

**Proud to be
part of our
customers'
success**

2025 Gender Pay Gap Report

Foreword

SMR UK Automotive Mirrors UK Limited is proud to be part of a global organisation that is committed to diversity, equity and inclusion.

Building a fair, inclusive workplace takes commitment and is SMR UK's upmost priority. We believe that fostering a culture of belonging and providing equal opportunities for all our employees is fundamental to our success.

The data from our 2025 Gender Pay Gap Report highlights that there is more work to do. We are committed to closing the gap and are actively implementing initiatives, reviewing practices, and exploring innovative ways to ensure equal pay and opportunities for all employees.

We know that more female leaders drive innovation, stronger performance, and business success. We are committed to increasing the number of female leaders globally.

We are committed to making progress on inclusion as we work to address this gap, recognising that meaningful change takes time. This report serves as a benchmark against which we can track our future progress.

I declare the contents of this report to be accurate.



Craig O'Connell
Managing Director



What is the Gender Pay Gap Report

What is the Gender Pay Gap

The Gender Pay Gap is a measure of the % difference between the average earnings of men and women working for SMR UK. This is irrespective of their role, length of service and any other differentiating factor.

Gender Pay is not Equal Pay

Equal pay is a direct comparison of two or more employees doing the same or comparable work. It is important not to confuse the pay gap figures with an equal pay comparison. Equal pay is not covered in this report.

Mean and Median Explained

Mean Pay Gap: the mean pay gap is the difference in the average hourly pay for women compared to men.

Median Pay Gap: the median represents the middle point. This is the difference between the hourly rate for the middle earning woman compared to that of the middle earning man.

The mean and median figures are expressed as a percentage.

The information we are required to publish

- Mean and median Gender Pay Gap (based on hourly rate of pay on 5th April 2025).
- Mean and median bonus Gender Pay Gap (considers bonus pay received in the 12 months leading up to 5th April 2025).
- Proportion of men and women receiving a bonus payment.
- Proportion of men and women in each quartile pay band (4 pay bands in total).



Our Gender Pay Gap



Mean Pay Gap

18.9%

The mean pay gap is the difference in the average hourly pay rate for male and female employees

Median Pay Gap

8.01%

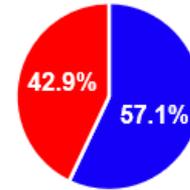
The median pay gap is the difference in the hourly pay rate between the pay of the middle female employee and the middle male employee

SMR UK currently has more males represented in senior positions, which drives our gap findings as the senior positions reward with higher basic and variable pay.

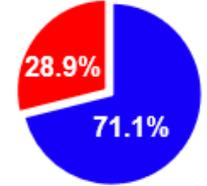
The median average pay of all our female employees in the UK is 8.01% lower compared that of all our male employees. The UK's national medial gender pay gap in 2025 was 12.8%

Proportion of Males & Females by Quartile for April 2025

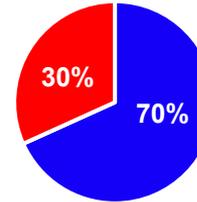
Lower Quartile



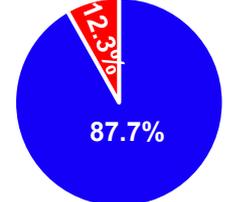
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



This data shows the proportion of men and women in each quartile. The percentage of male and female employees in each quartile is calculated by listing all employees from lowest to highest hourly rate and then split into four.



Our Bonus Pay Gap

Mean Bonus Pay Gap

73.47%

The mean bonus gap tells us the difference in the average bonus payment for males and female employees

Median Bonus Pay Gap

0%

The median bonus gap is the difference in the bonus pay between the middle male employee and the middle female employee

% of Males & Females receiving a Bonus

This calculation shows the proportion of men who received a bonus compared to the total population of the male workforce



99.3%



100%

This calculation shows the proportion of women who received a bonus compared to the total population of the female workforce

Bonuses do not form a large part of SMR's remuneration structure and instead our bonus items include Christmas gifts, loyalty awards, invention incentive payments etc.

When looking at the median, the mid-point employee for both categories was paid a Christmas gift only (£50 voucher). As a consequence, there is no bonus gap present.



Our Aims in Bridging the Gap

- Build a diverse and inclusive workplace.
- Create fair and transparent hiring, compensation and promotion policies.
- Send a positive message and provide training about our organisation's values.
- Increase efficiency and productivity by attracting and retaining a diverse workforce.
- Build and maintain a safe work environment.
- Form a key part of our organisation's corporate social responsibility.
- Avoid under-representation or job segregation of people.



Our Actions to Bridge the Gap

Job Evaluation and Pay Grading

We continue to use a structured job evaluation and pay grading framework to ensure salaries are benchmarked accurately against the market and to support fair and consistent decisions during our annual merit review process.

Recruitment

We use gender-neutral language in our job advertisements and job descriptions to reduce potential recruitment bias and support inclusive hiring. We also promote transparency around pay when sourcing applicants for interview.

Employee Development

We are committed to developing our existing talent by investing in the potential of both men and women. Our training and development programmes support this through initiatives such as company sponsorship for further education and the identification and development of high-potential employees.

Family Friendly Policies

We offer enhanced family-friendly policies that support employees in balancing work and family life and help create an inclusive workplace for both men and women. These include our Maternity, Paternity, Flexible Working and Shared Parental Leave policies, and we remain committed to ensuring our practices are fair and accessible to all.

Well-Being

We have a multi-faith and wellbeing room to support employees in bringing their whole selves to work. In addition, we have trained Mental Health First Aiders who provide confidential, non-judgmental listening and guidance to colleagues who may need support.

Our Actions to Bridge the Gap

Apprenticeships

We recognise that apprenticeships are an important pathway for developing talent and building a motivated, skilled and qualified workforce.

UK Student Placements

We actively seek students from all backgrounds in the third year of their four-year degree programmes, providing opportunities to gain relevant work experience and helping us build a diverse pipeline of future talent.

Talent Assessment and Succession Planning Practices

We continue to refine our succession planning practices, focusing on diversity and inclusion, targeted development, and the use of mentors and sponsors to support the progression of diverse talent.

Leadership Development Programme

We have a Global Leadership Development Programme for leaders to enhance their leadership skills and become role models for future leaders. The Leadership Programme offers a structured development journey across several modules. It supports participants in developing strong leadership capabilities, expanding their perspective and preparing for greater responsibilities within the company.

White Collar Female Development Plans

Individual development plans are in place for our white-collar female employees to enhance their skills and help identify development opportunities.



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