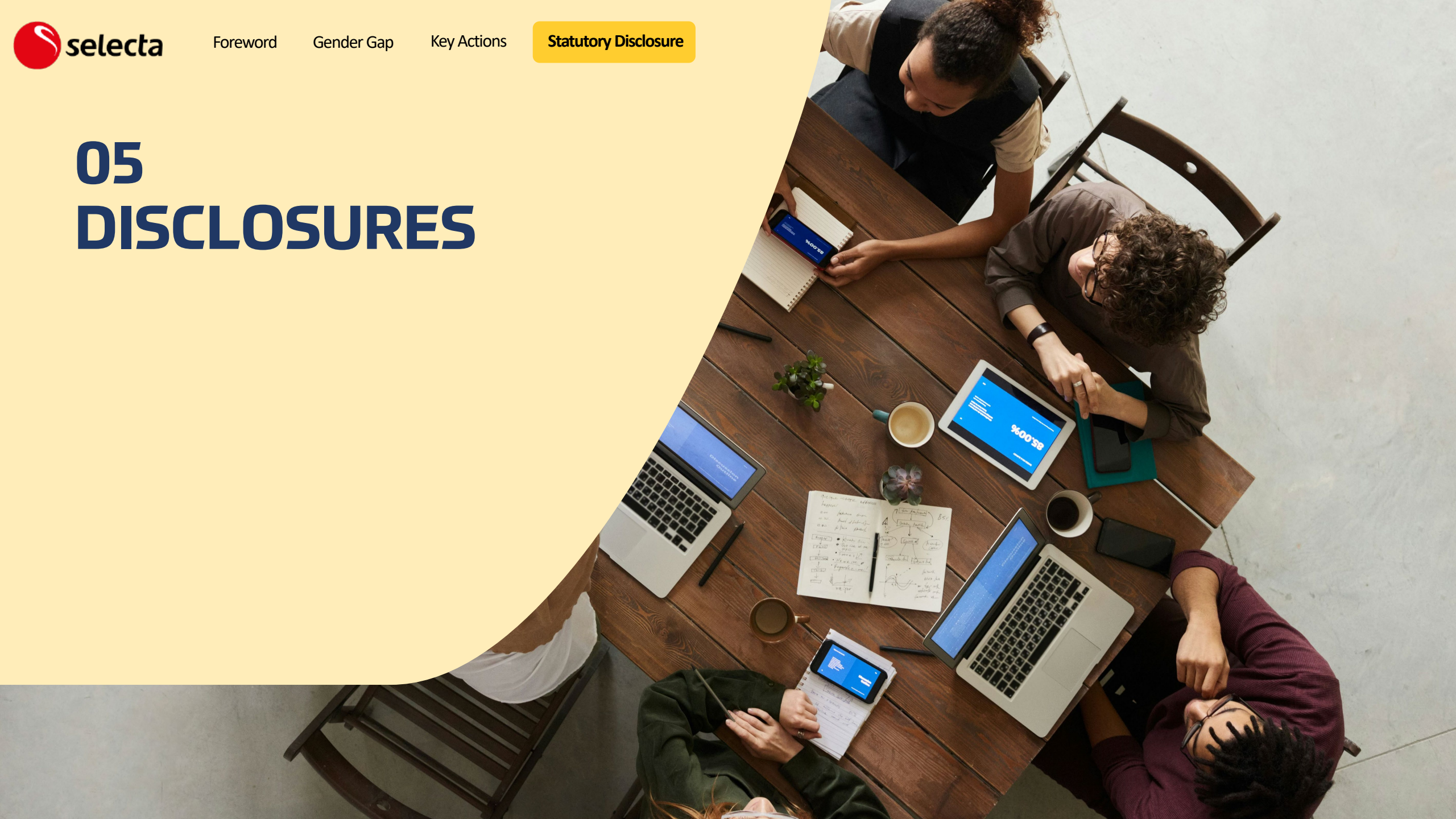
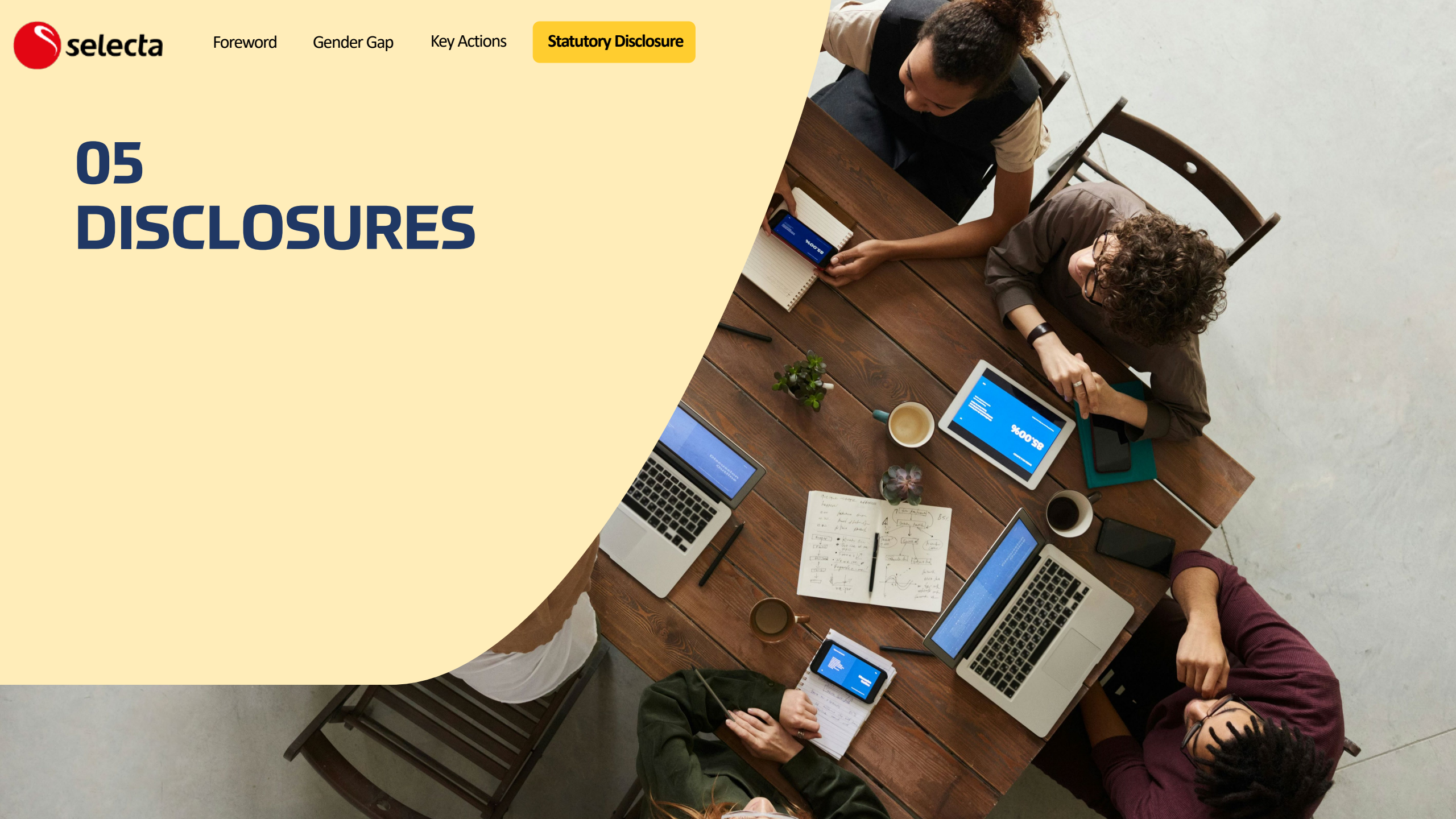
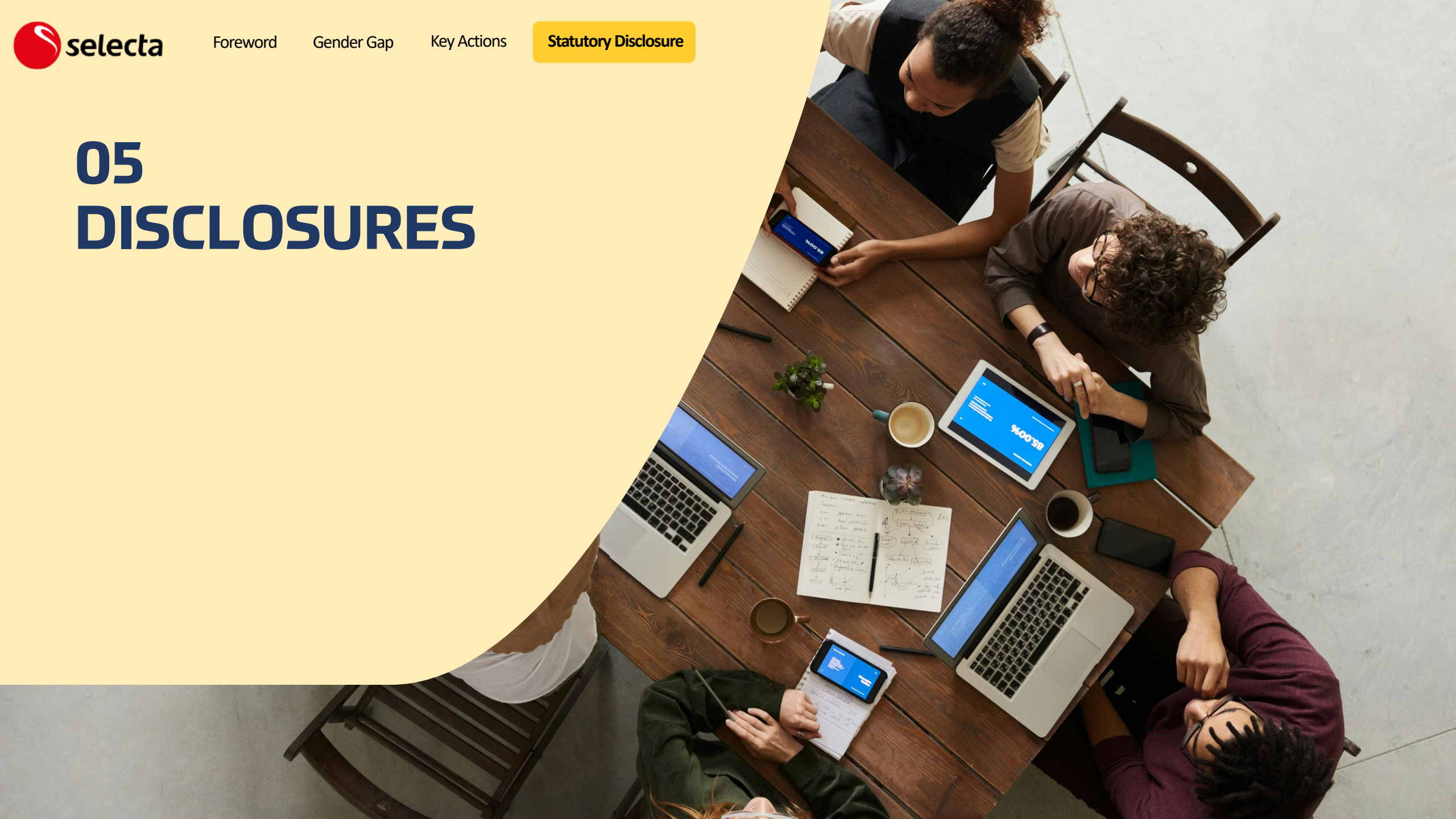
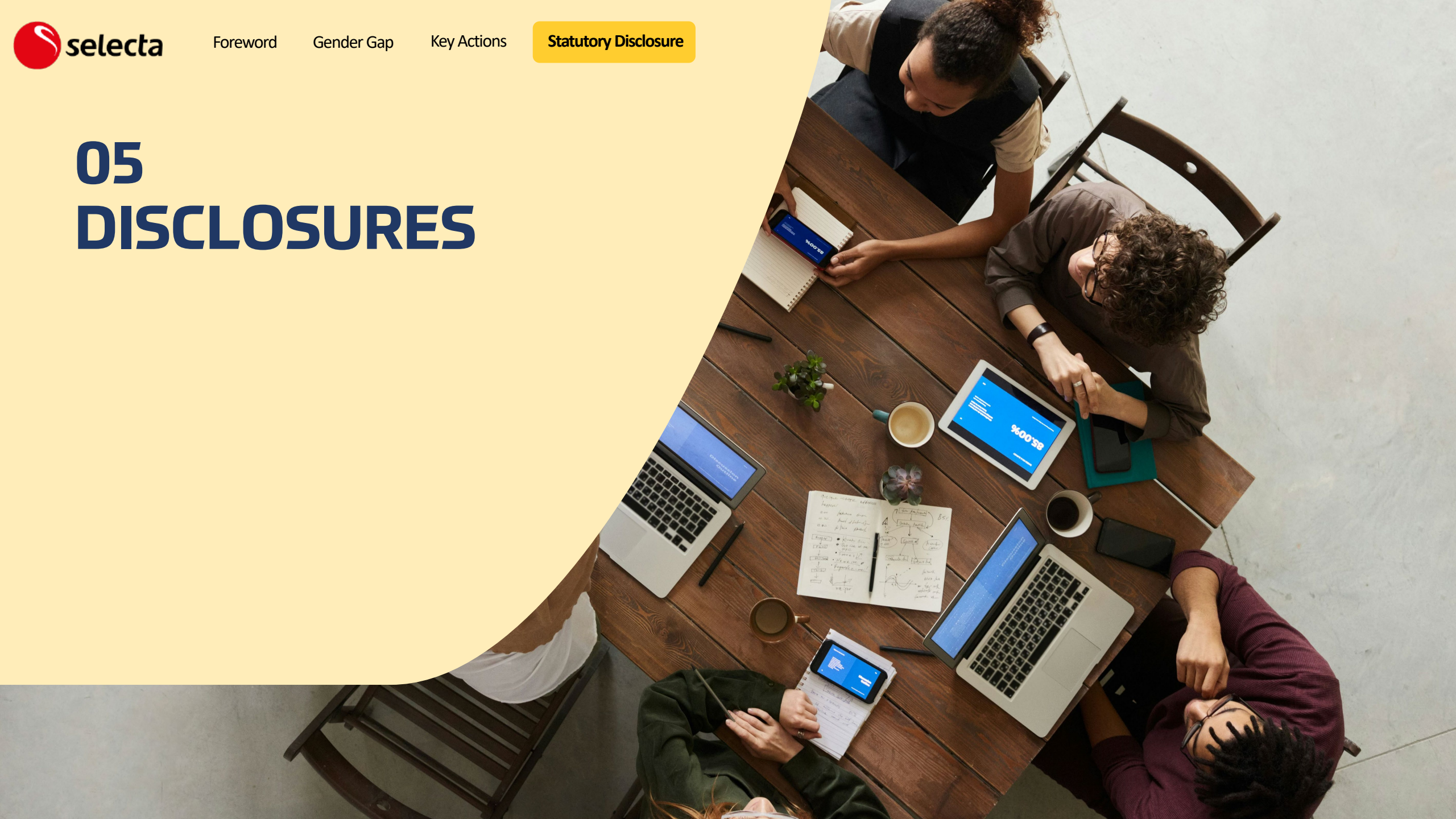
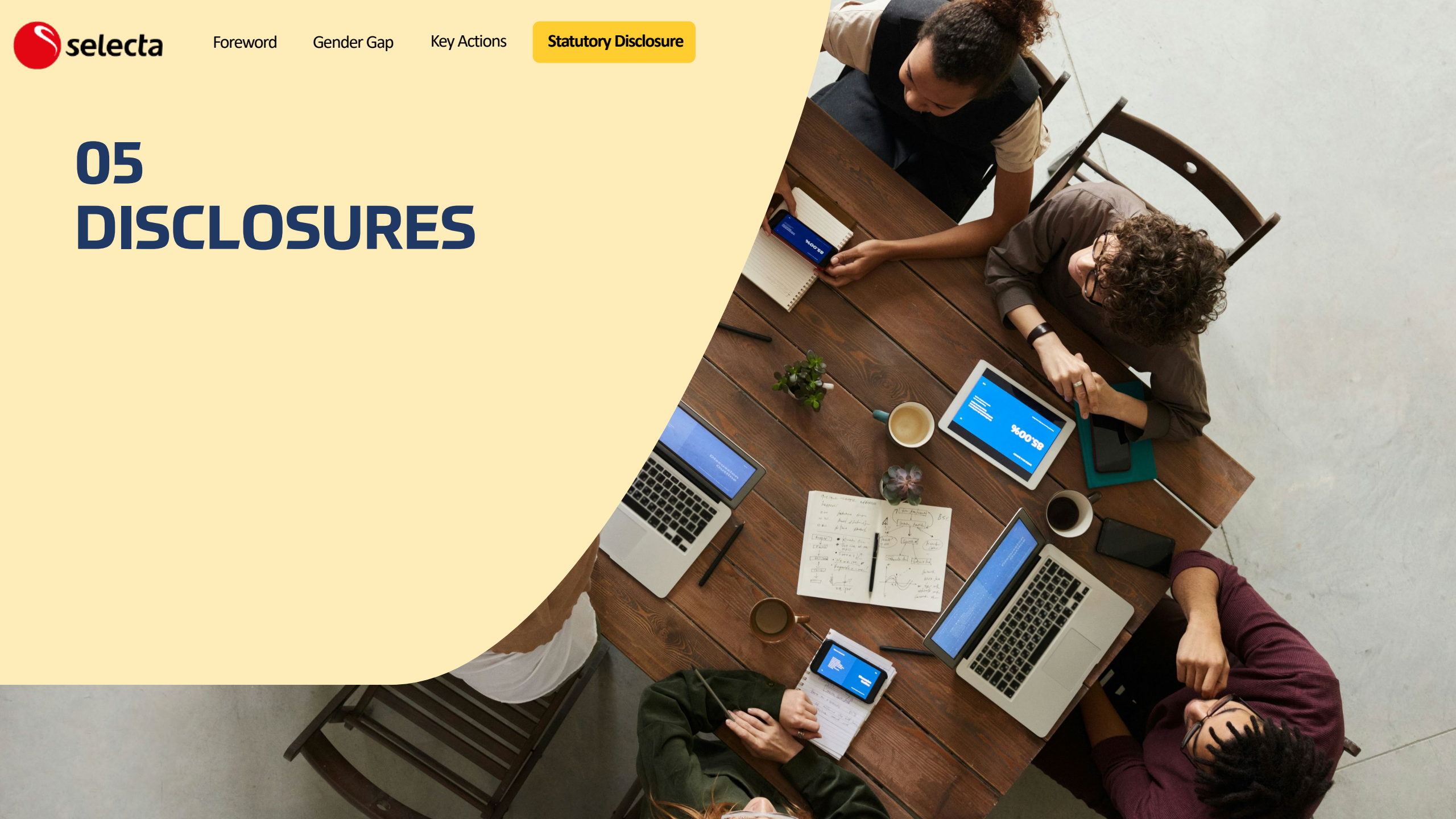
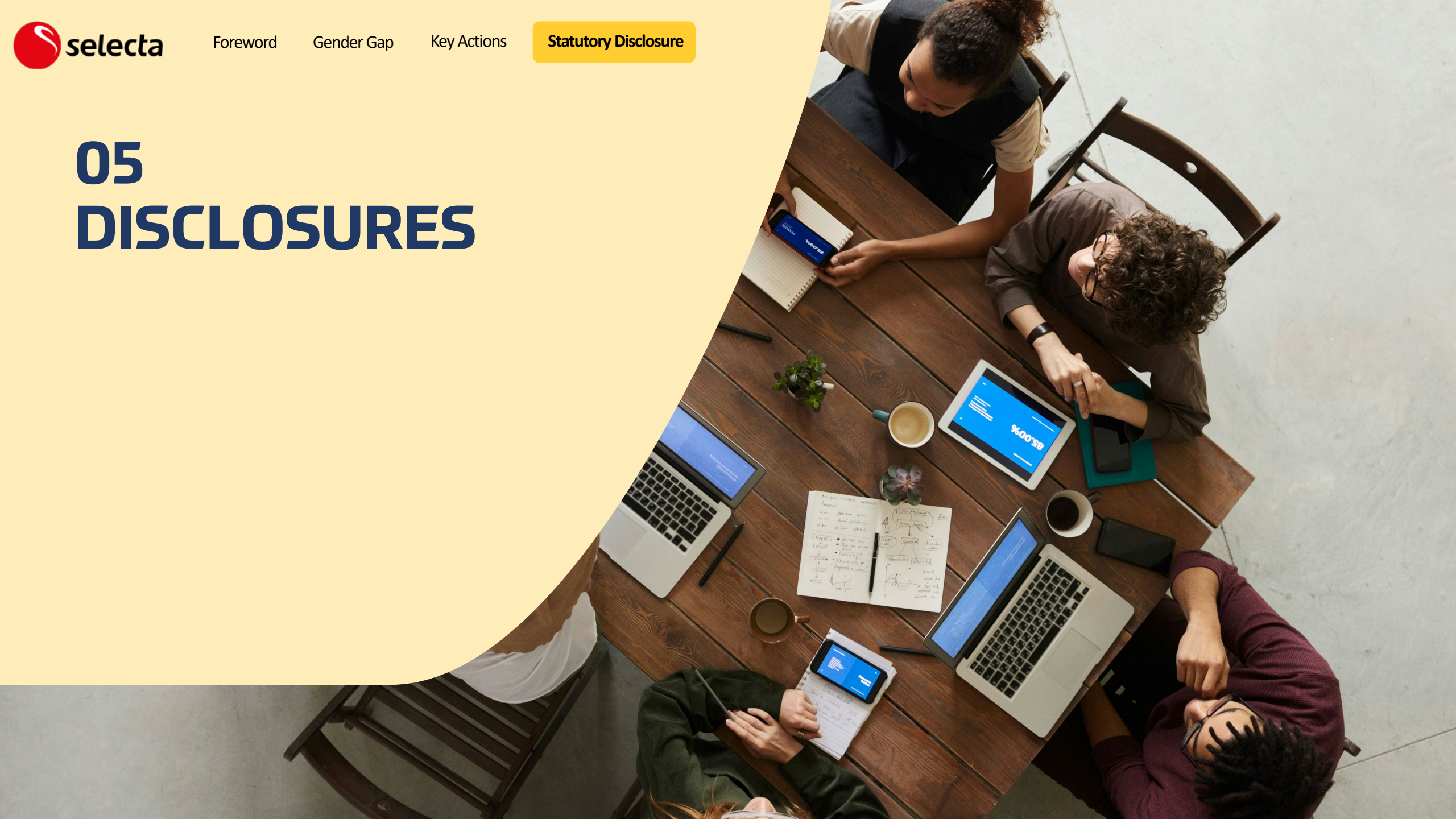
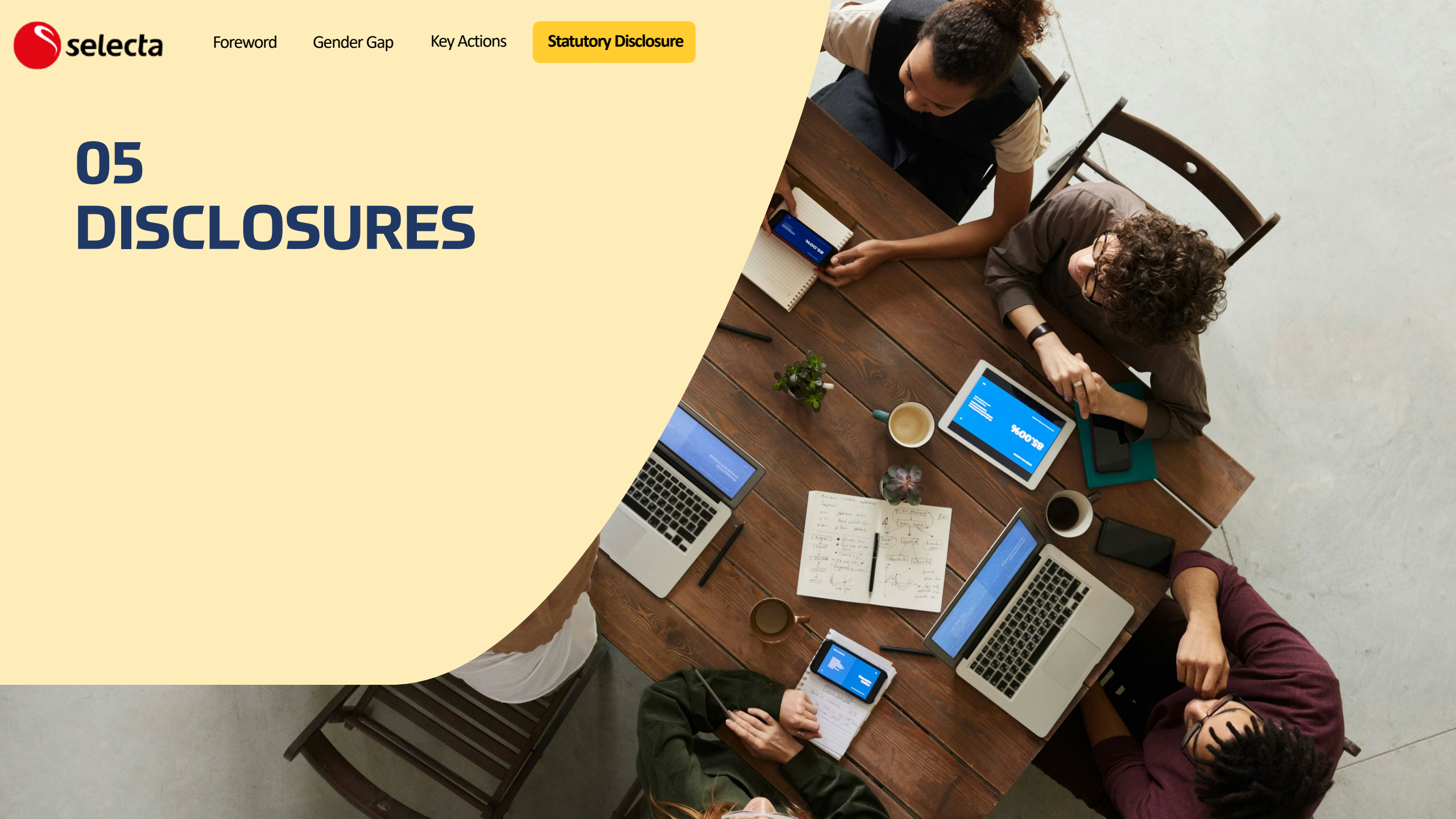
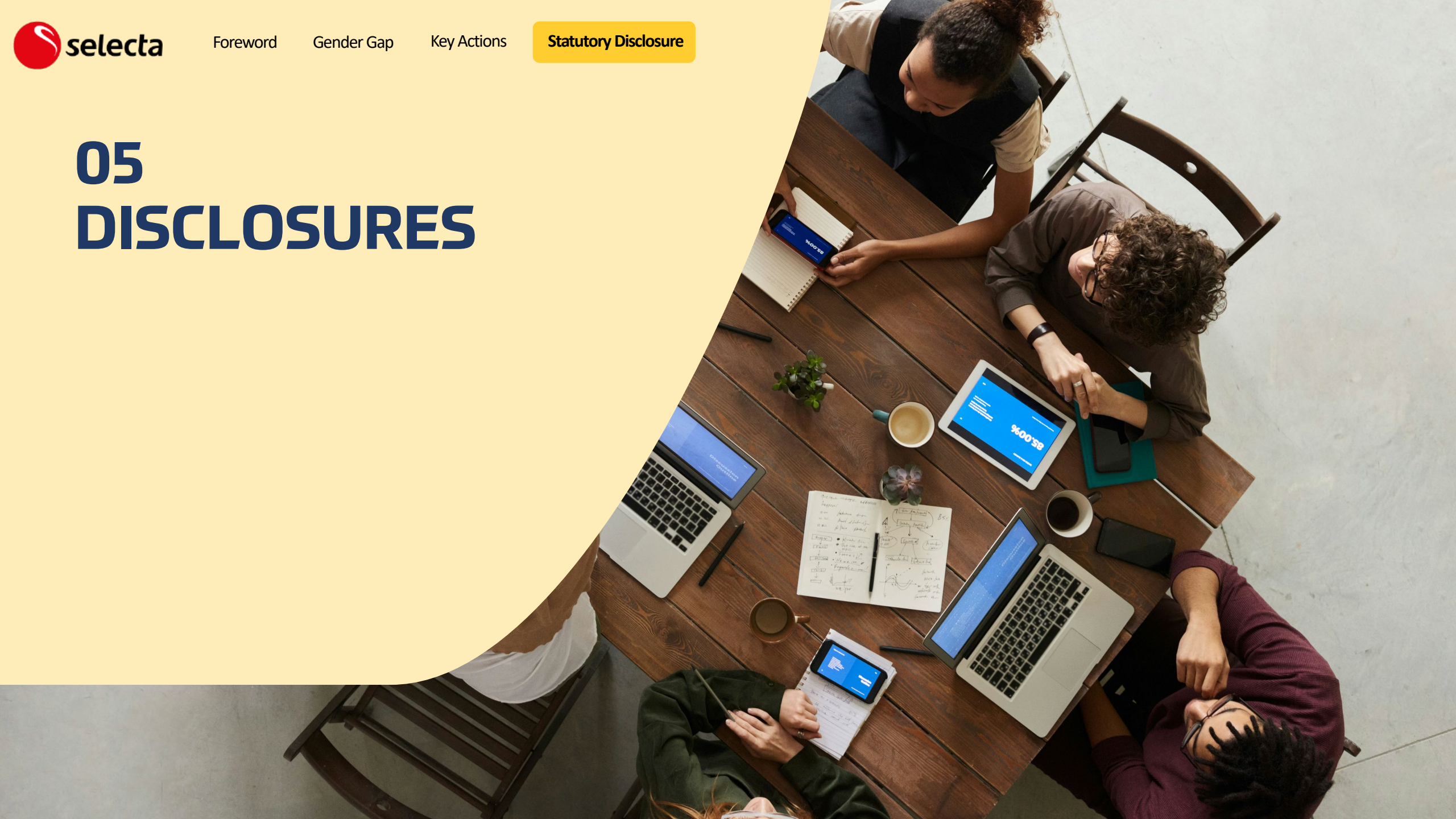
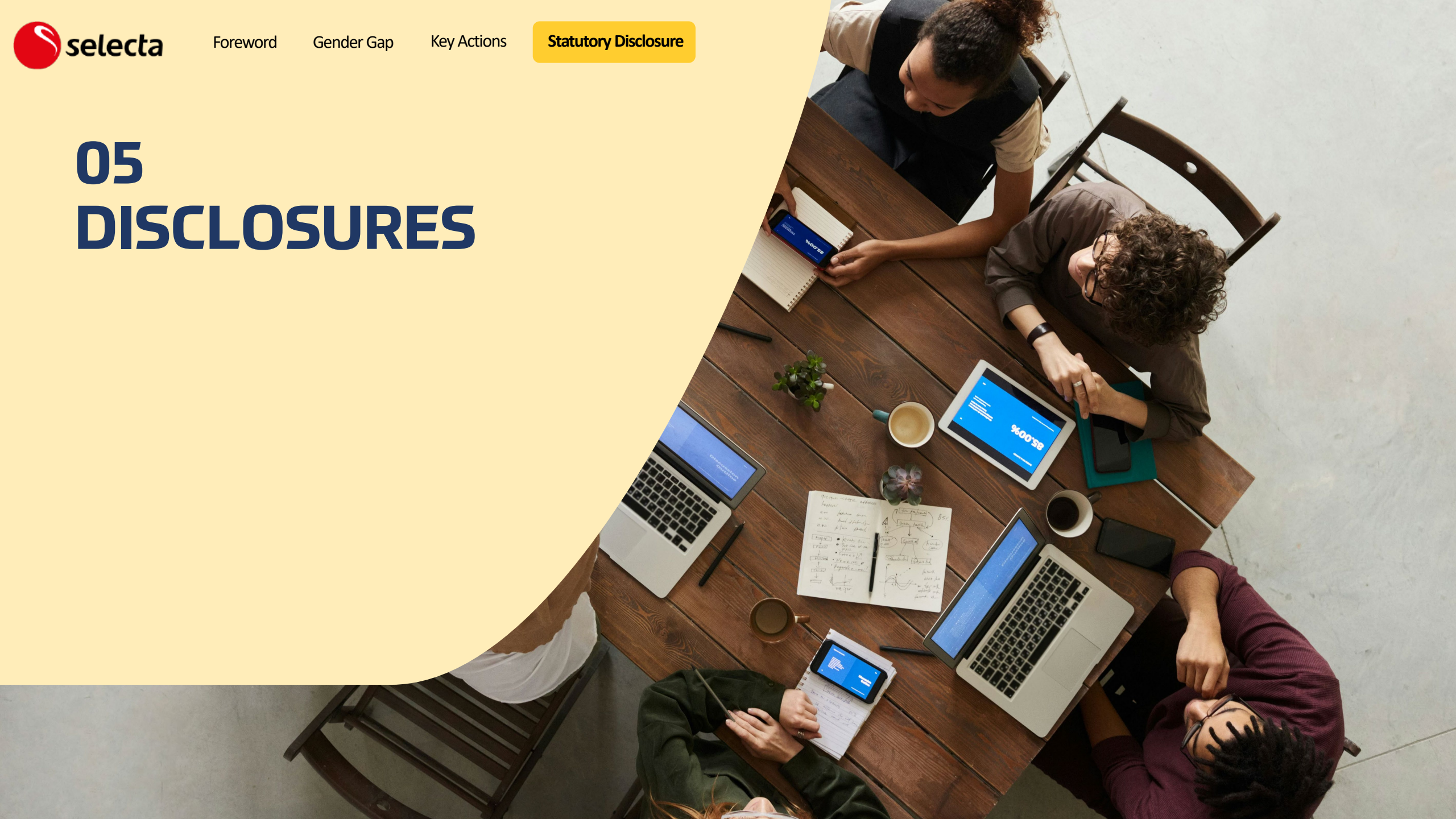
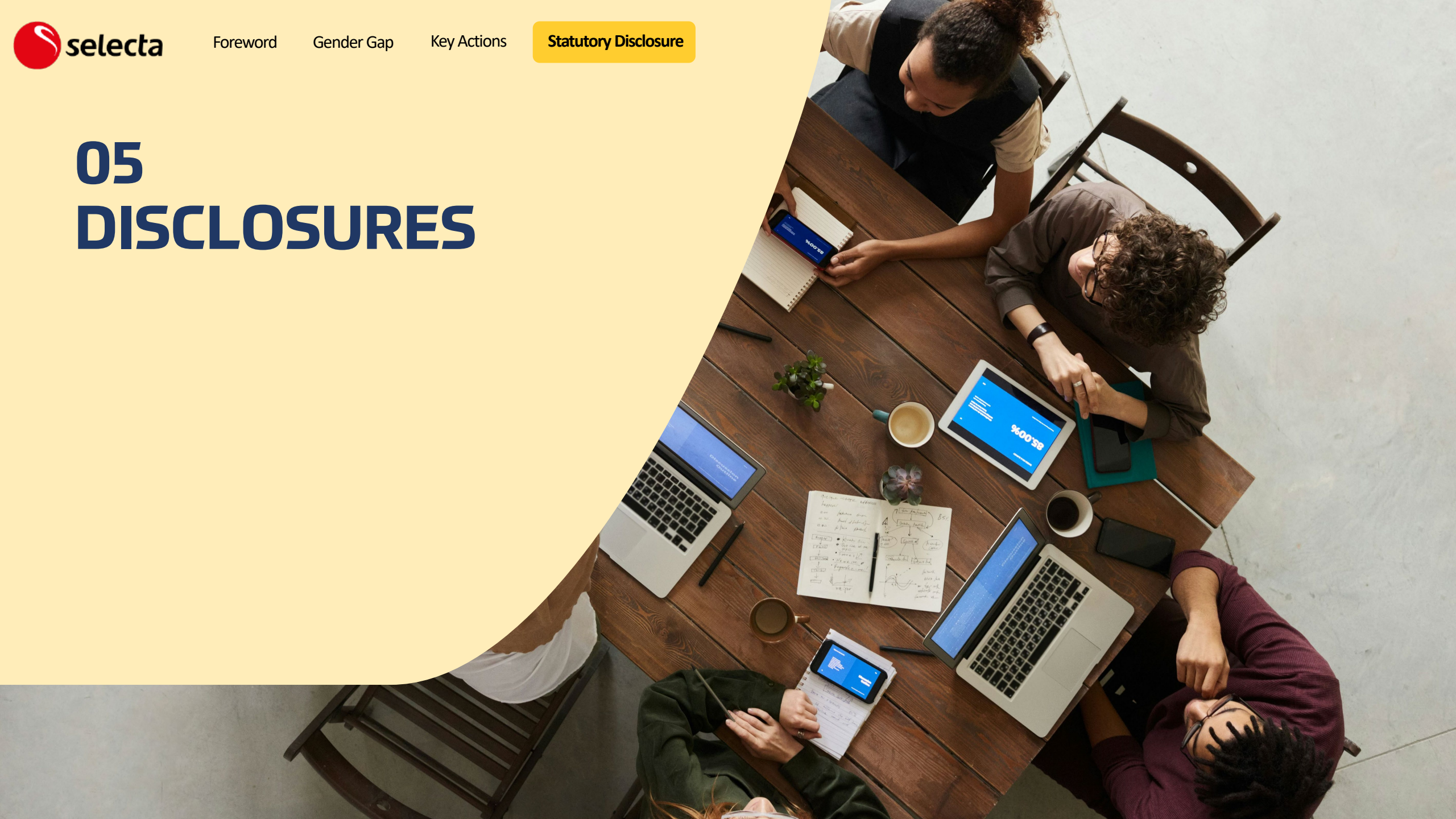
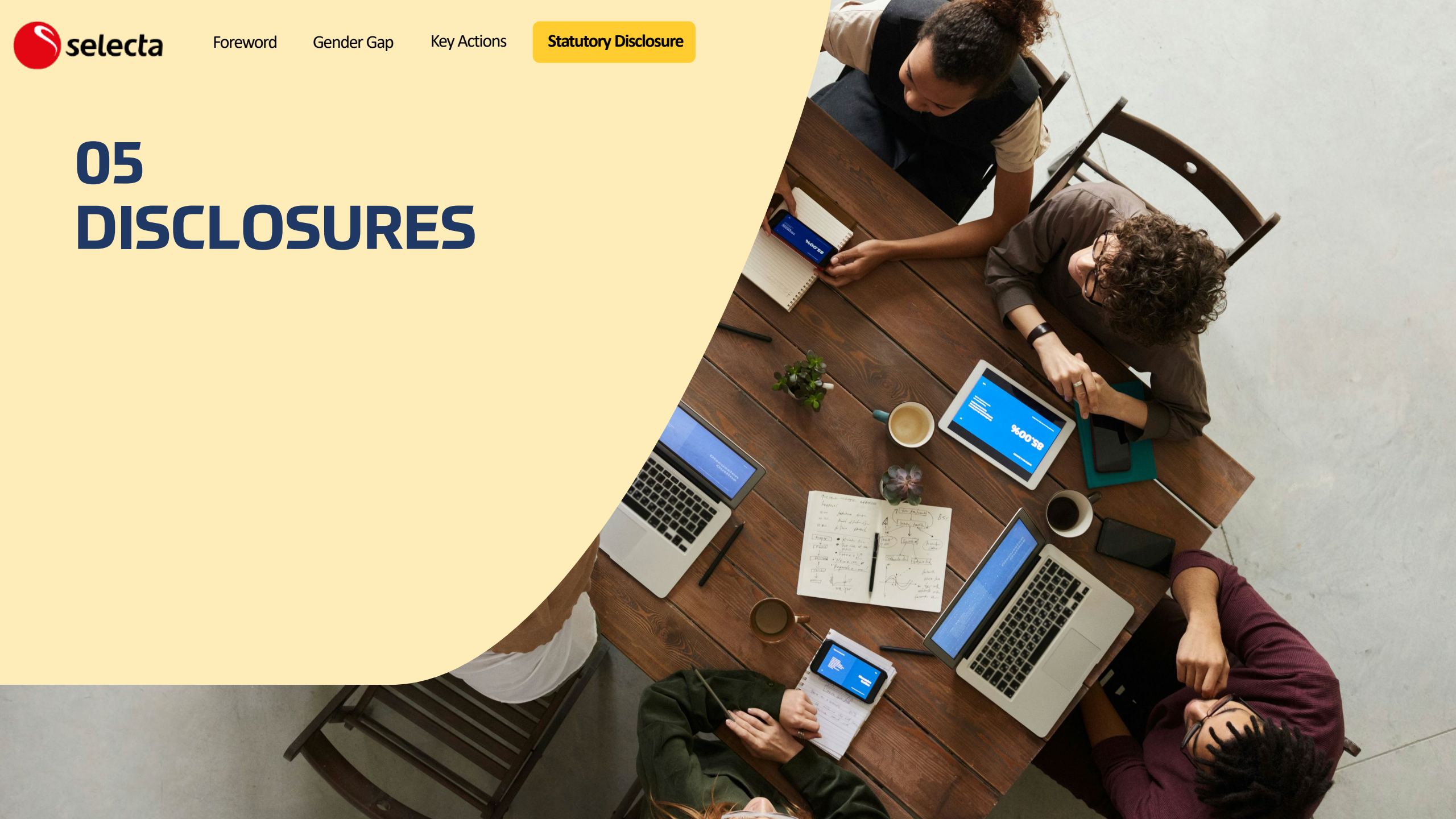
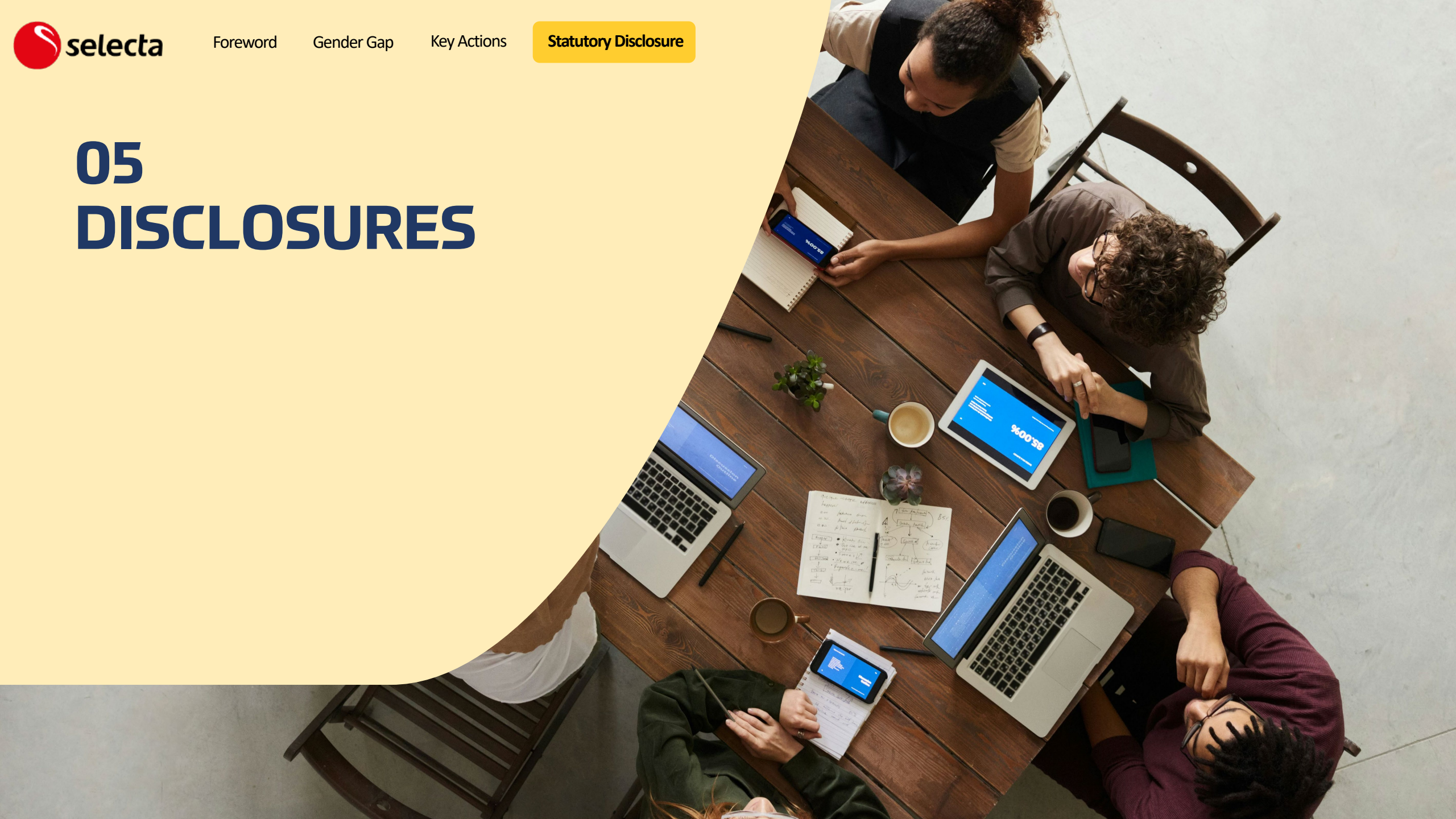
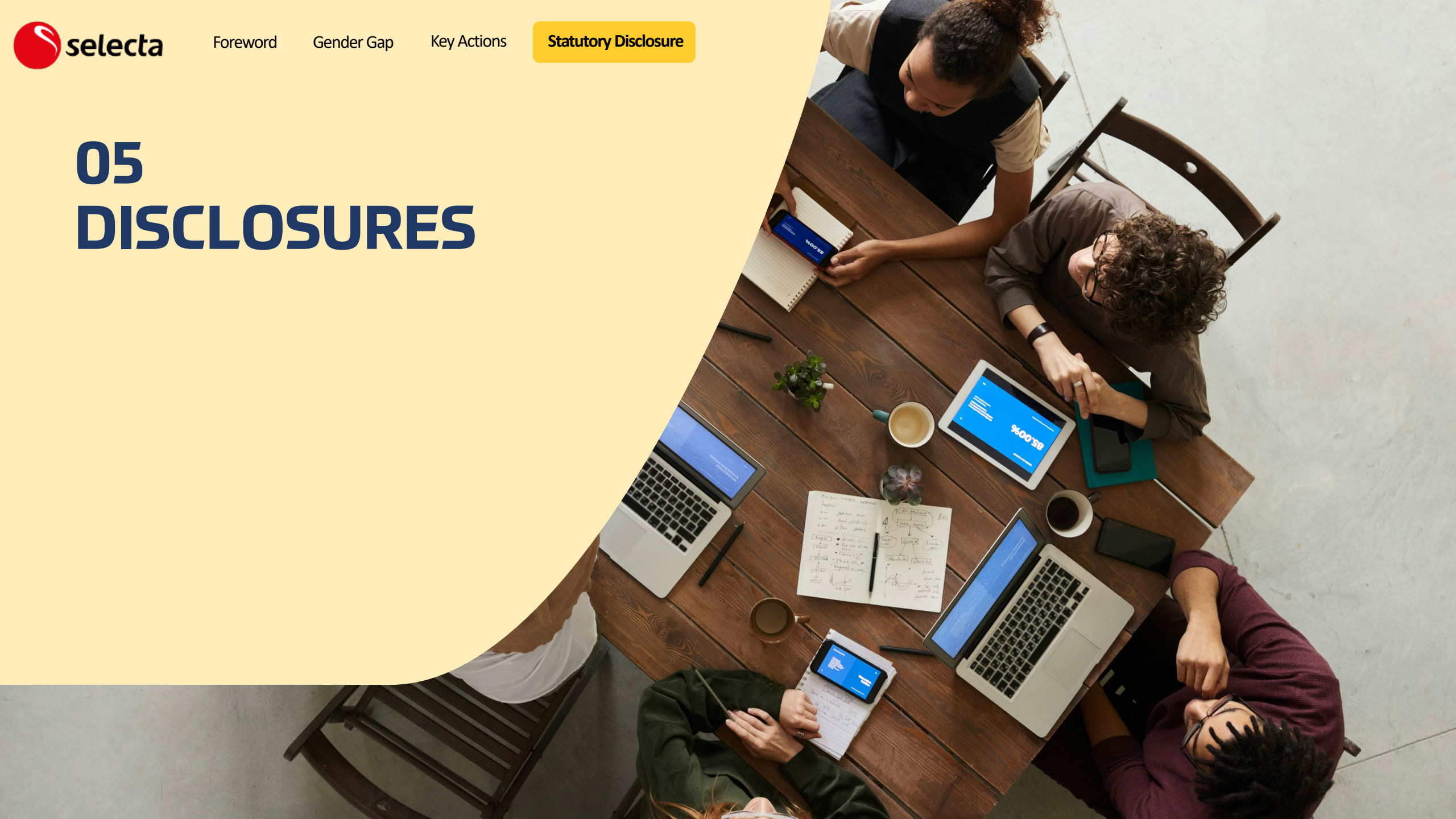
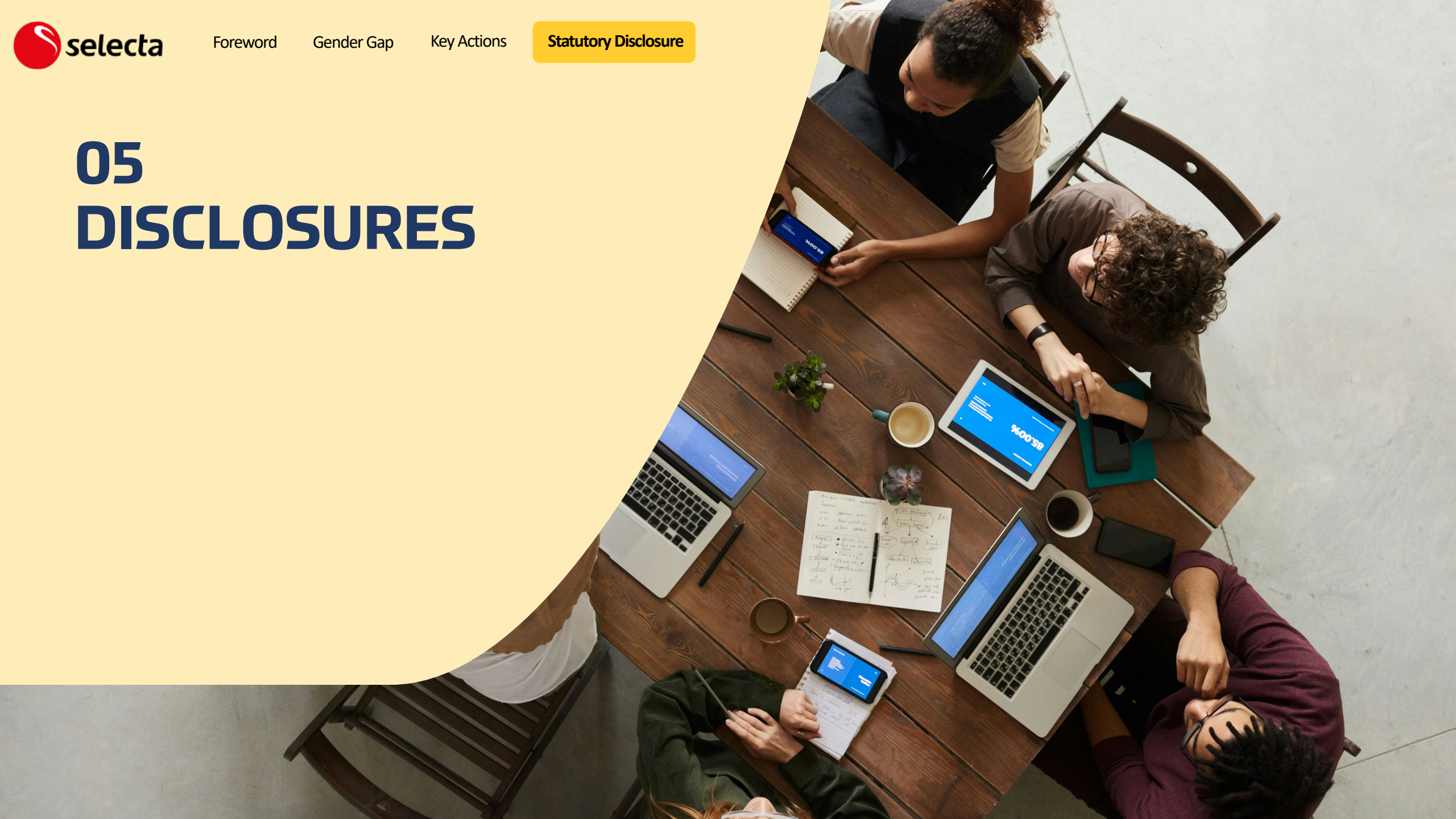
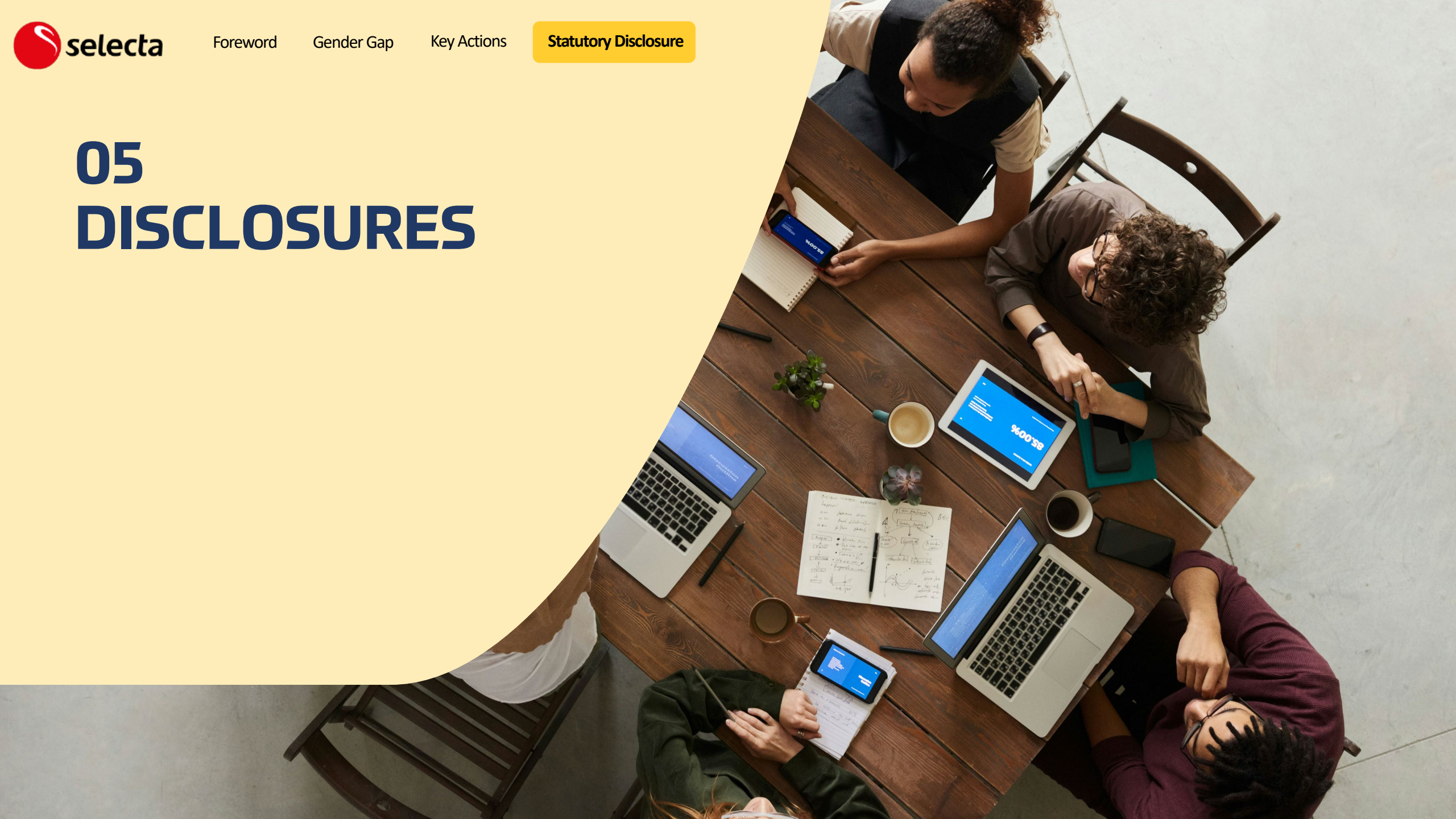
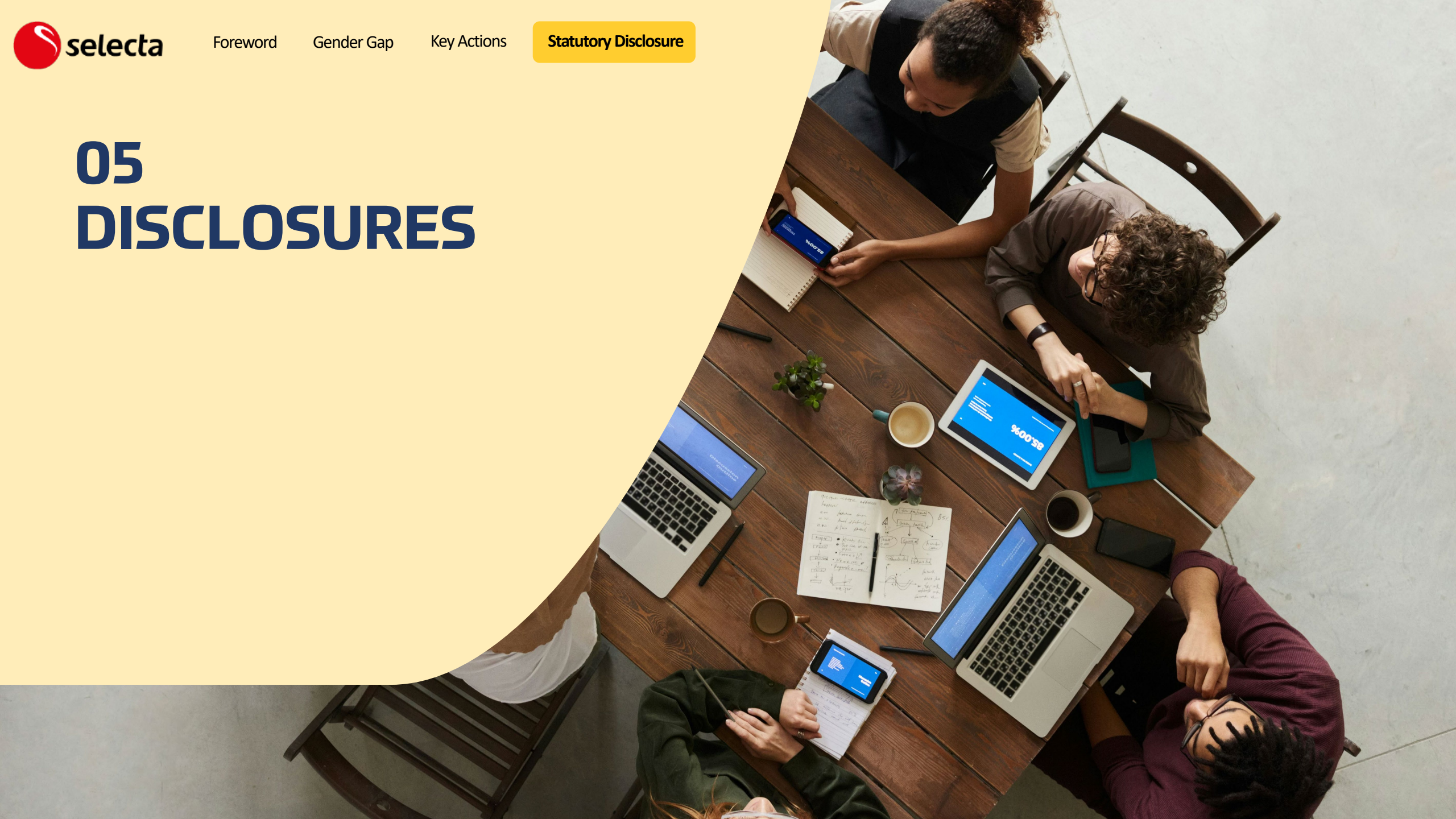
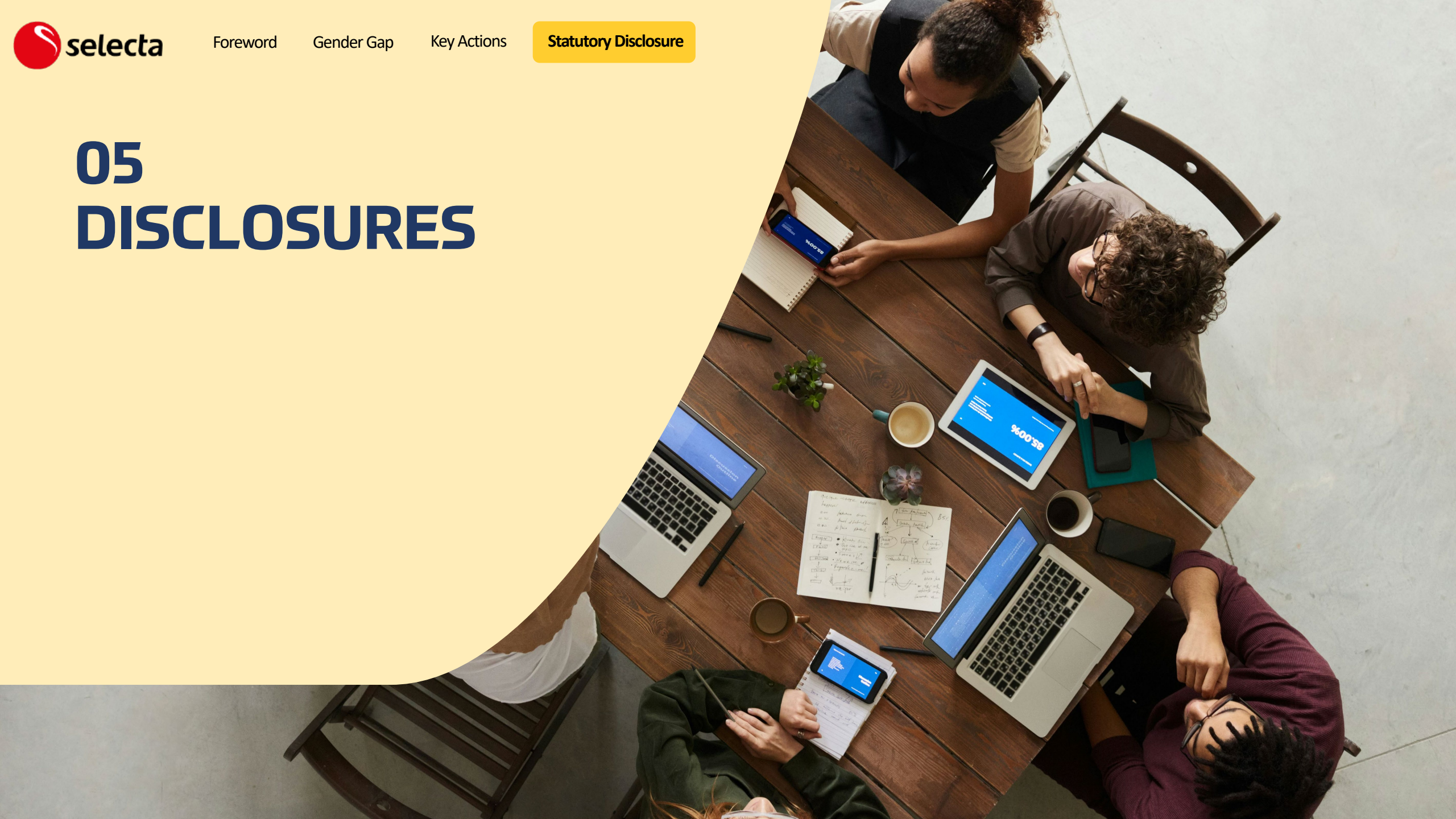
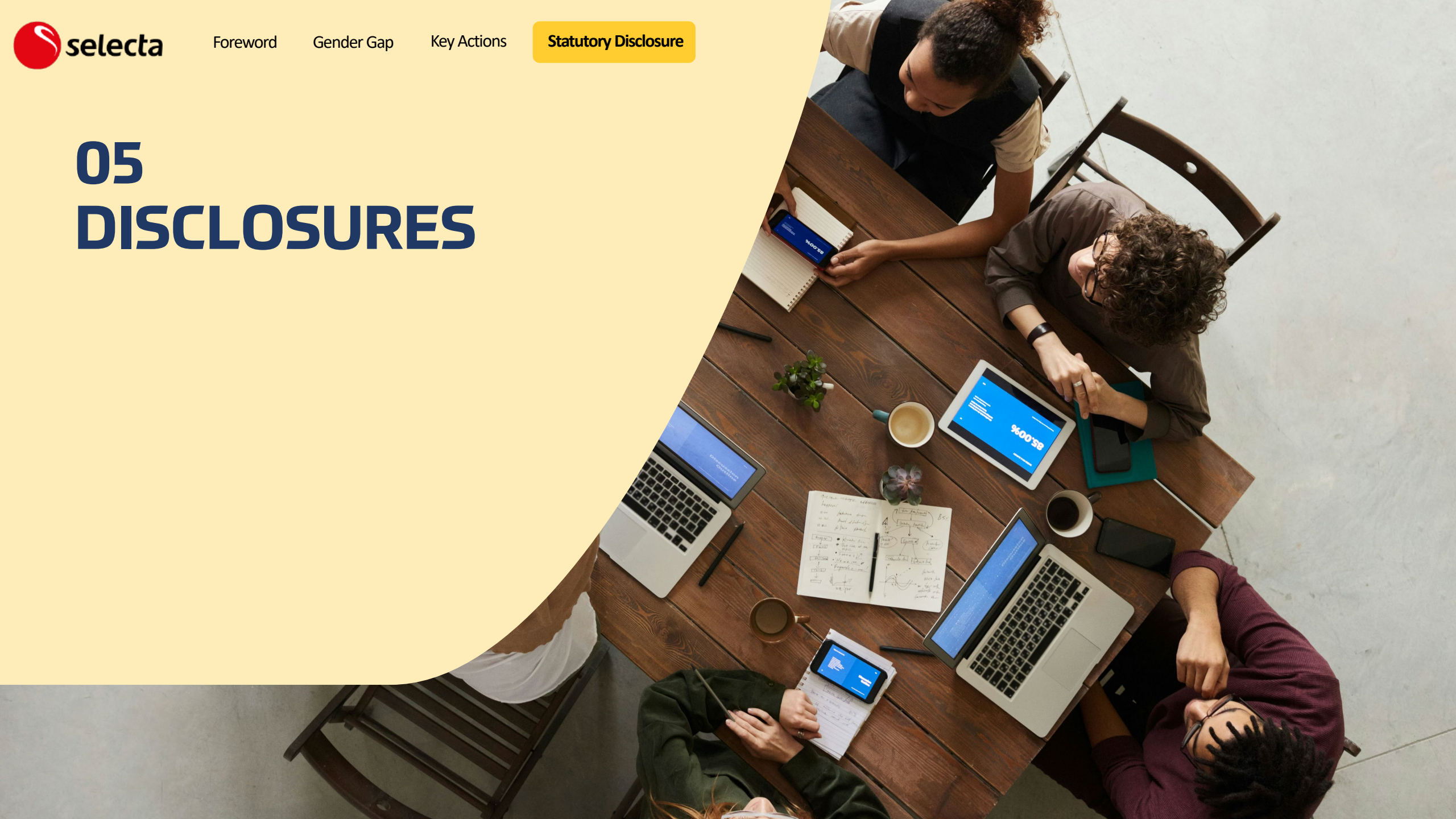
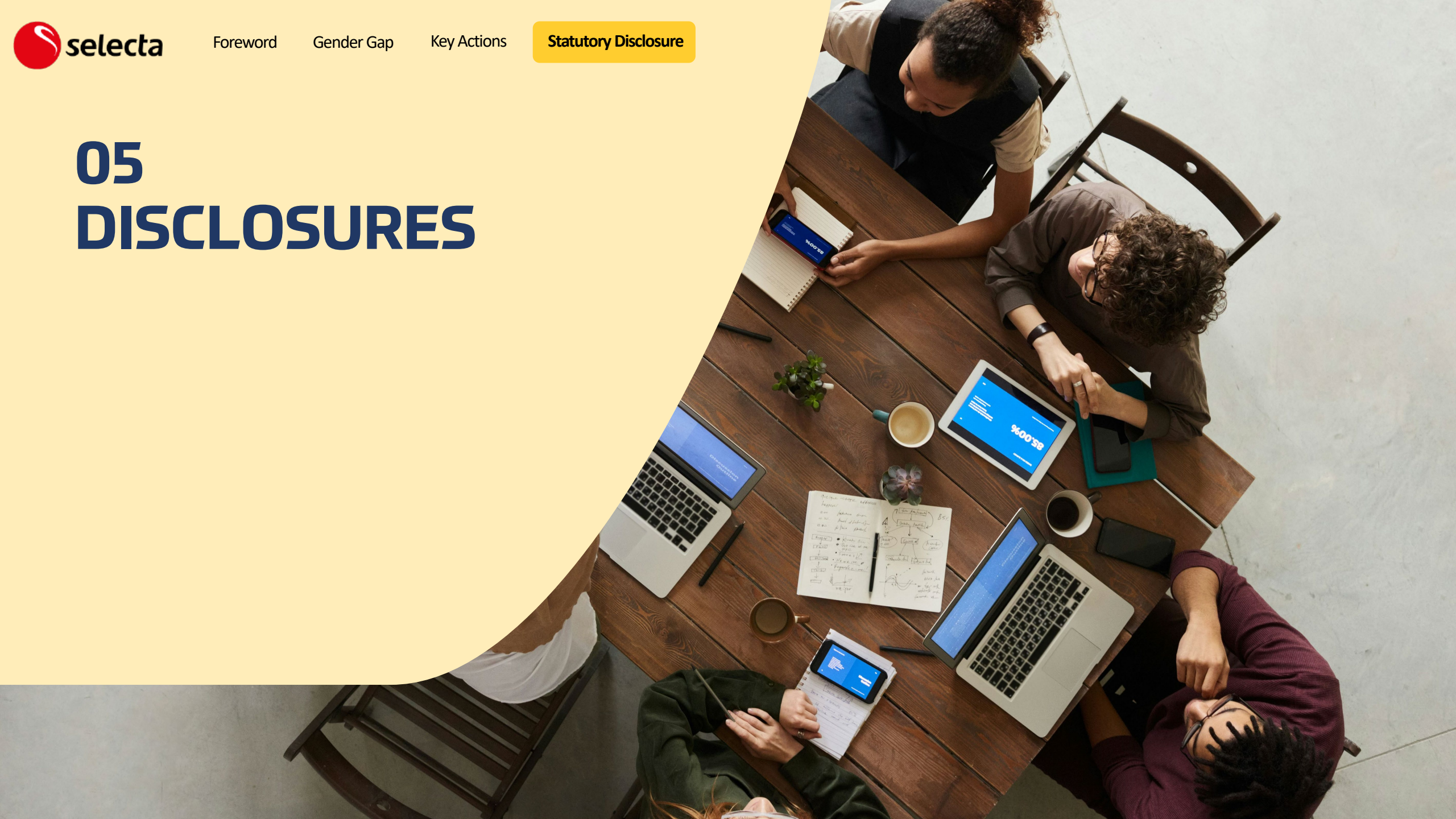
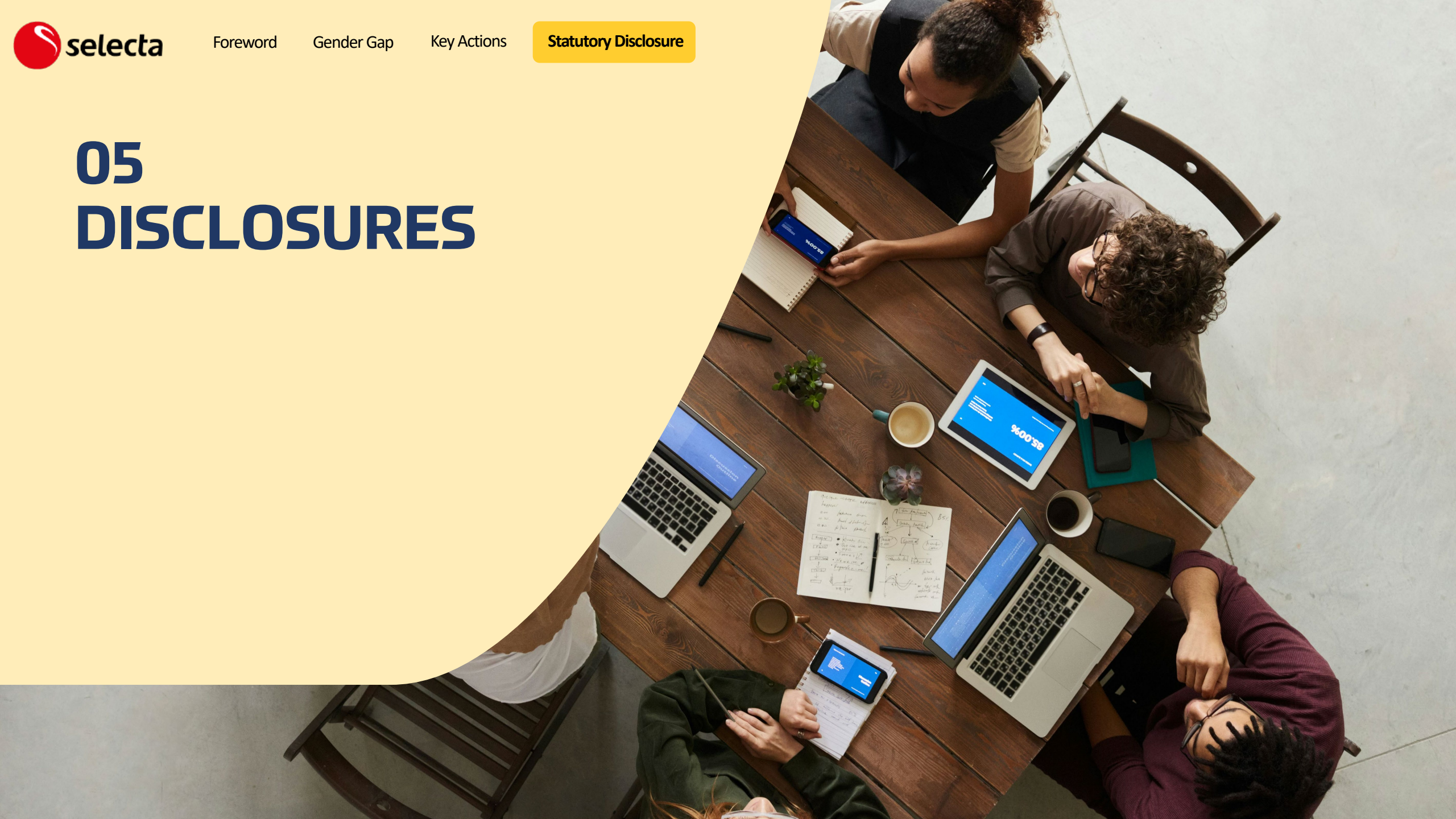
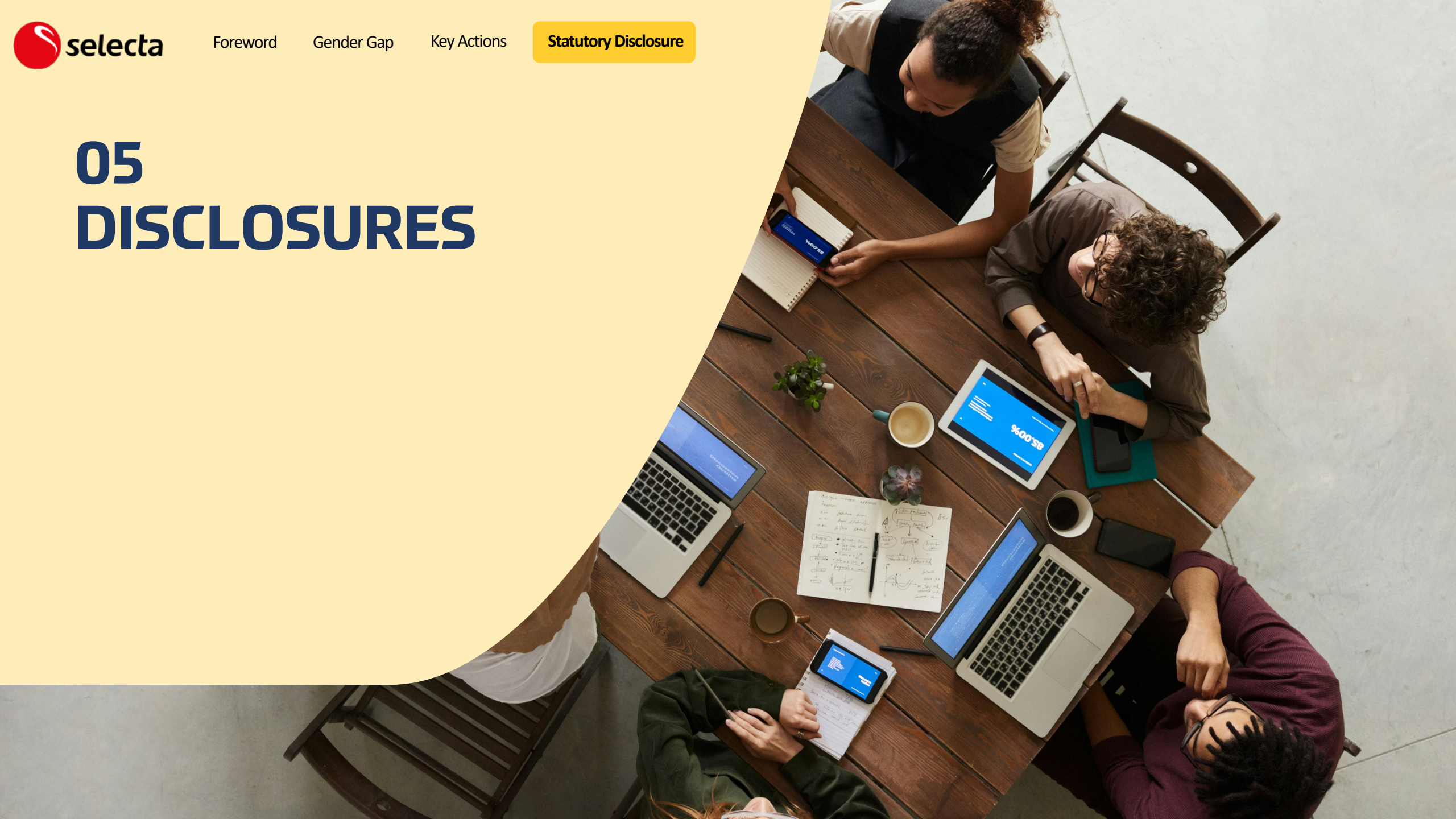
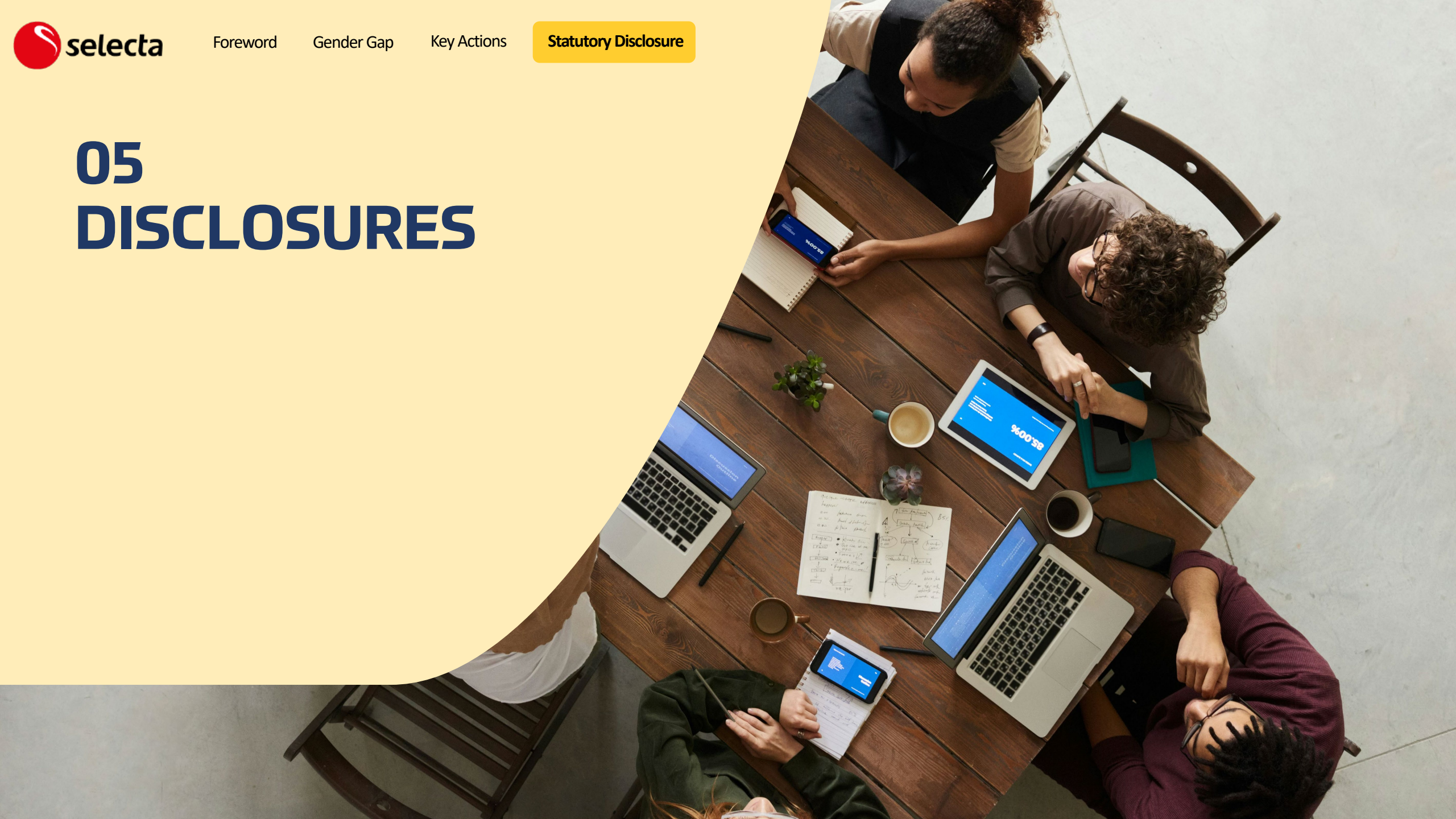
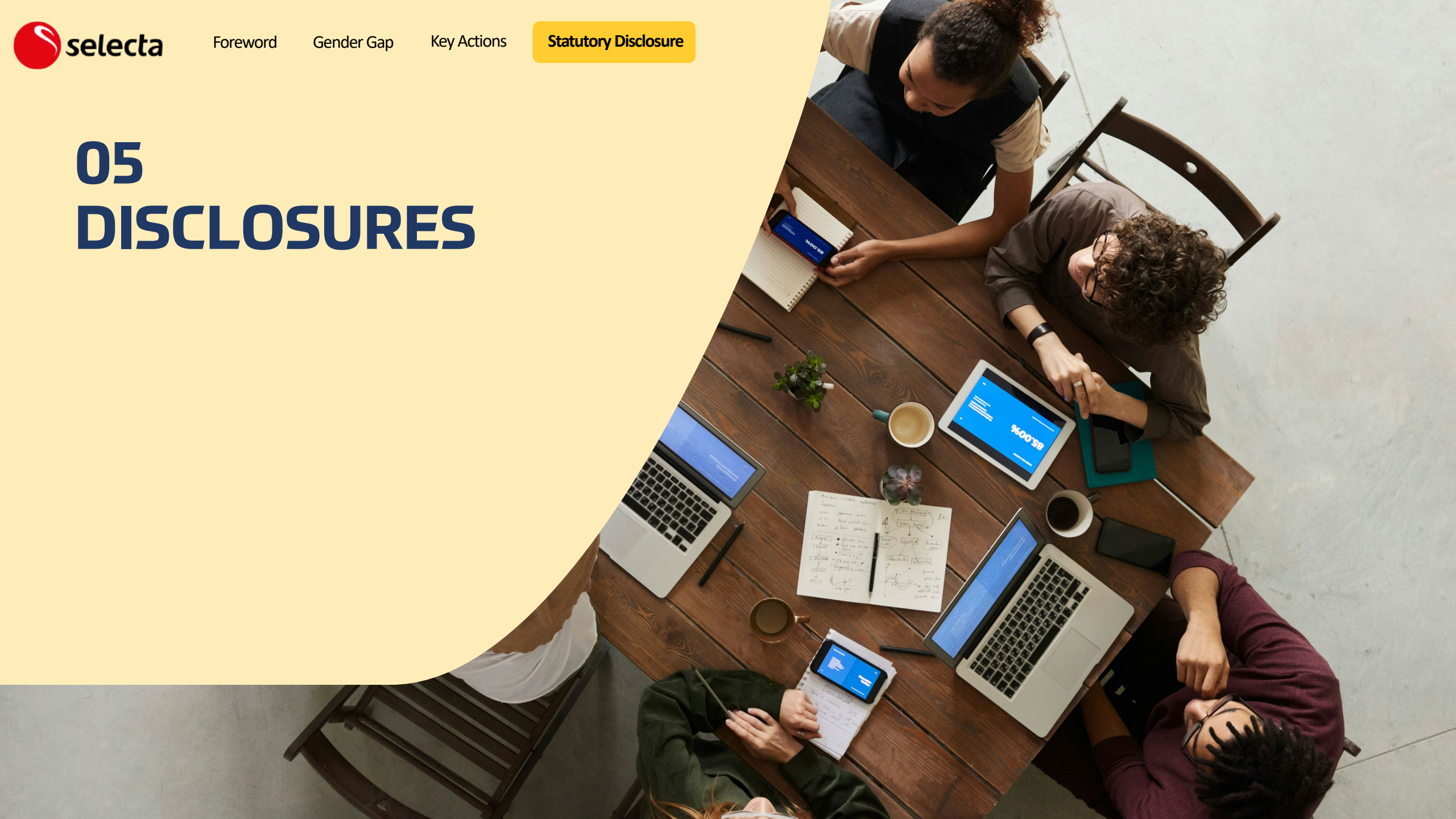
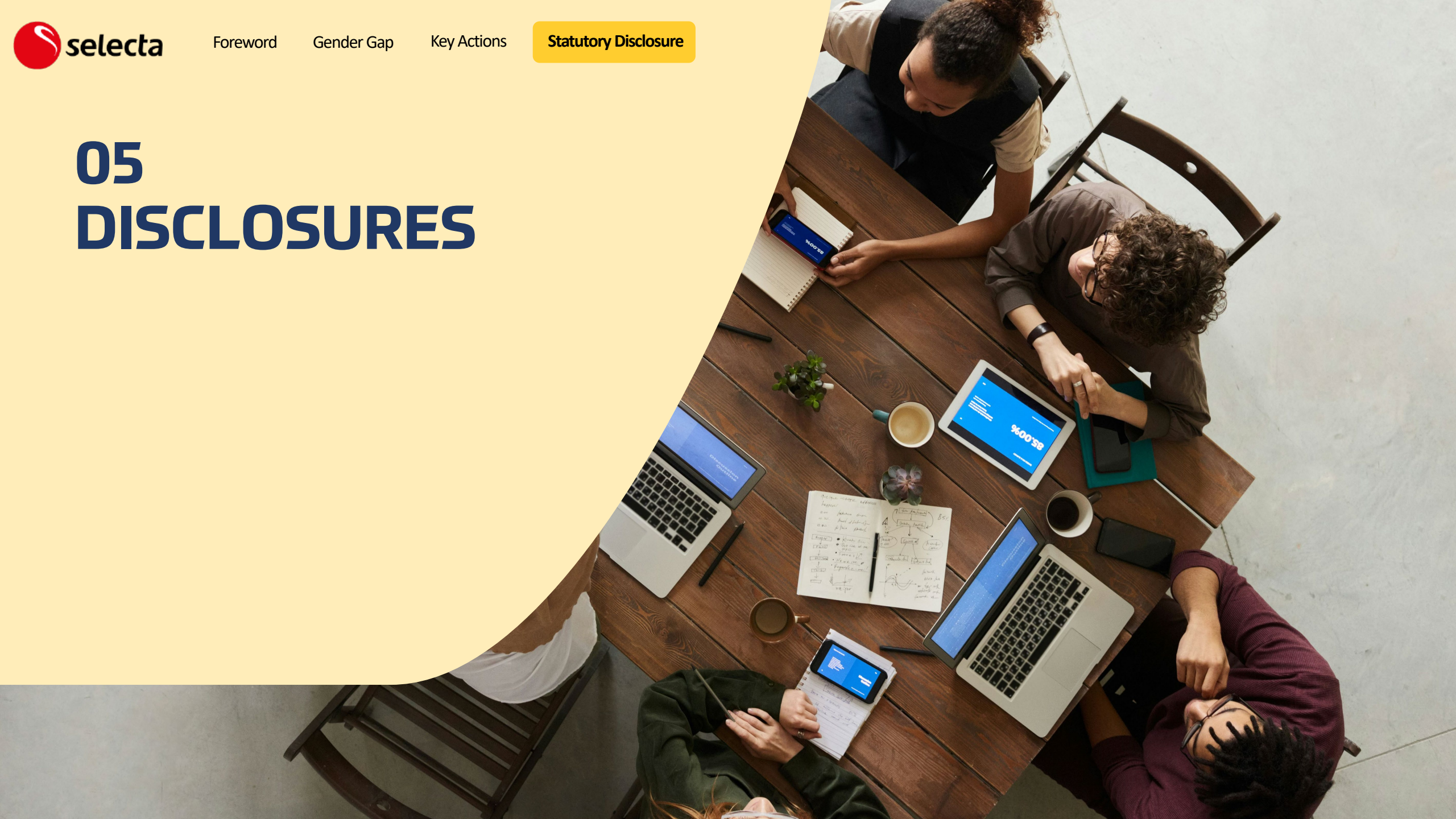
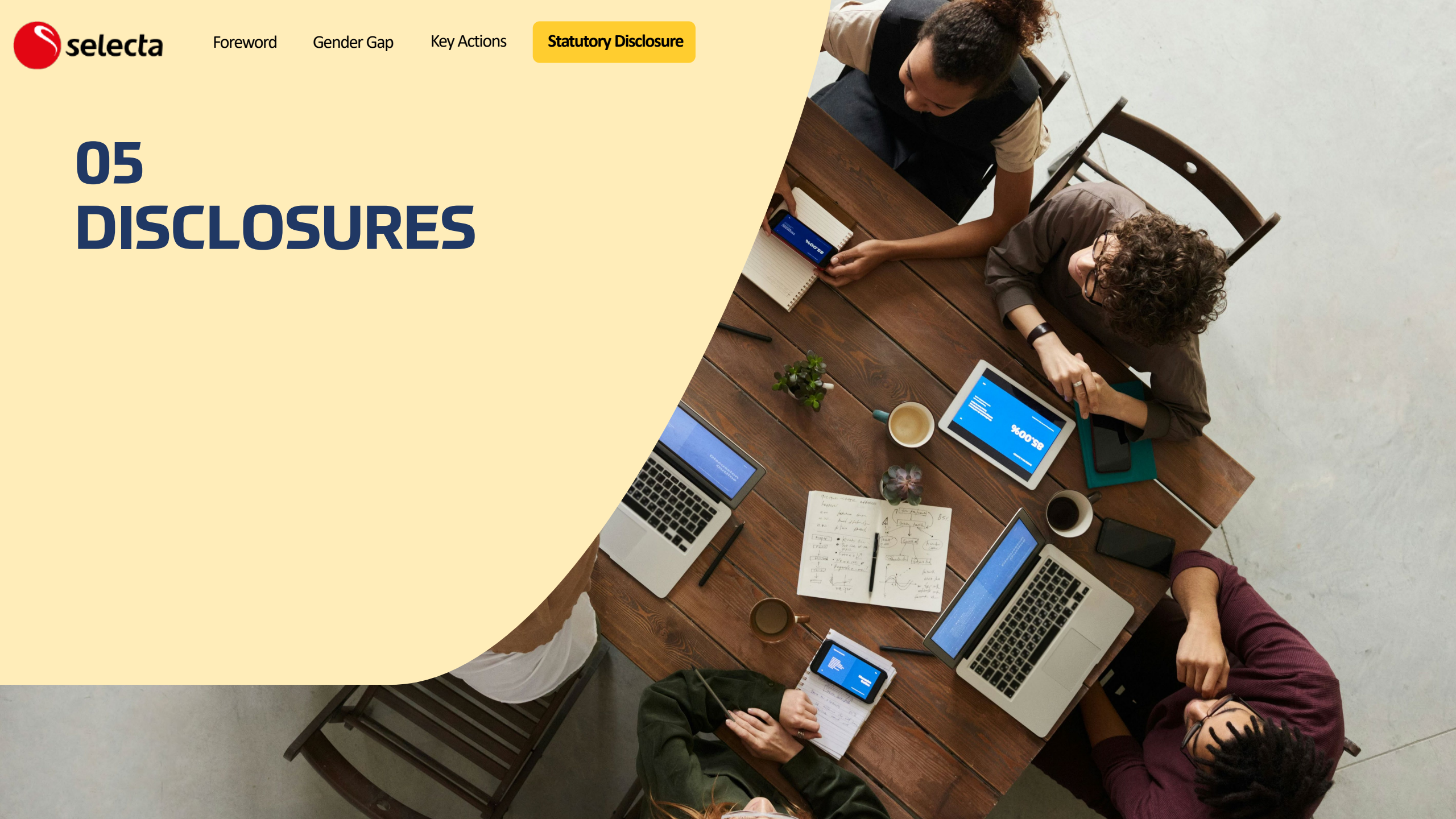
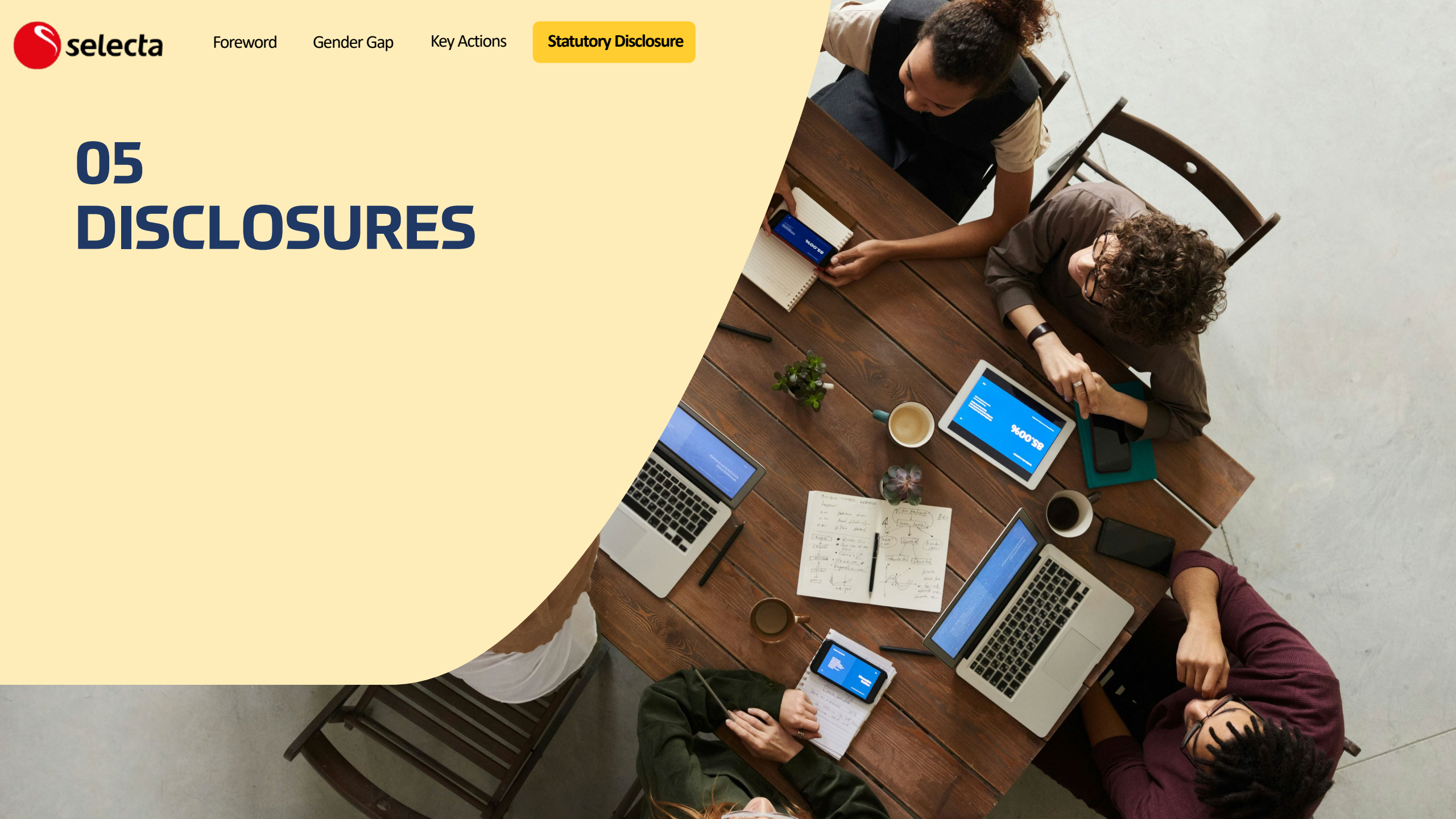
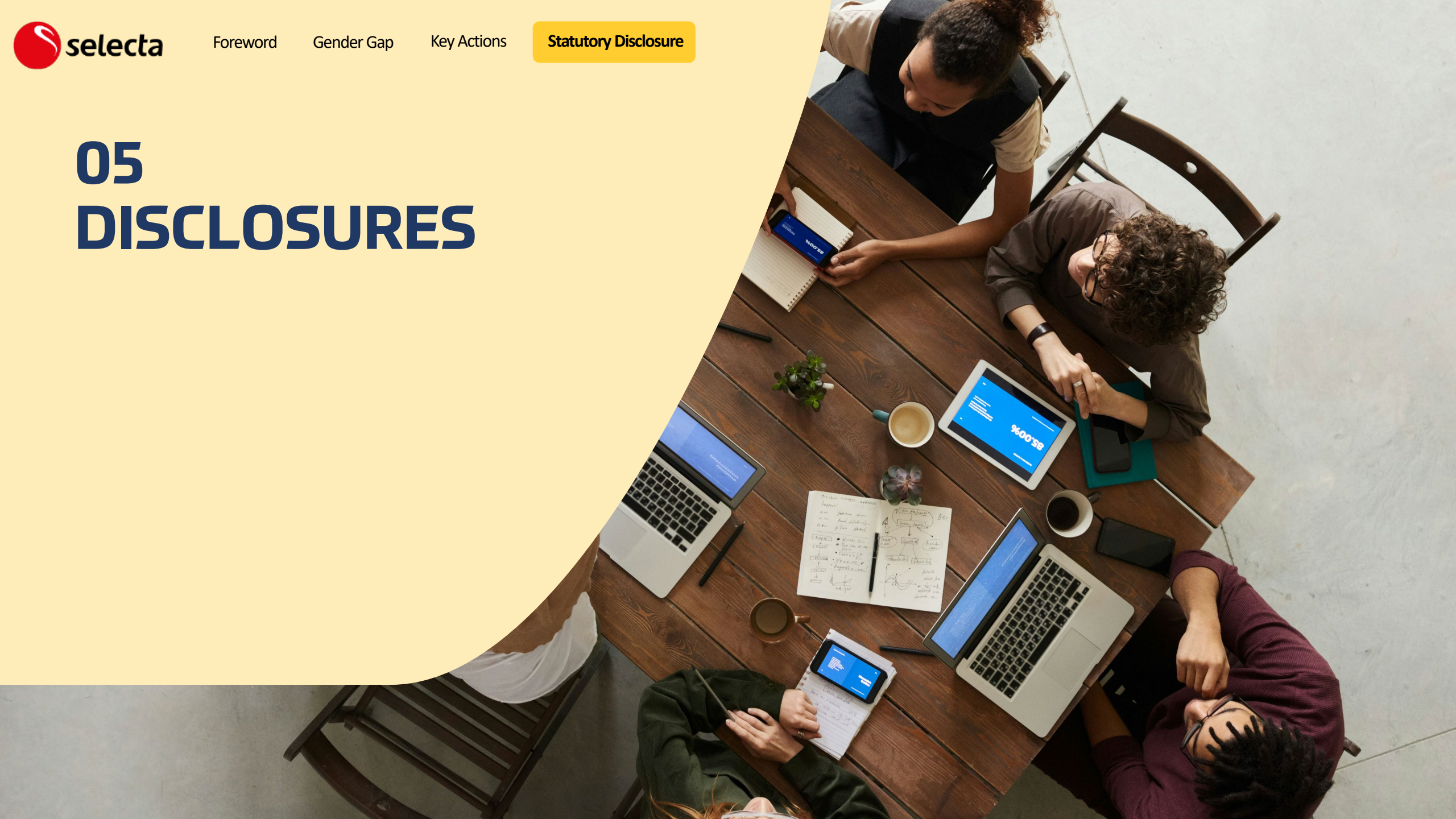
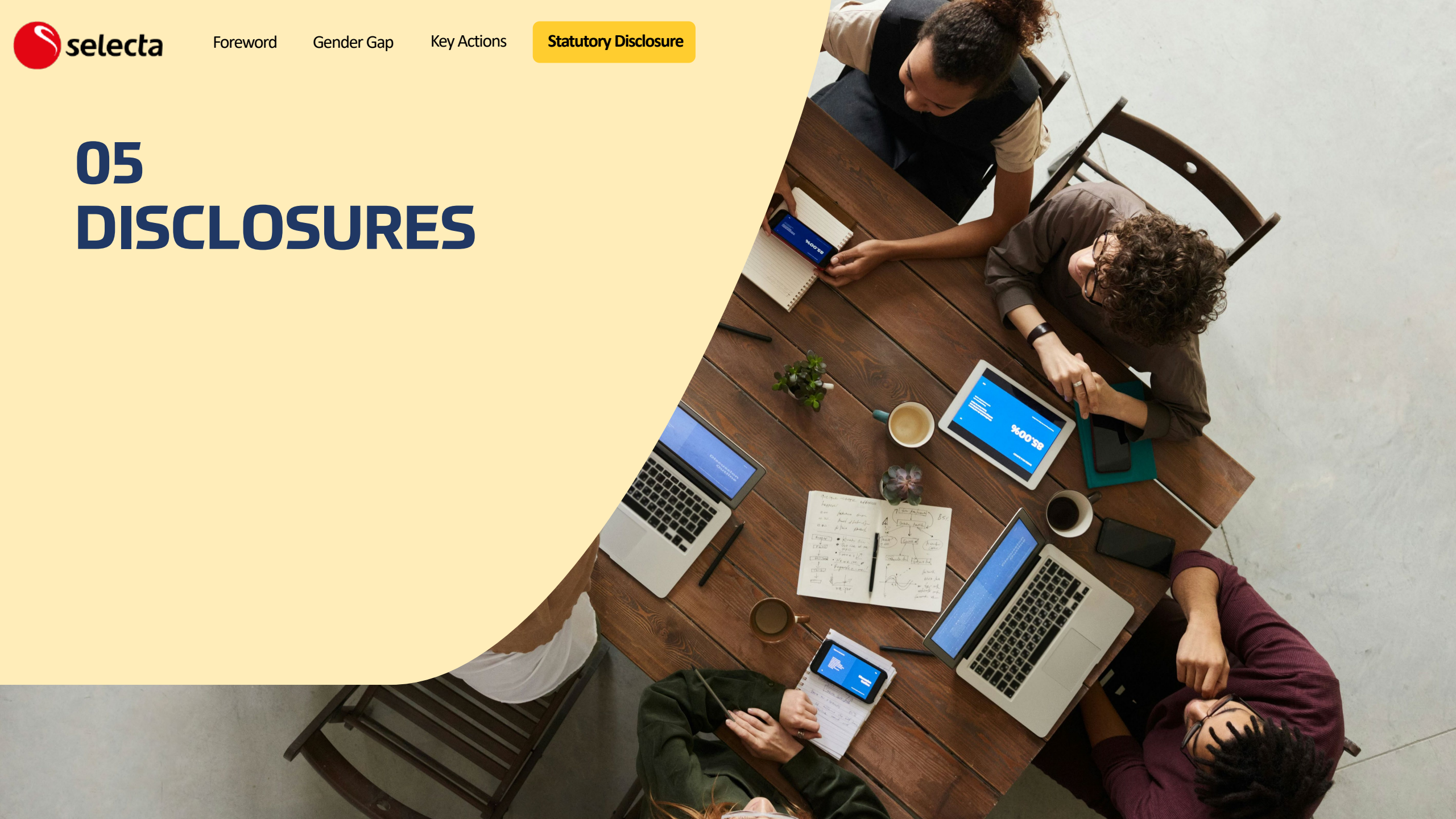
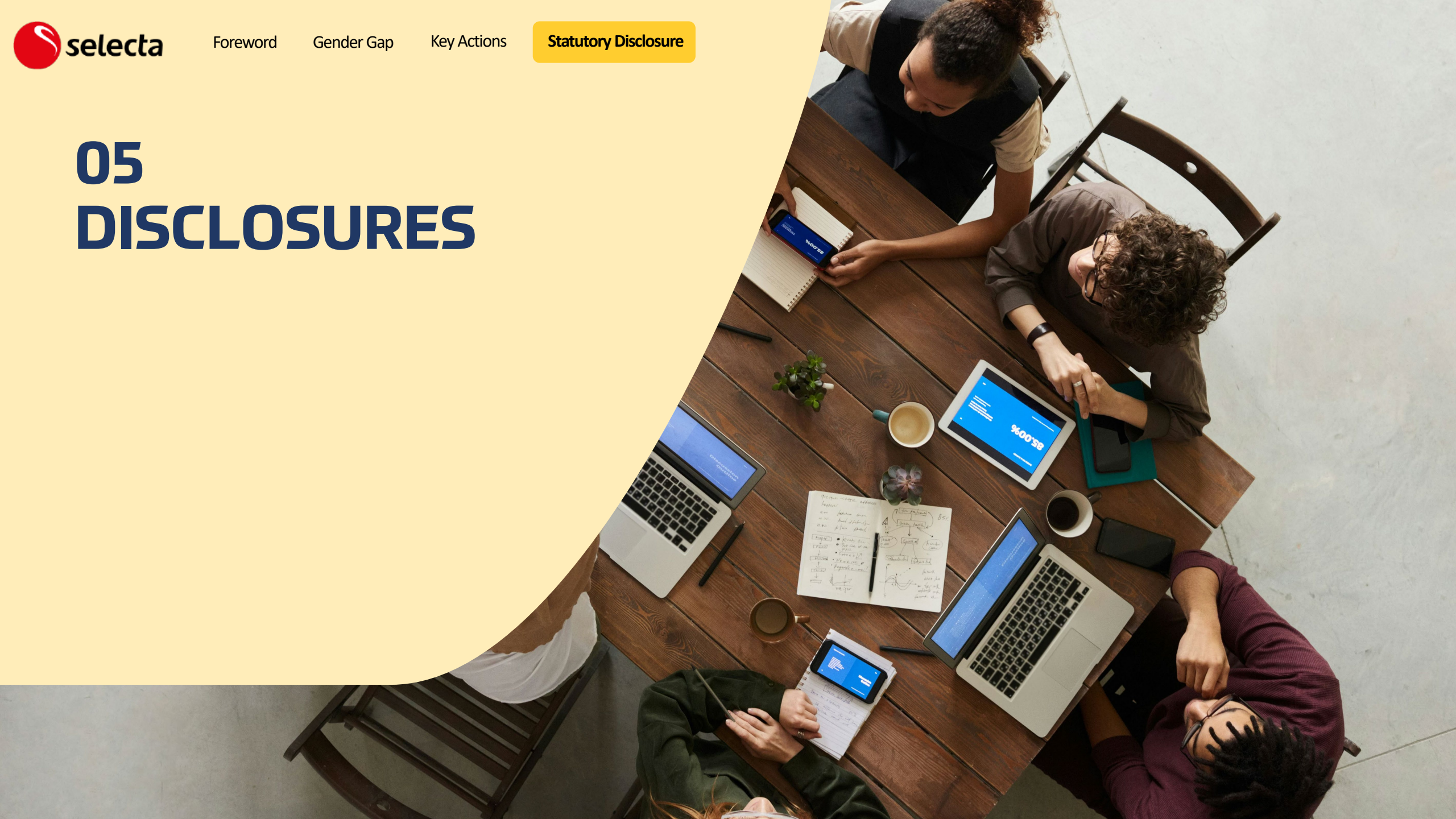
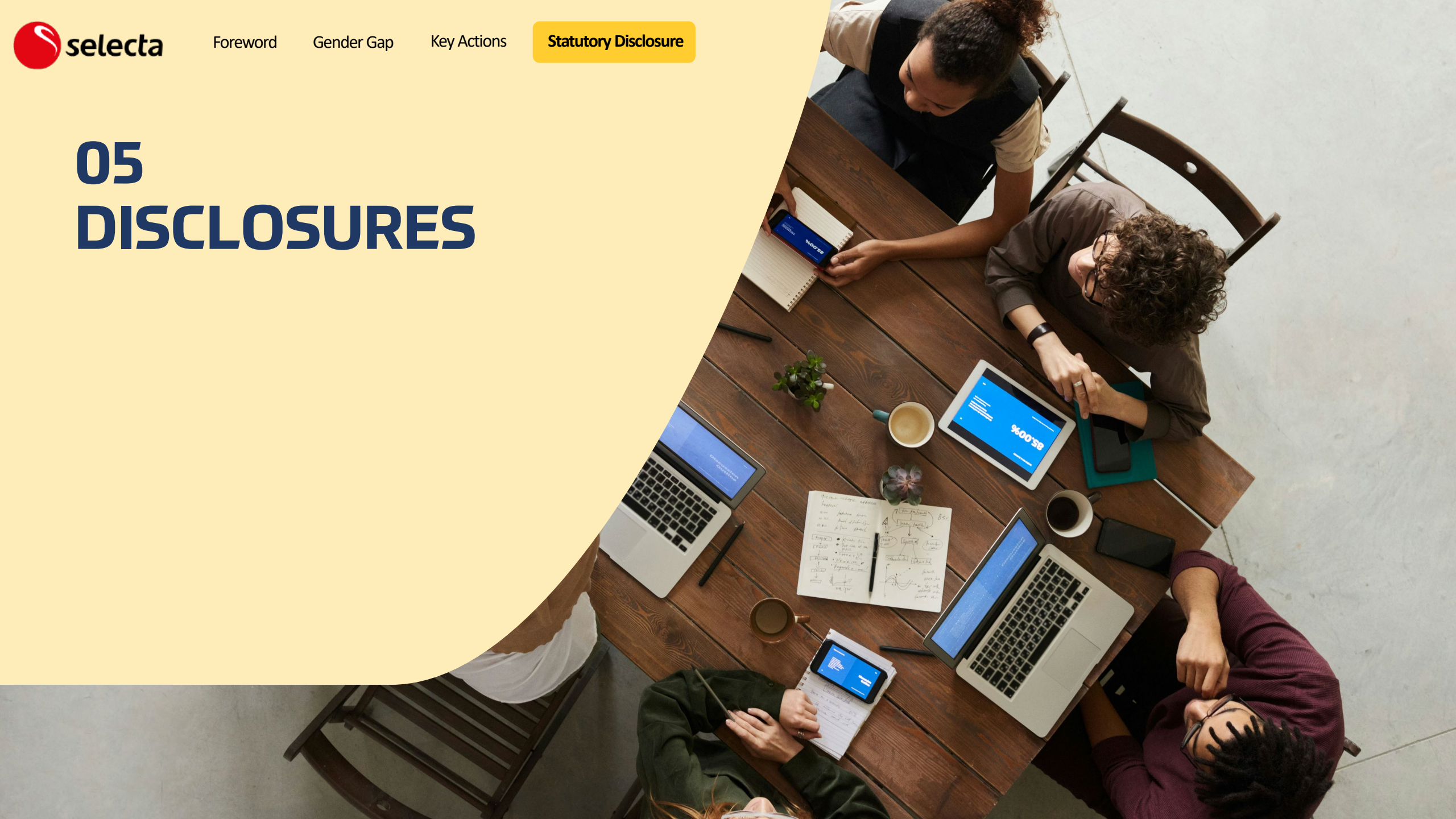
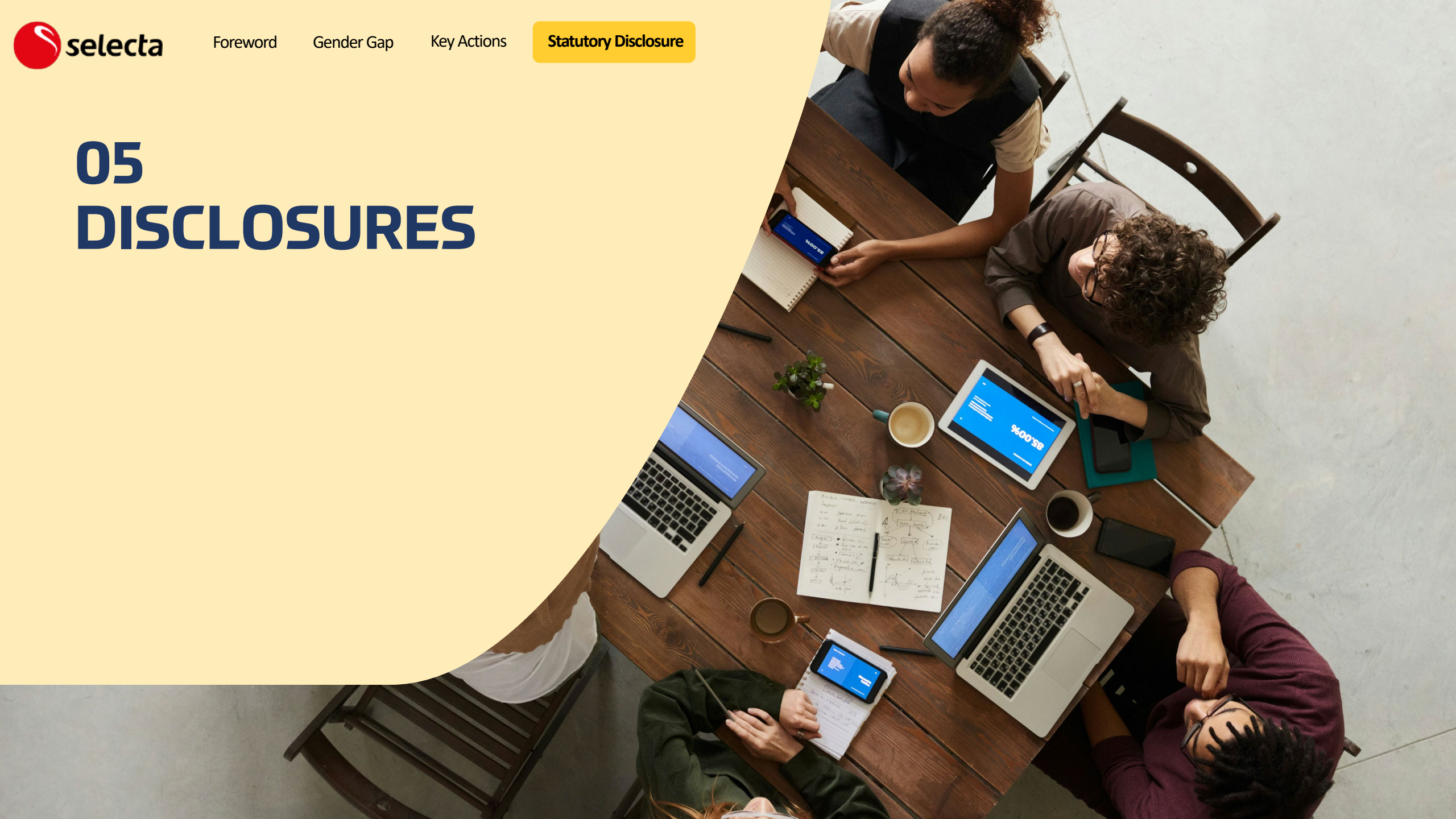
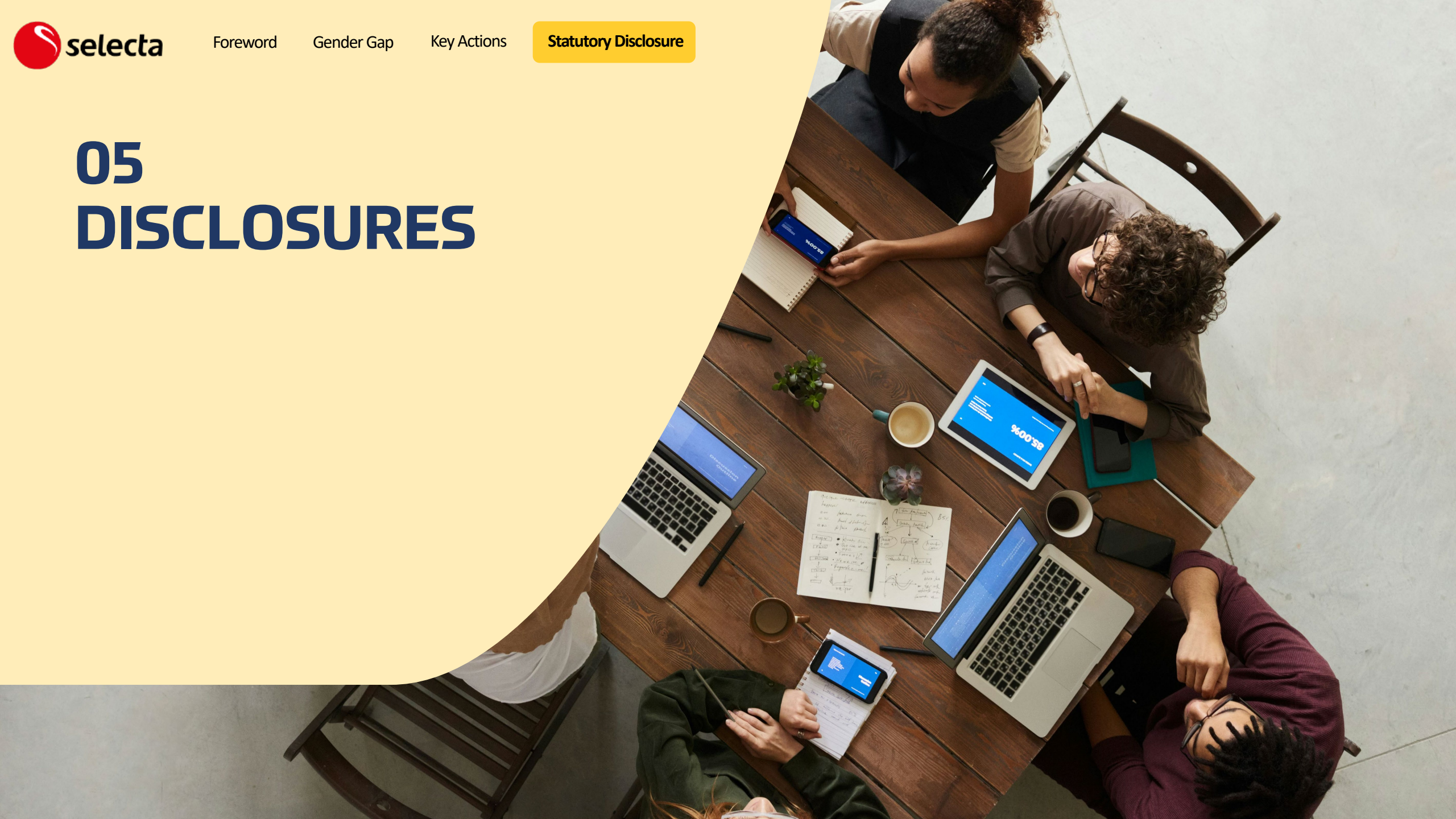
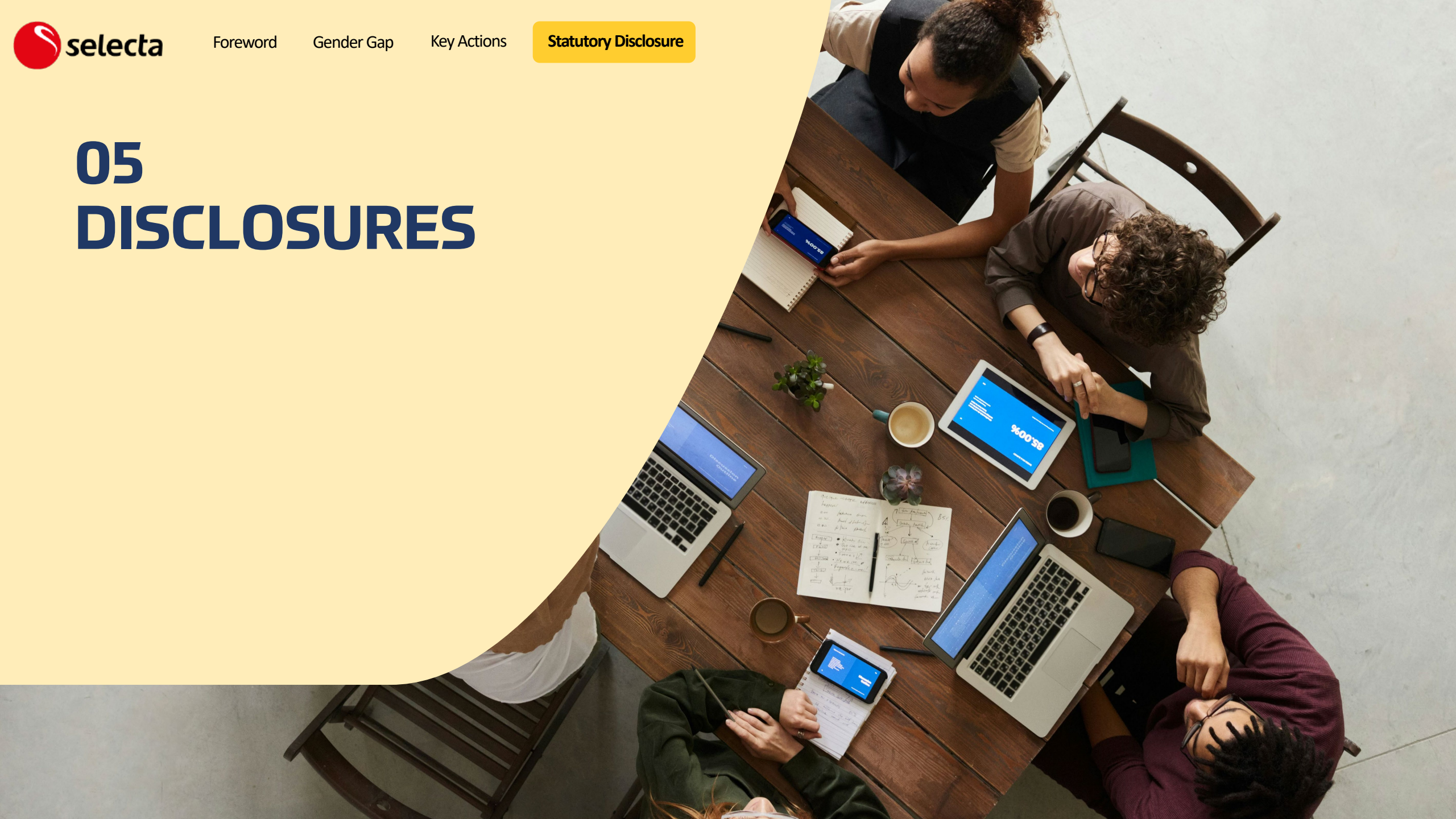
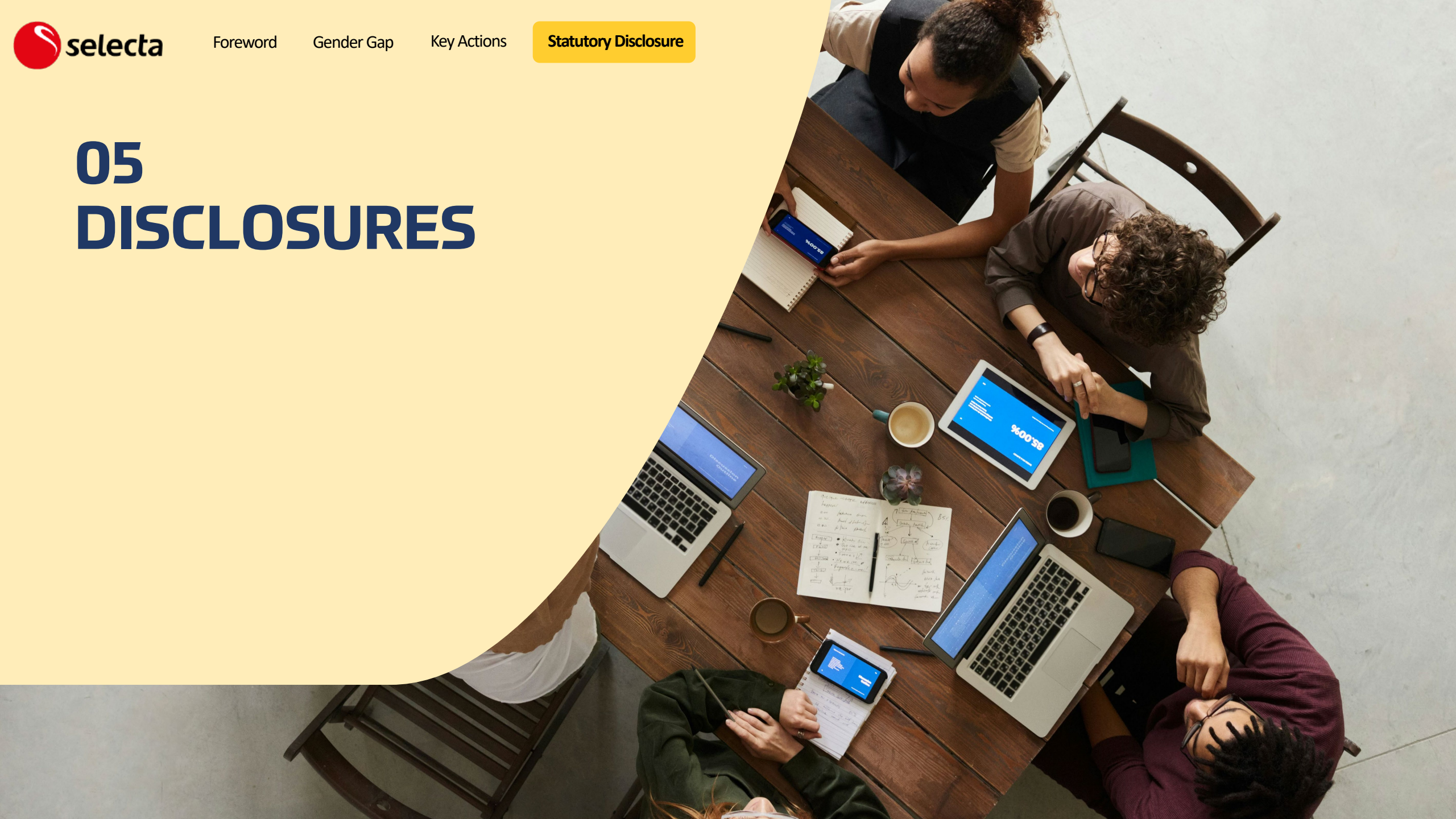
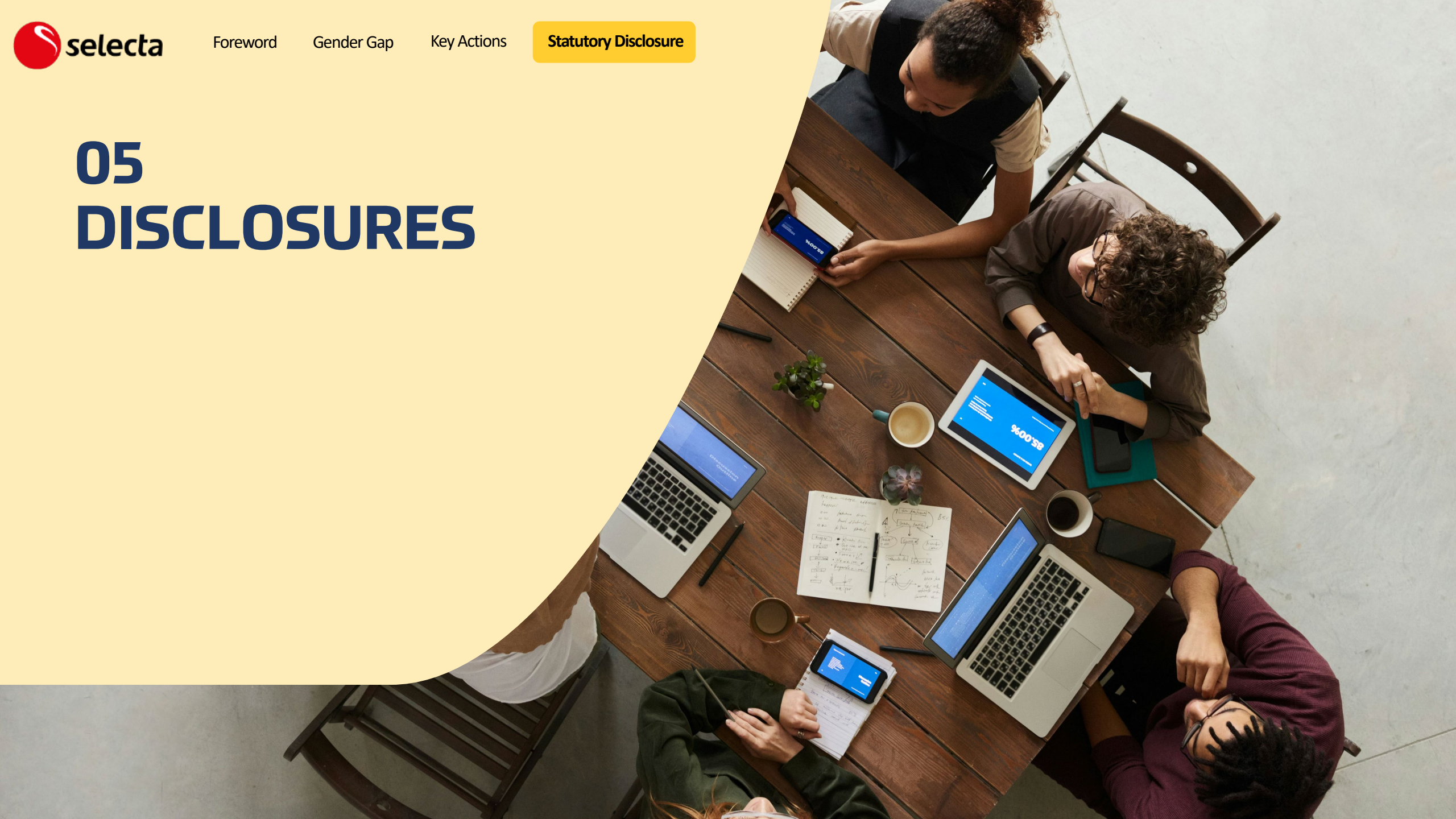
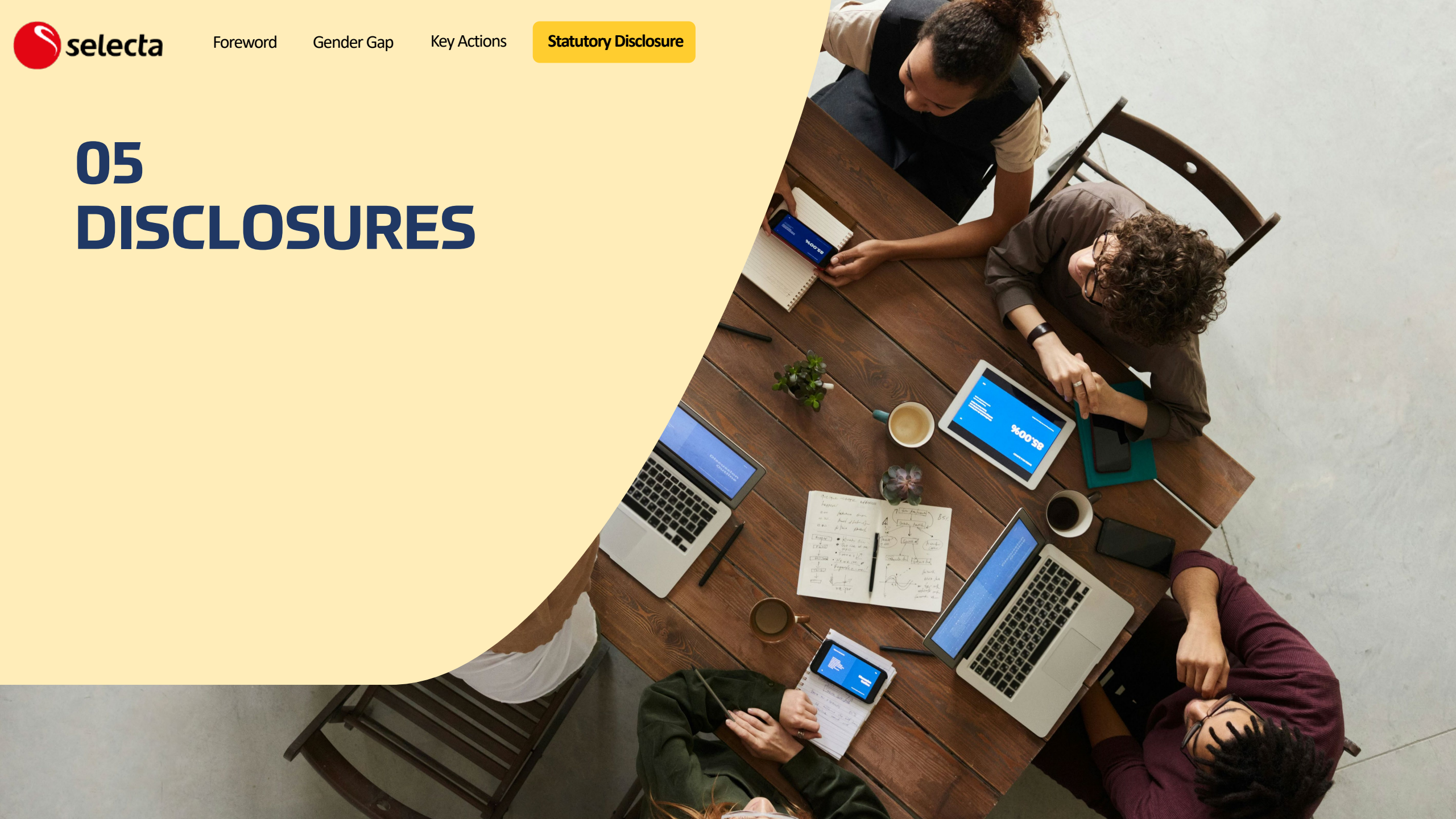
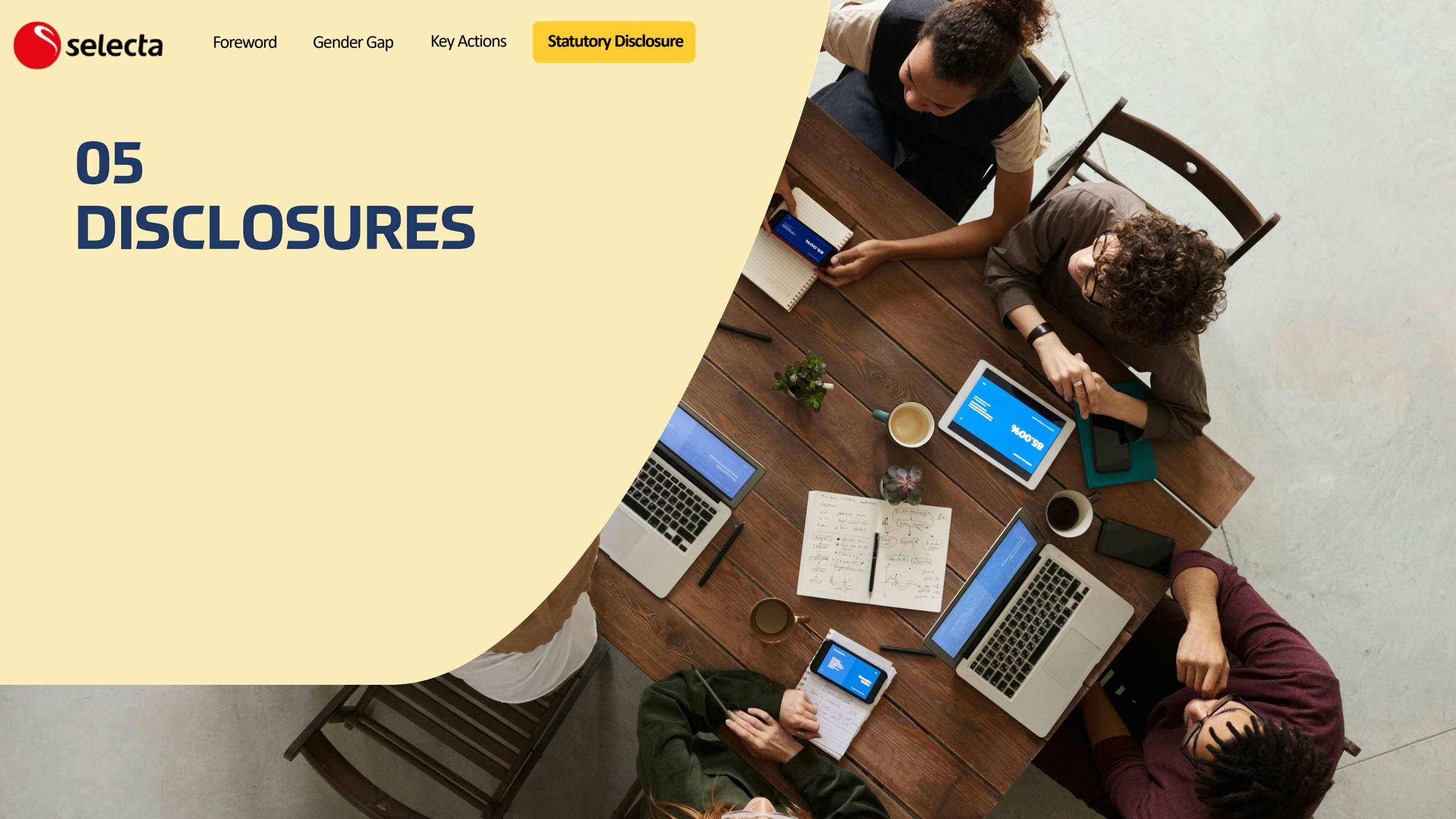
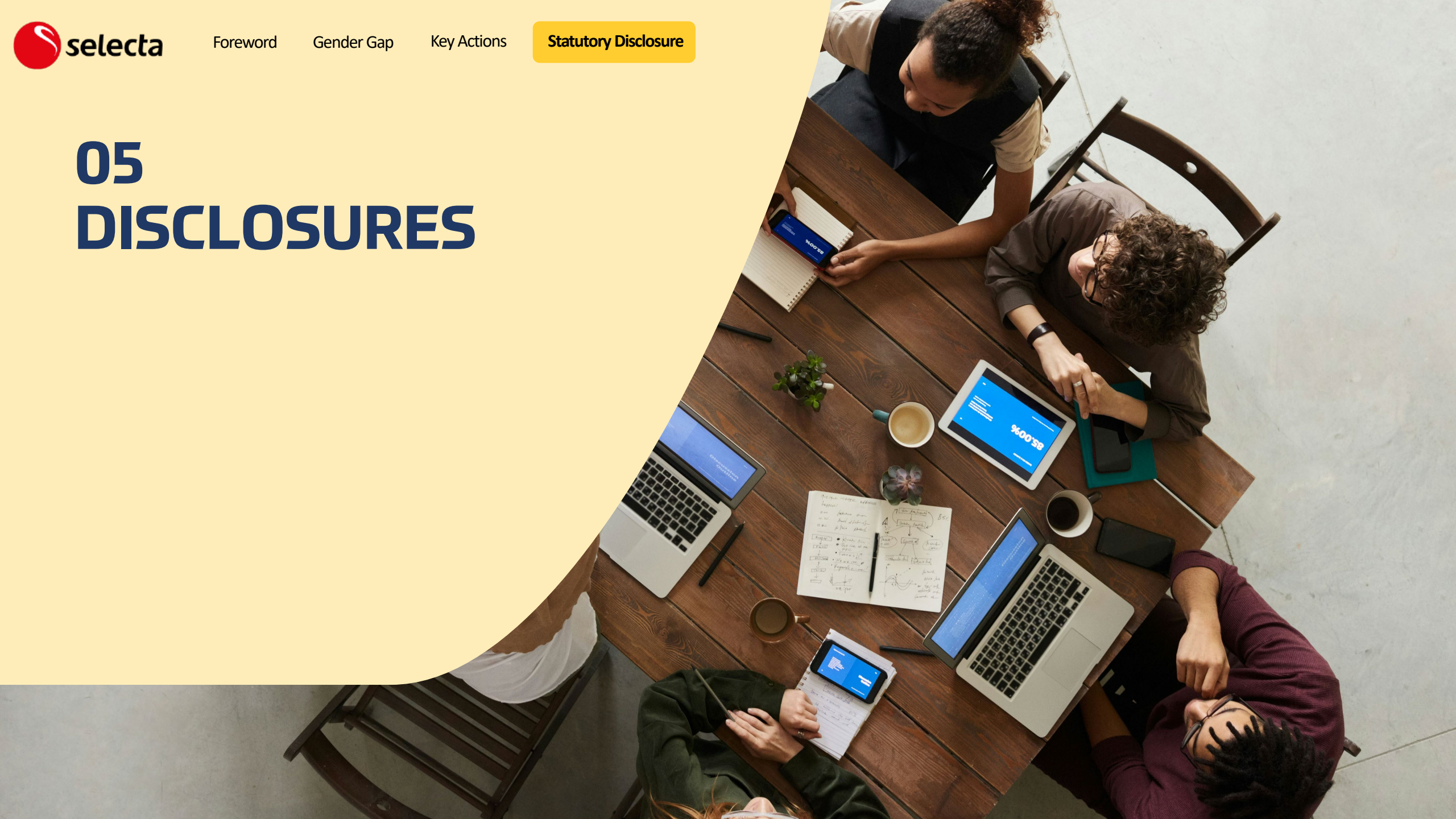
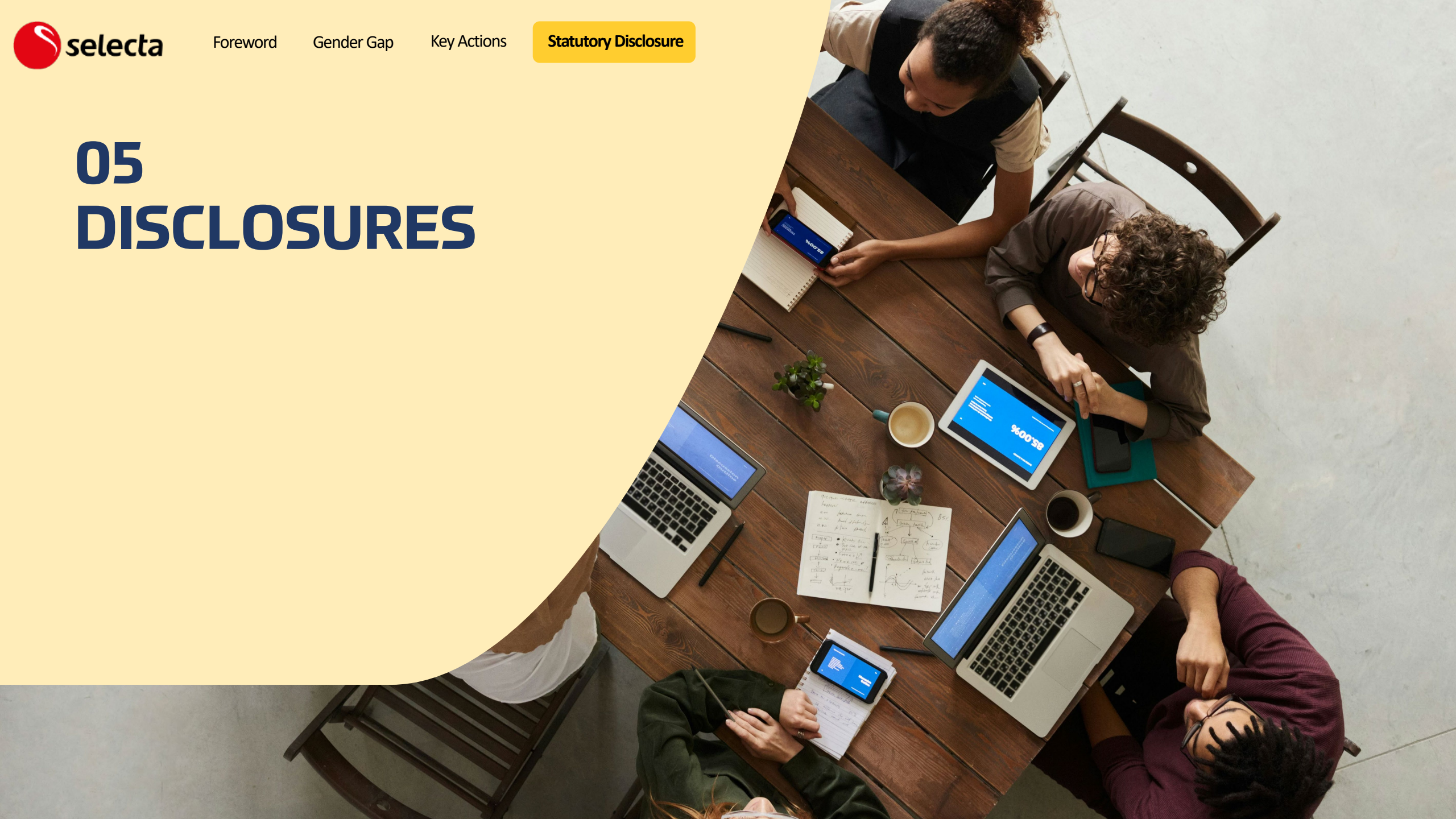
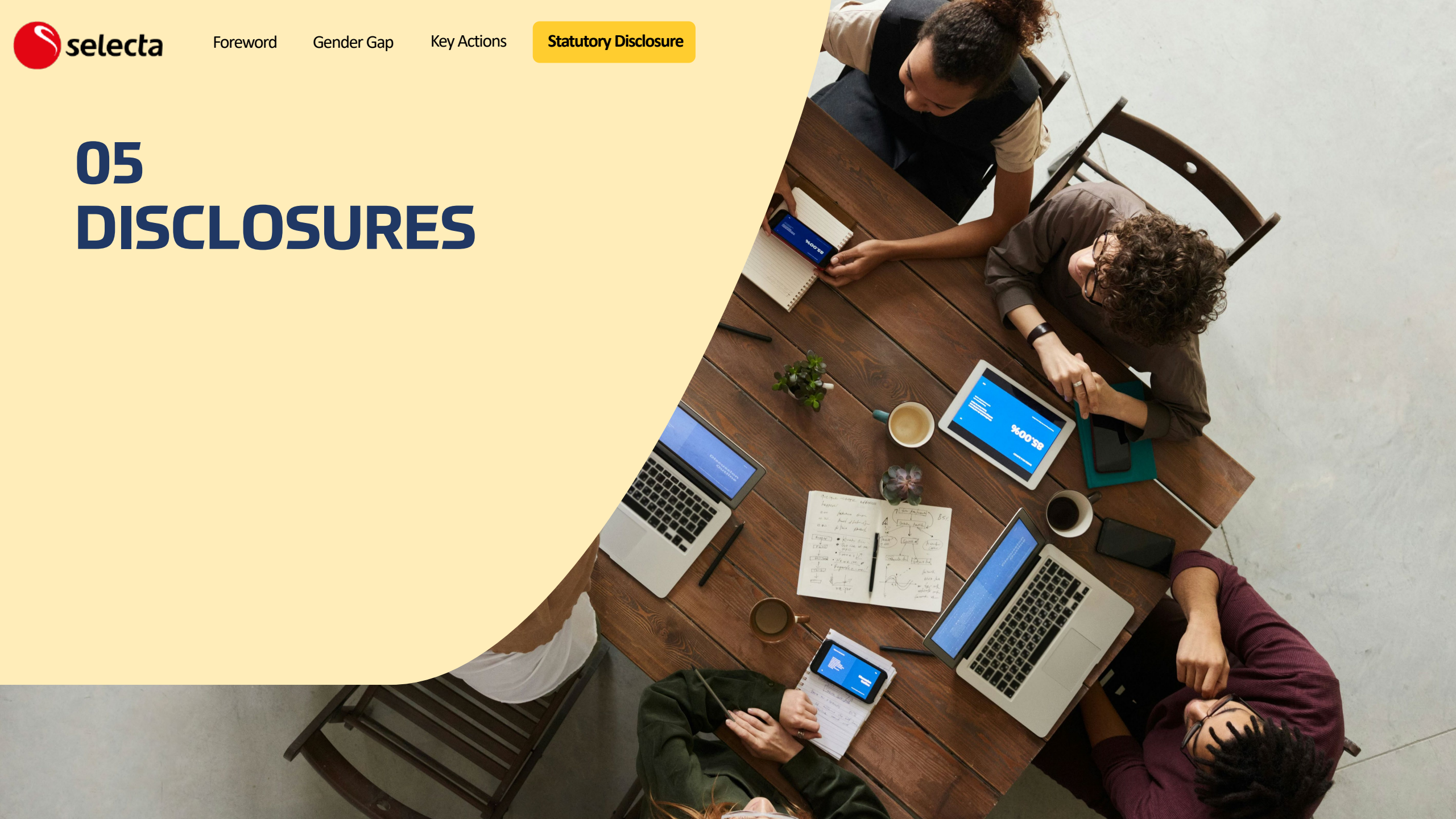
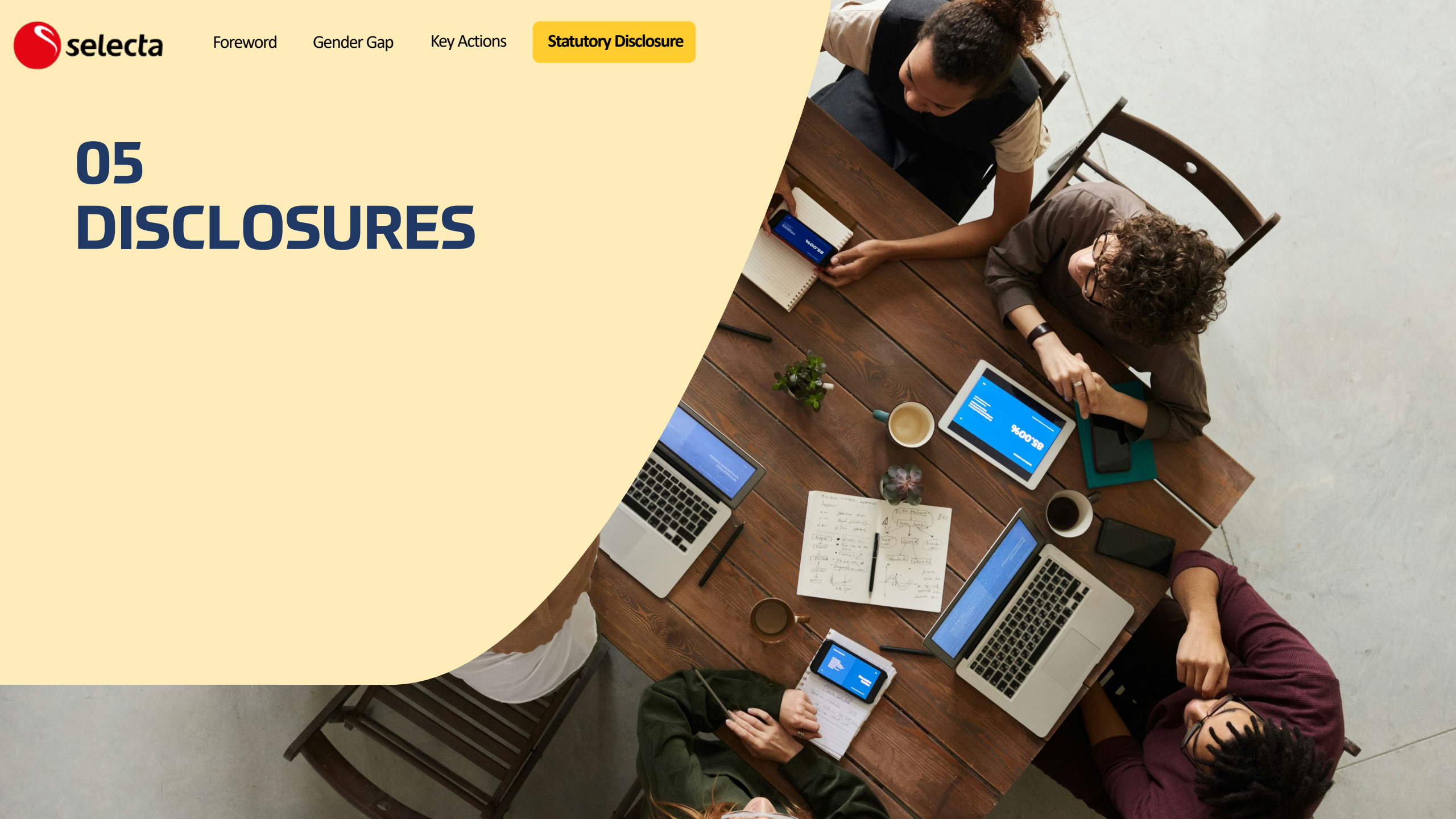
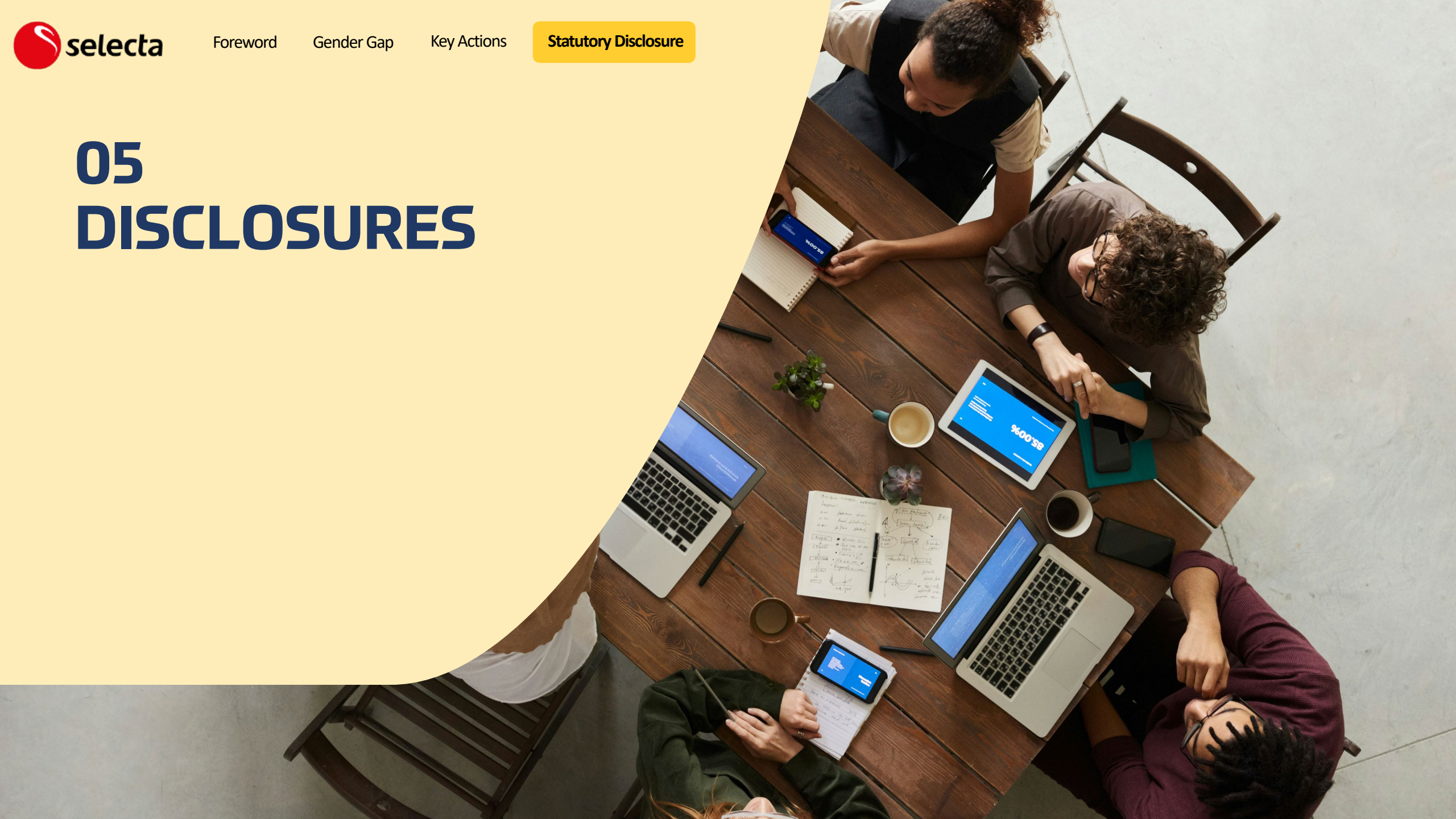
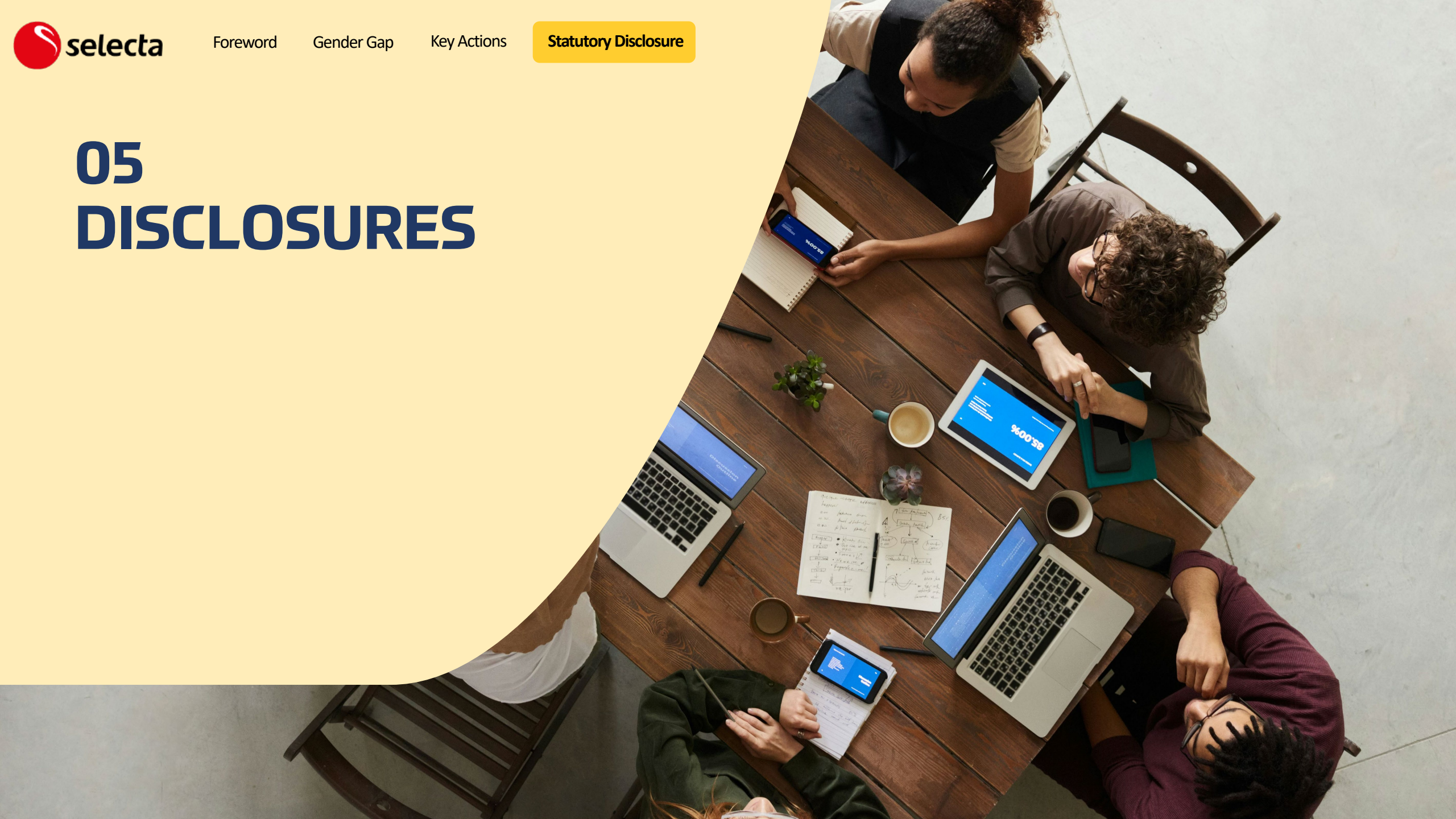
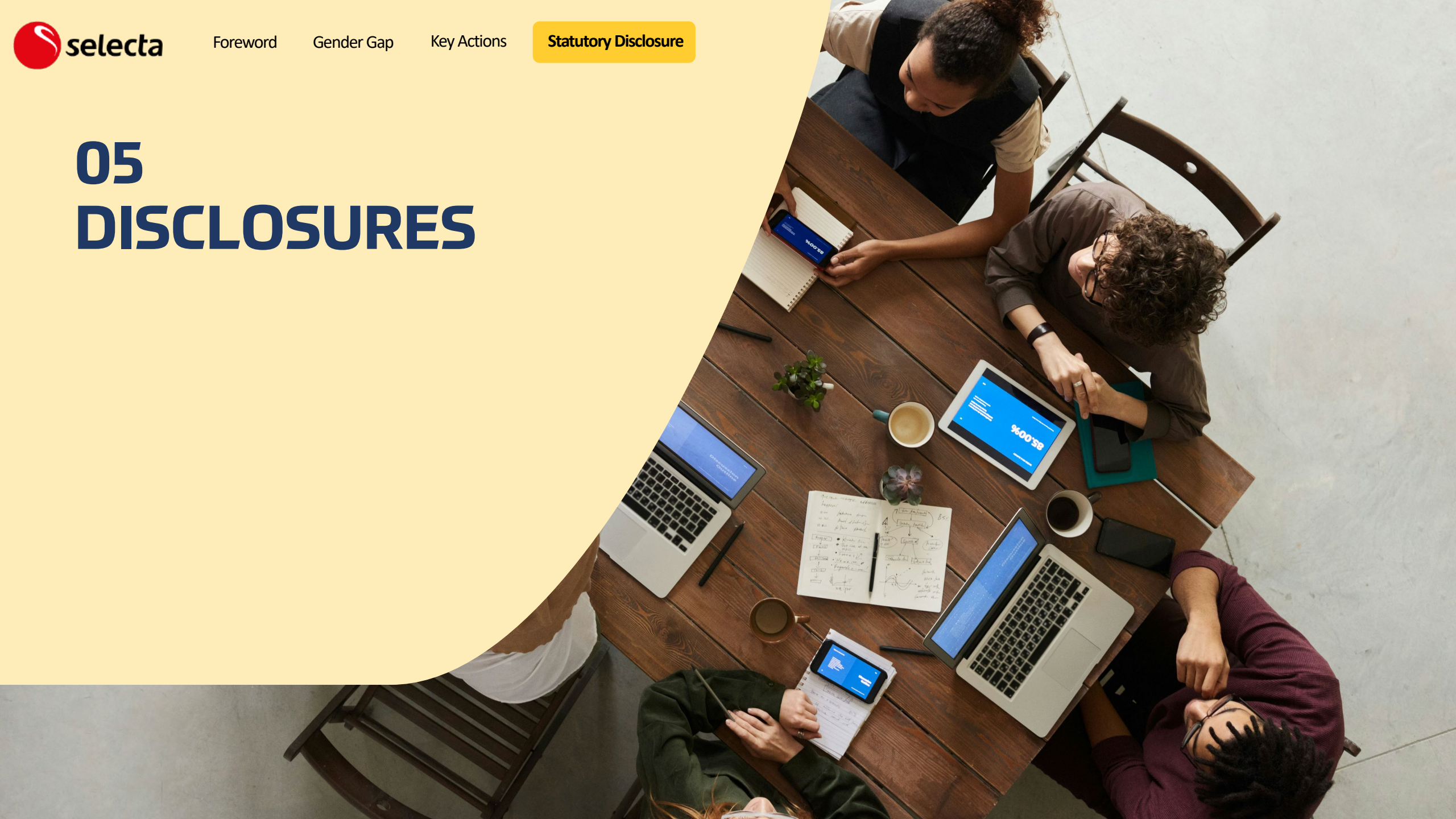
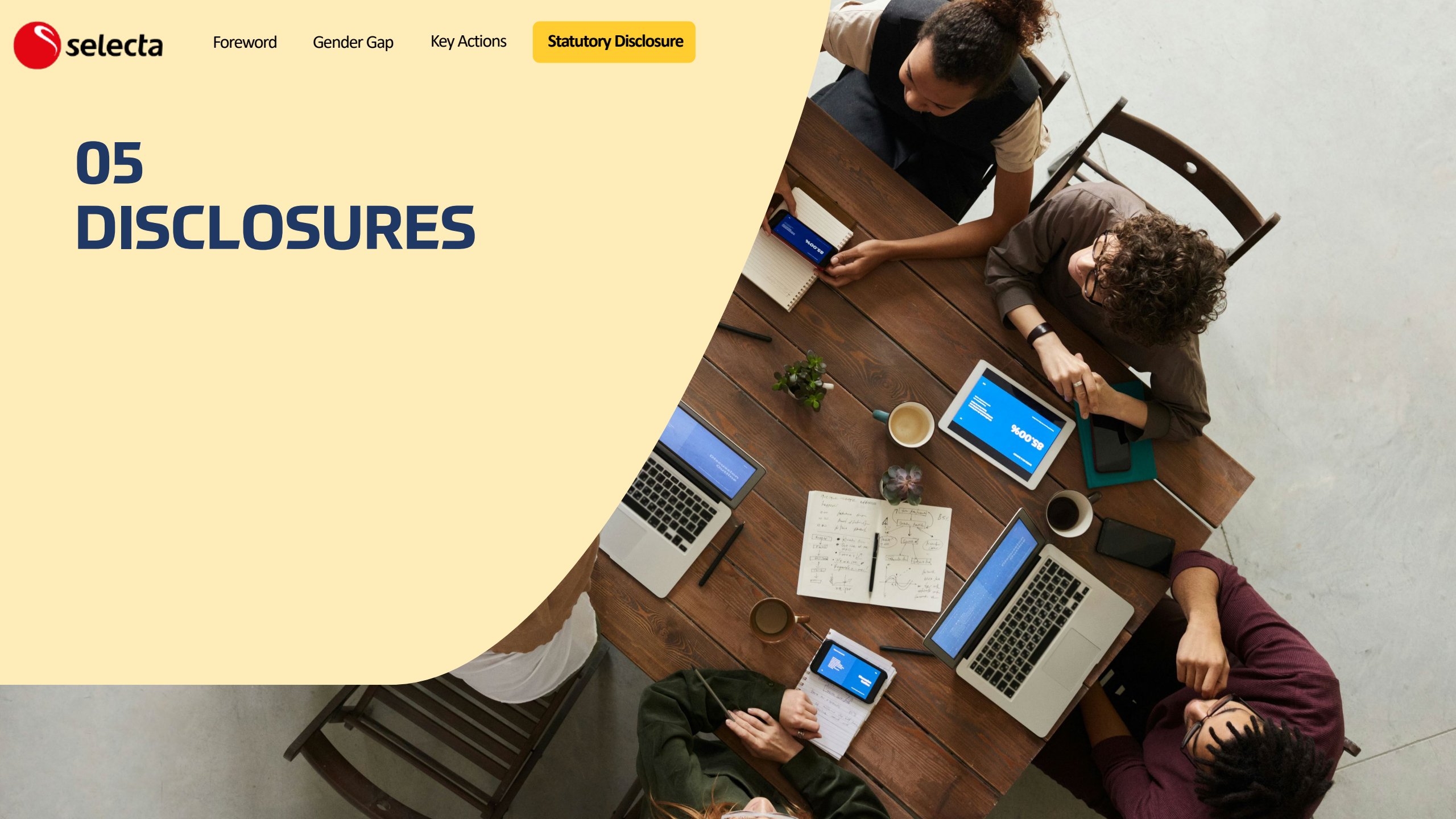
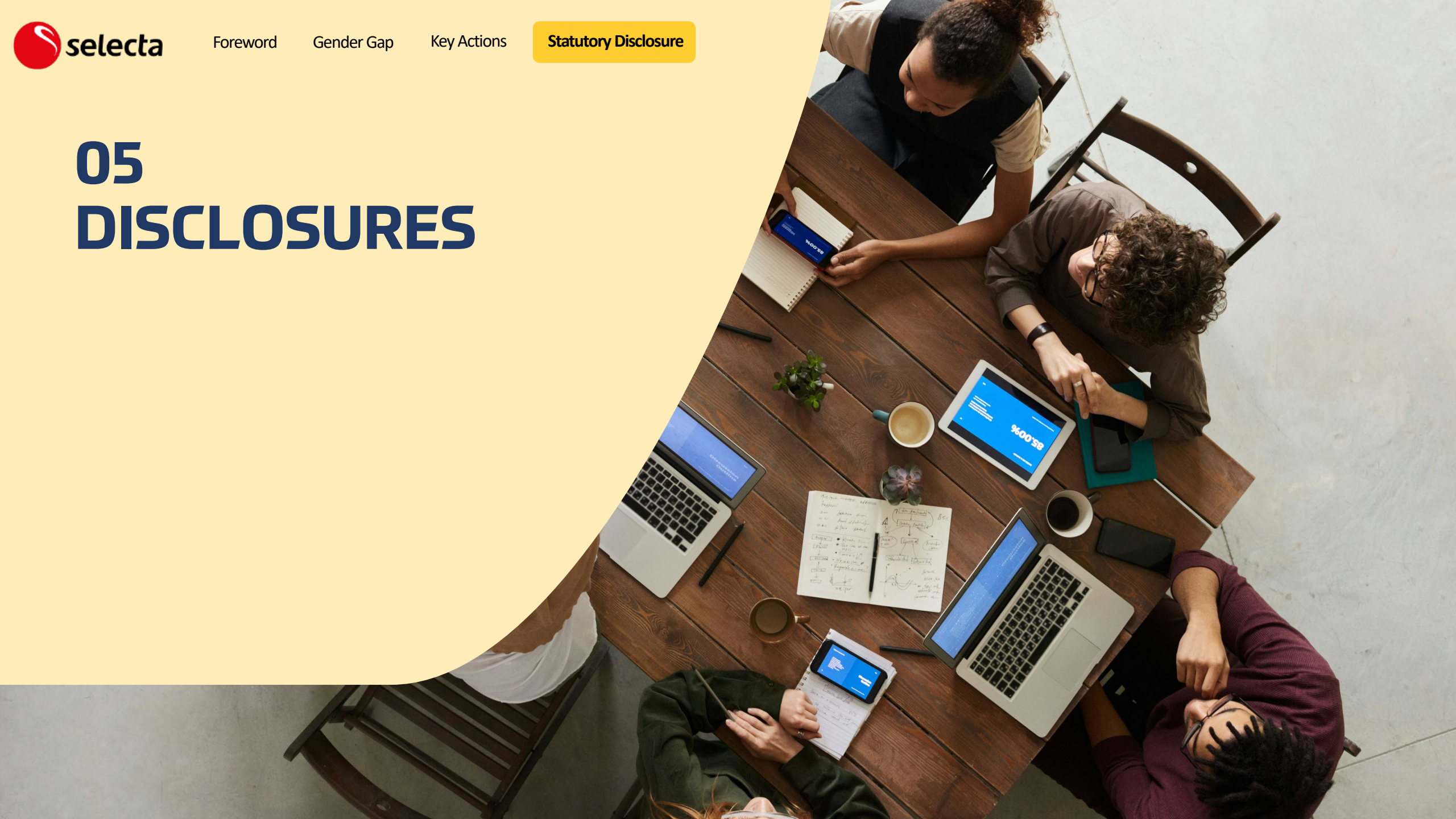
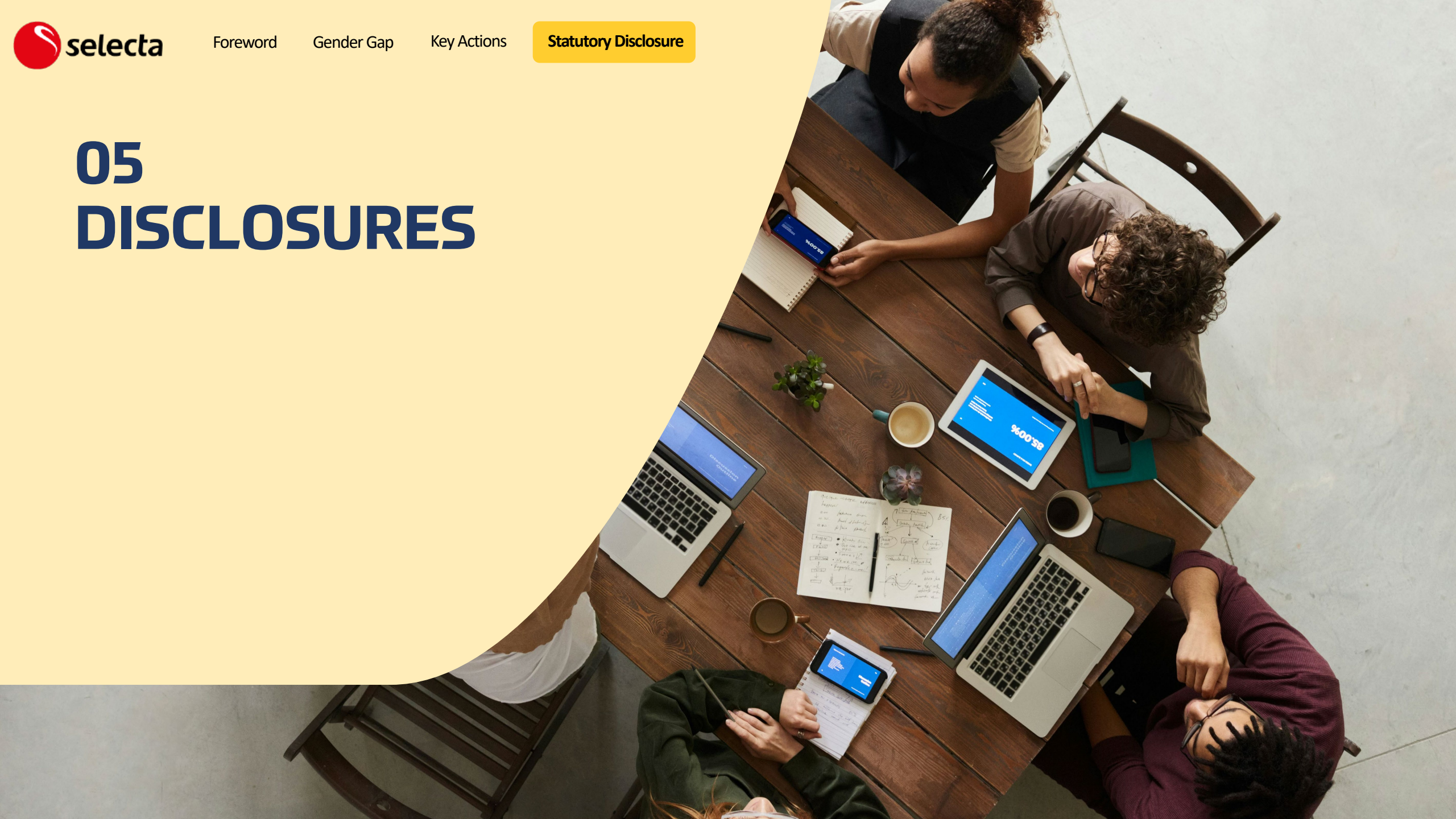
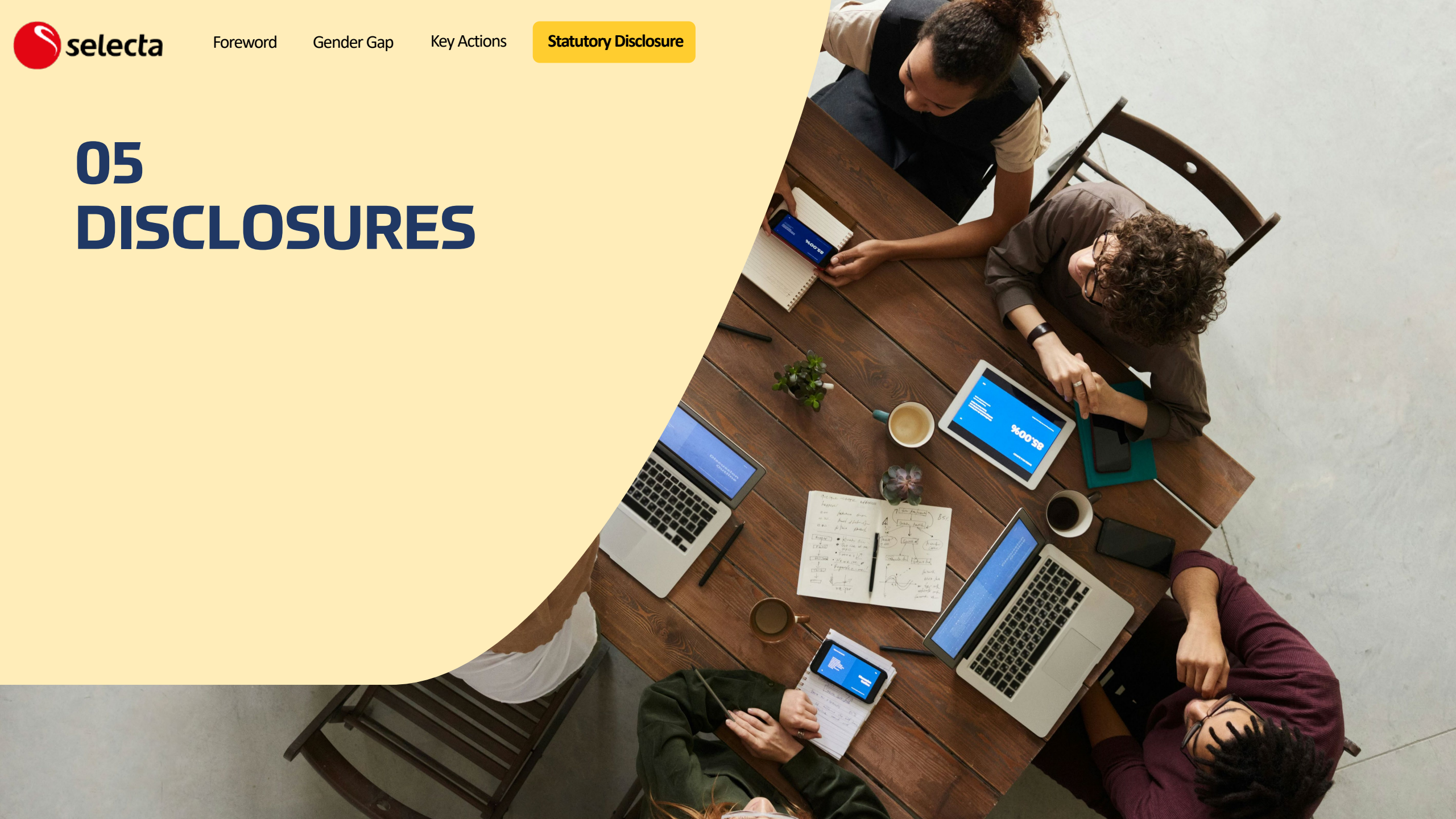
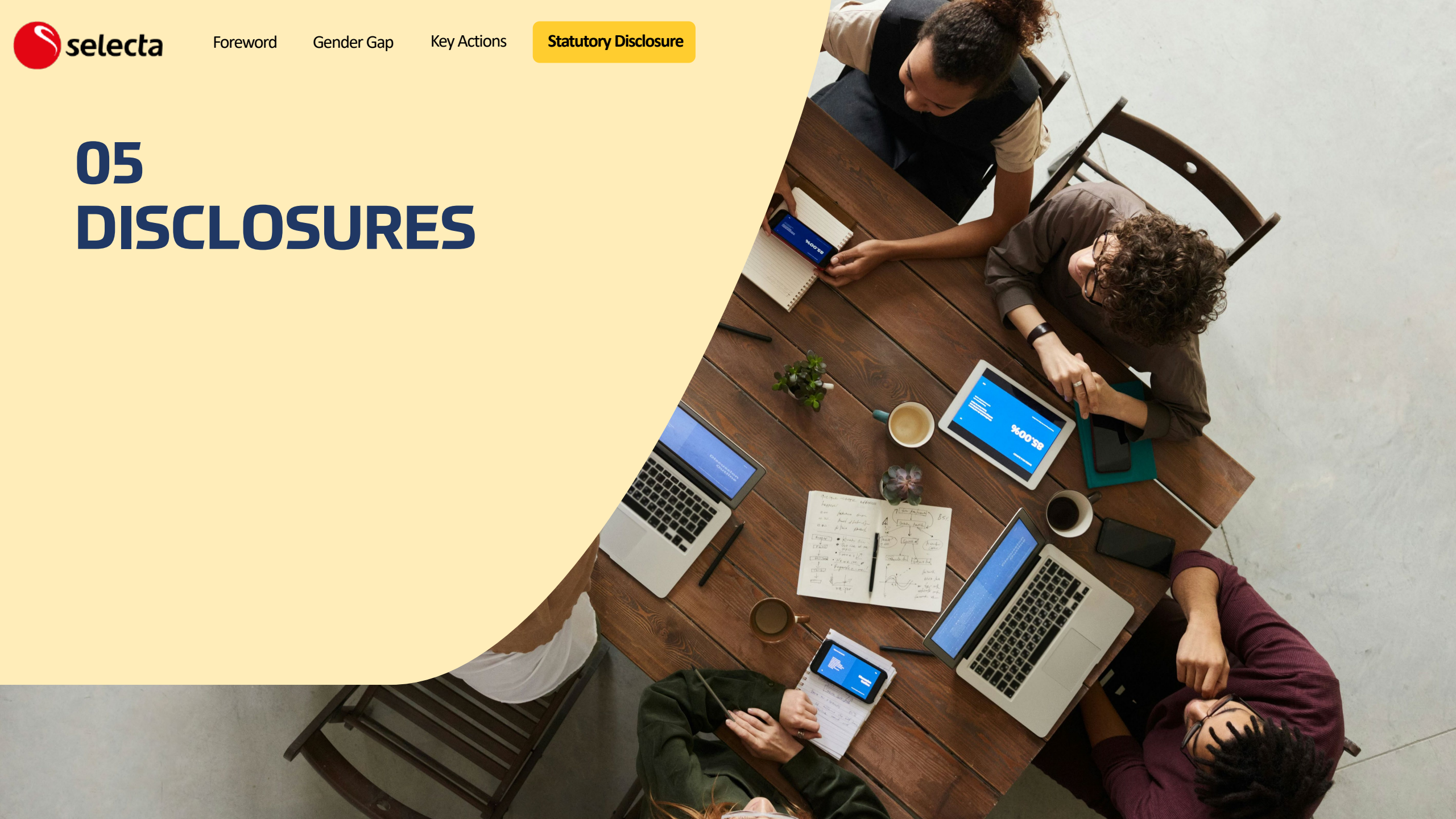
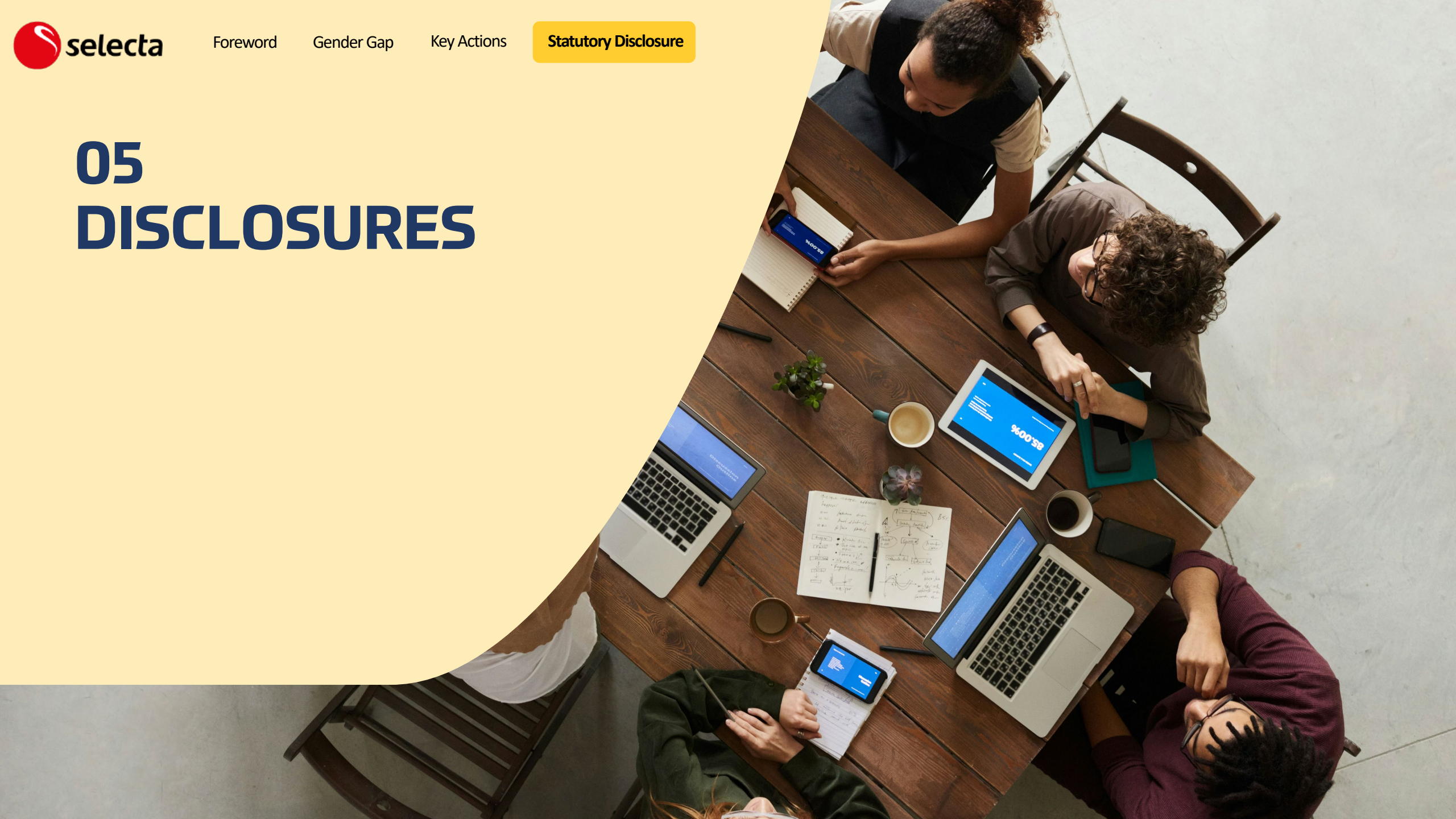
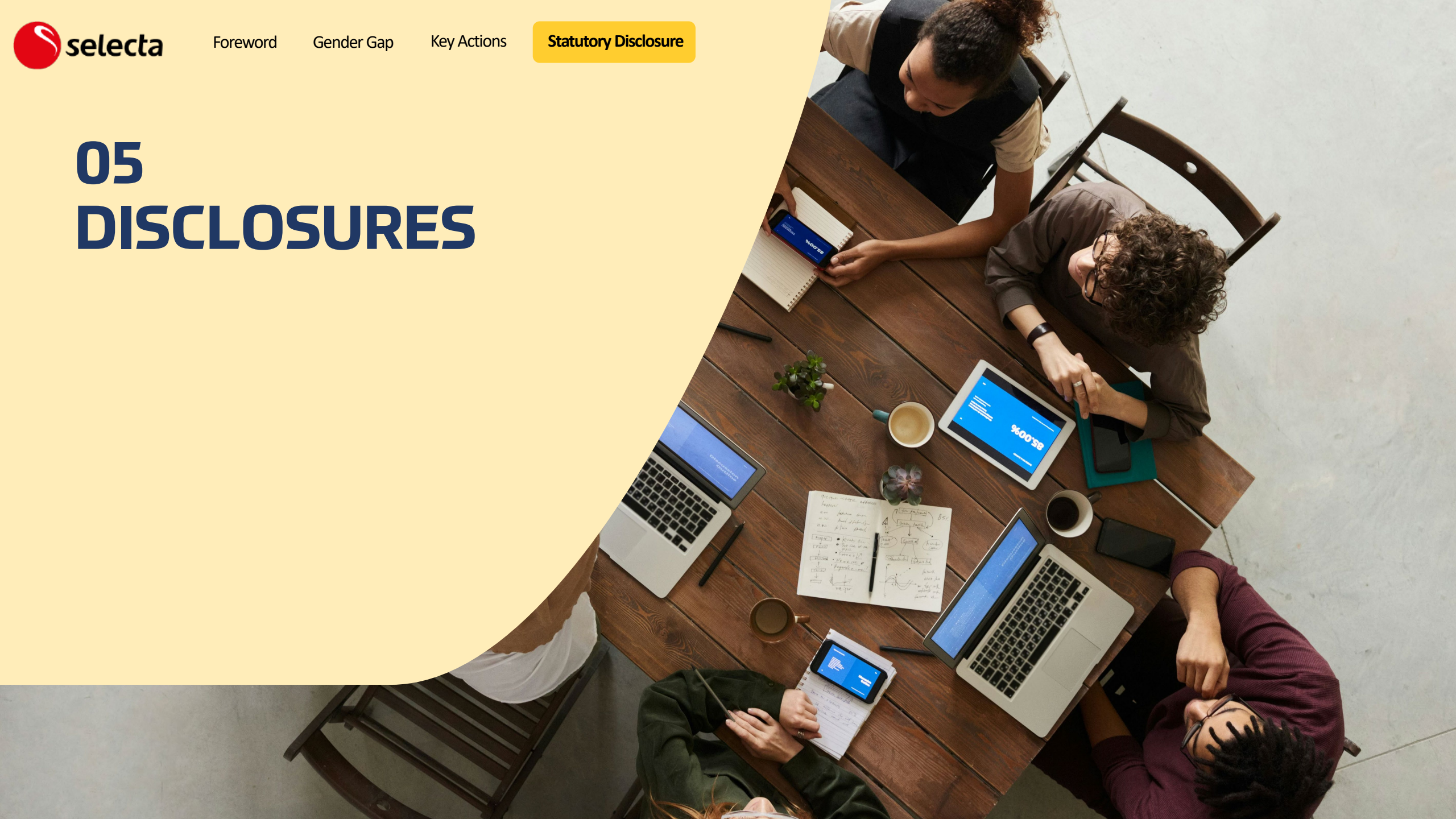
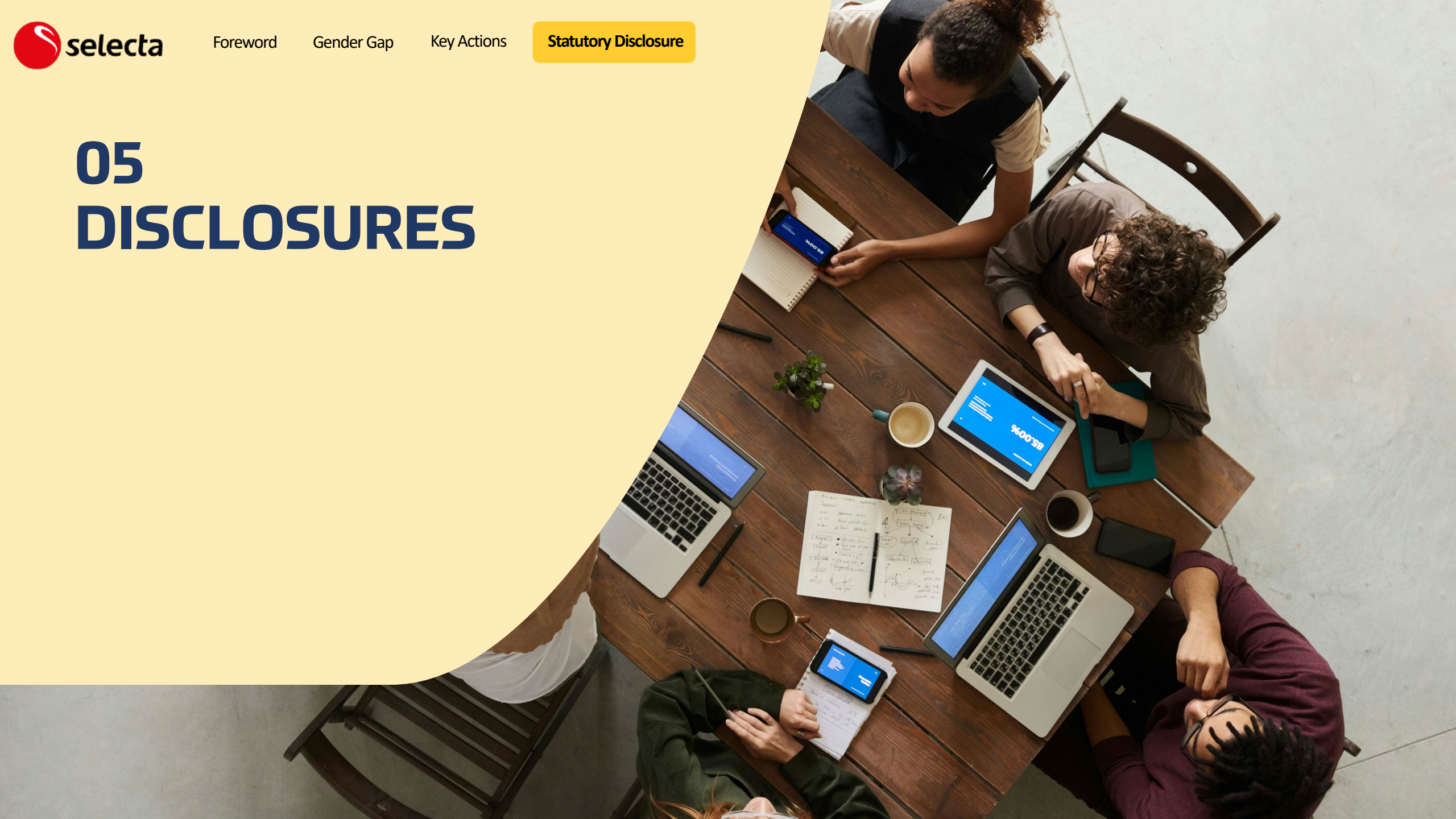
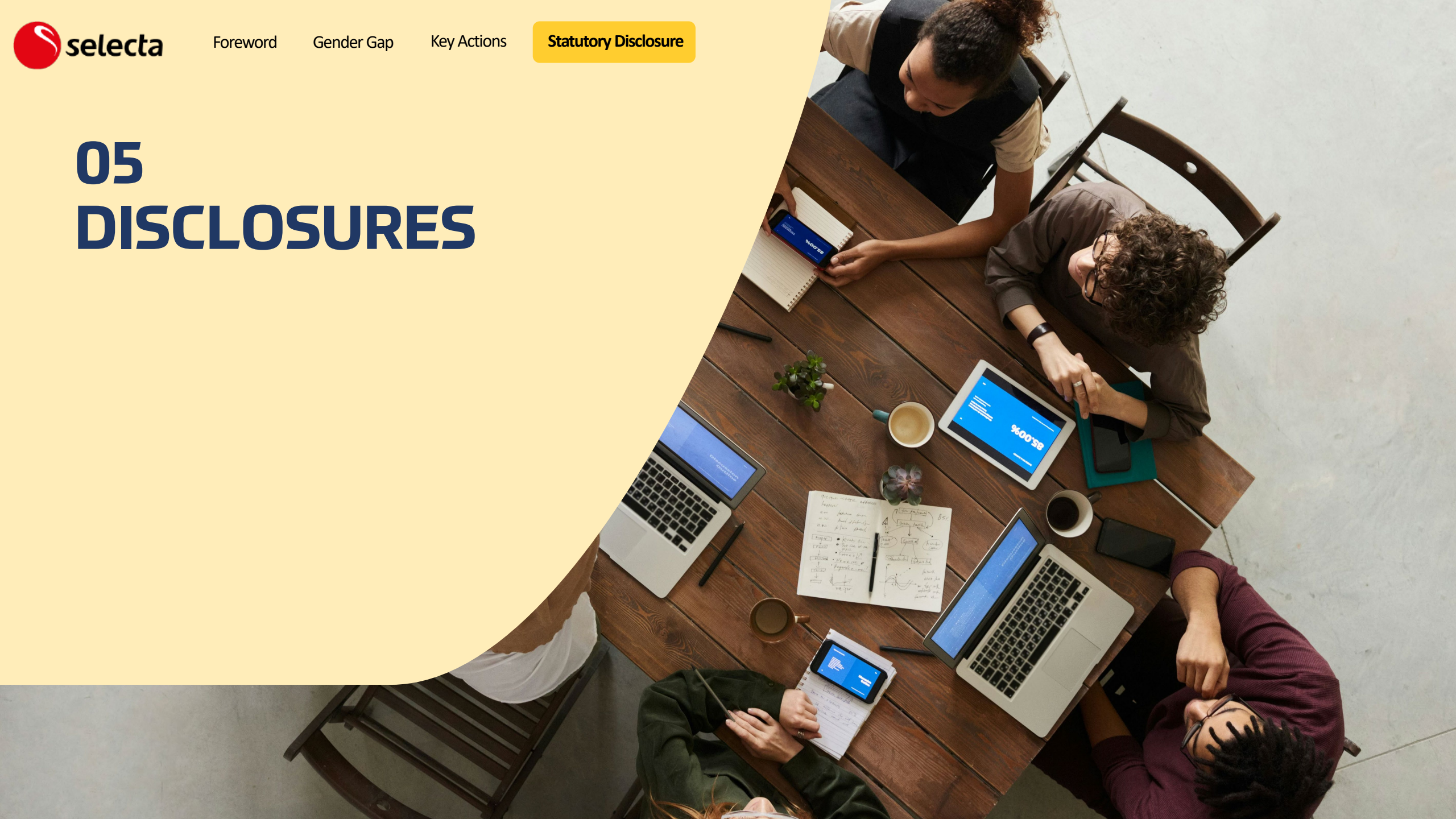
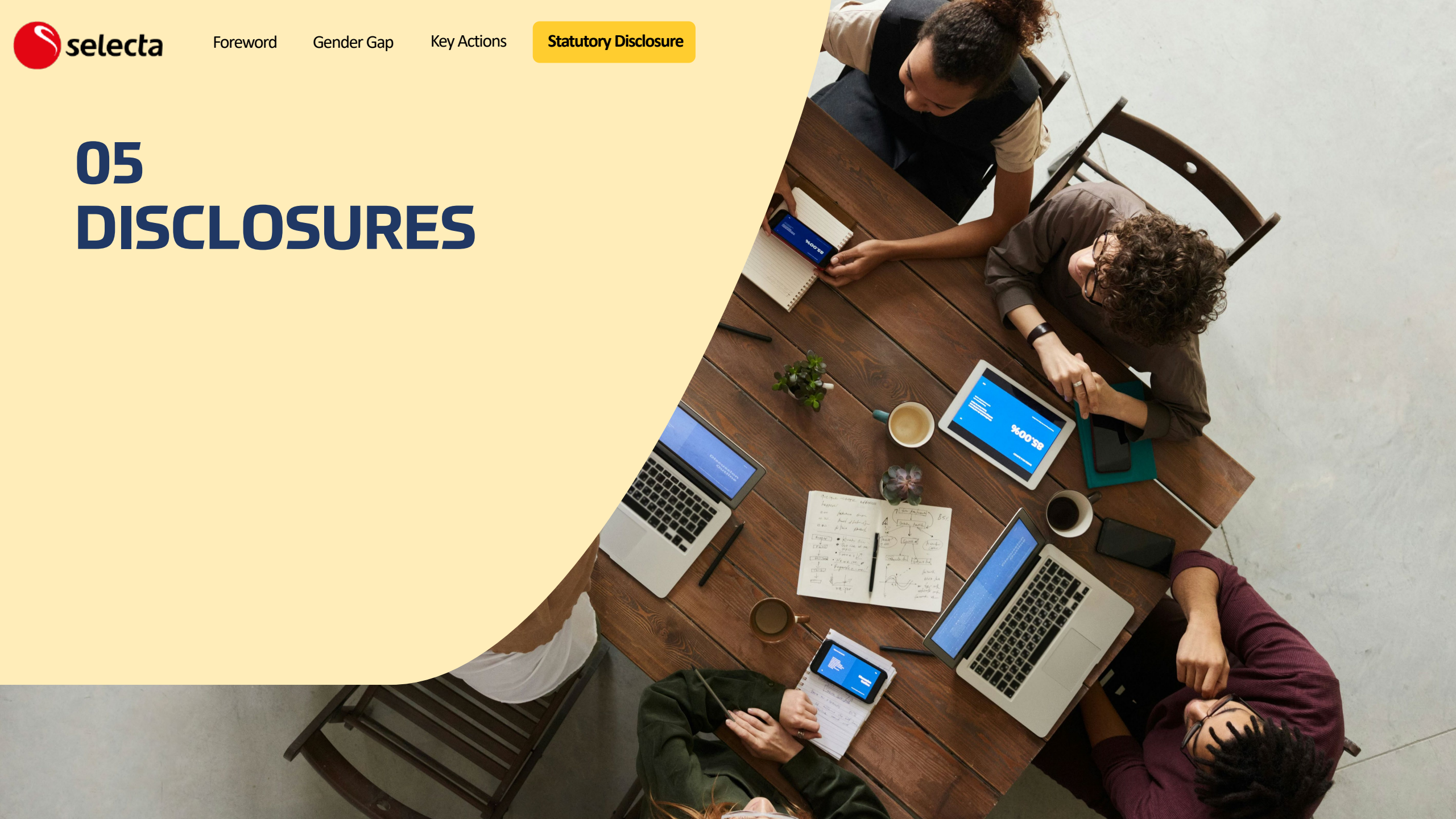
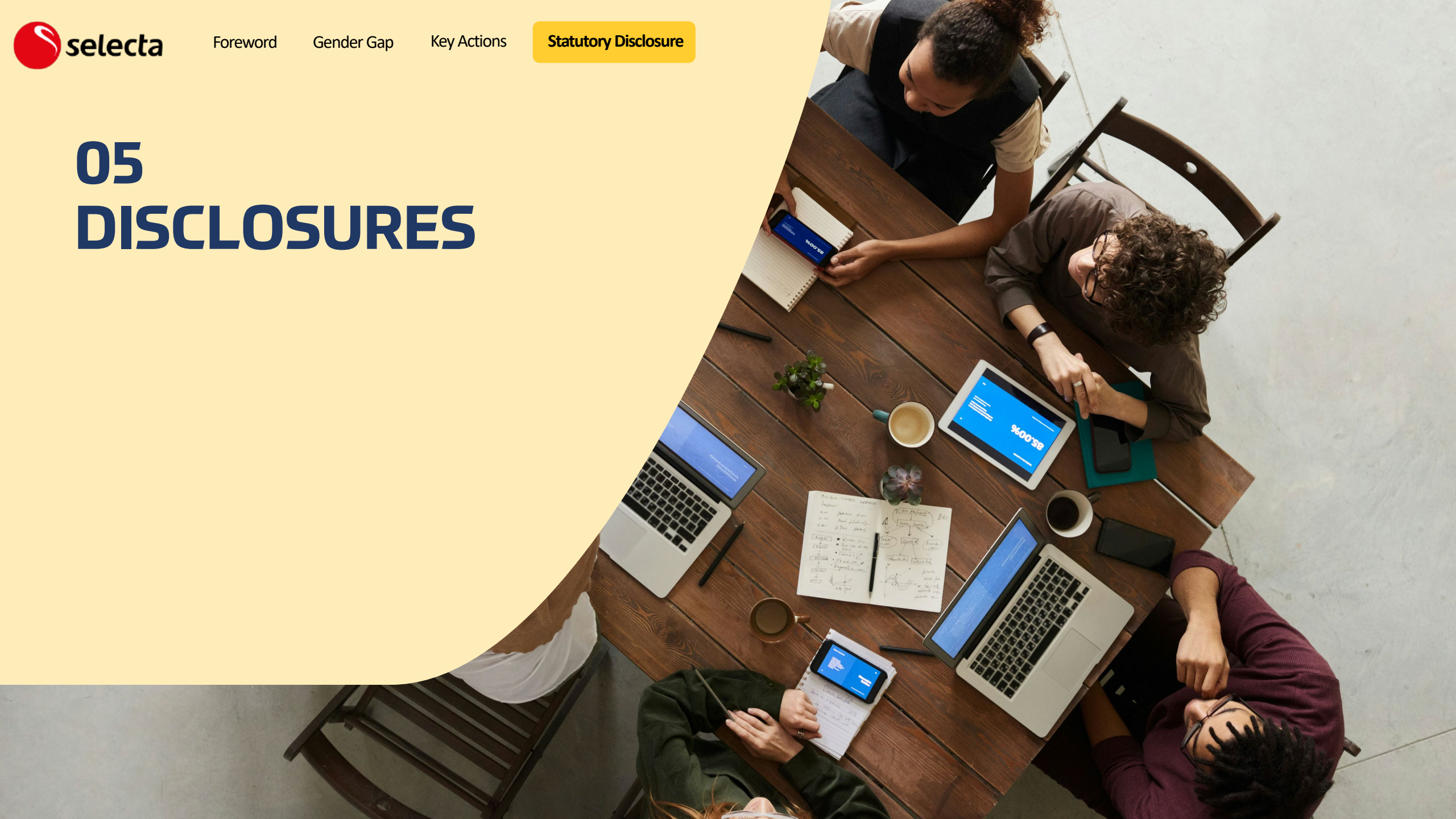
Set Goals: We will be looking to set measurable goals, with increasing our female vs male ratio within a defined timeframe.

Bias (Recruitment)

Recruitment Practices:

1. Implement strategies to attract diverse talent, such as partnerships with diverse professional organisations and inclusive job postings.
2. Diverse shortlists for all senior internal and external hiring, including a mix of genders and ethnicities.
3. Inclusive recruitment training (Licence to Hire) for all leaders to reduce bias in our recruitment and interview processes.

Training and Education: Provide ongoing DEI training to all employees, focusing on unconscious bias, cultural competency, and inclusive leadership.



05 Statutory UK gender pay gaps disclosures



Company *	Year	Median pay gap	Mean pay gap	Hourly pay								Bonus Pay			
				Upper quartile		Upper middle quartile		Lower middle quartile		Lower quartile		Median bonus gap	Mean bonus gap	Proportion receiving bonus	
				F	M	F	M	F	M	F	M			F	M
Selecta U.K Ltd	2024	-5.27%	5.30%	31.90%	68.10%	24.90%	75.10%	38.00%	62.00%	36.00%	64.00%	0.00%	-21.70%	62%	84%
	2023	-5.40%	4.10%	31.80%	68.20%	25.70%	74.30%	36.50%	63.60%	36.90%	63.10%	0.00%	-85.50%	69%	82%
	2022	6.30%	10.60%	33.50%	66.50%	22.60%	77.40%	27.60%	72.40%	43.80%	56.20%	-22.70%	14%	23.20%	16.90%
	2021	12.20%	9.00%	25.60%	74.40%	30.70%	69.30%	27.90%	72.10%	46.30%	53.70%	-2.50%	-34.90%	11.30%	12.70%
	2020	6.00%	5.00%	34.00%	66.00%	27.00%	73.00%	32.00%	68.00%	49.00%	51.00%	-42.80%	-11.10%	15.40%	18.20%

*Definitions of hourly pay and bonus pay are included on page 2. In line with the Equality Act 2020 (Gender Pay Gap Information) Regulations 2017, the above analyses use headcount and remuneration data as at snapshot date 5 April 2024



A man with a beard and an orange beanie, and a woman with blonde hair and a yellow beanie, are smiling and holding food. The man is holding a sandwich, and the woman is holding a sandwich and a coffee cup. The image has a red overlay. The text "JOY TO GO" is written in white, bold, sans-serif font, with "GO" in italics. A horizontal line is below the text. Below the line, the website "www.selecta.com" is written in a white, cursive font.

JOY TO *GO*

www.selecta.com