



2025 GENDER PAY GAP REPORT

NSG
GROUP

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FOREWORD FROM DENISE HAYLOR

“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 remain central to everything we do, and we are committed to fostering an inclusive workplace where everyone can perform at their best and be themselves at work. By celebrating and valuing all backgrounds, we strengthen our organisation and create an environment where individuals can thrive. We recognise that manufacturing and foundation industries have historically been male dominated, and we are committed to playing an active role in driving meaningful change.

Over the past year, we have continued to build momentum in supporting gender diversity across our business. We are particularly encouraged by the growth of our UK Women’s Network, which is playing an increasingly important role in connecting colleagues, sharing experiences, and supporting the development and progression of women across the organisation.

We are also proud to have been recognised externally for our efforts, having received a Glass Focus Award in November 2024 in the ‘Strengthening business through people’ category. This award reflects the progress we are making to support women in the workplace and create opportunities for them to develop and grow.

This report reflects on the progress we have made across many areas of our organisation, while recognising that there is still more to do. I am confident in the direction we are taking and excited for the future of NSG Group as we work together to create a more inclusive and supportive workplace for all.”



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 25,000 permanent employees globally with circa 1,600 within the UK, and 18 per cent of those are female.

17.9

17.9% of our global workforce is female.

24

24% of UK Management population is female

18

18% of Global managers are female

17.3

17.3% of our UK workforce is female.

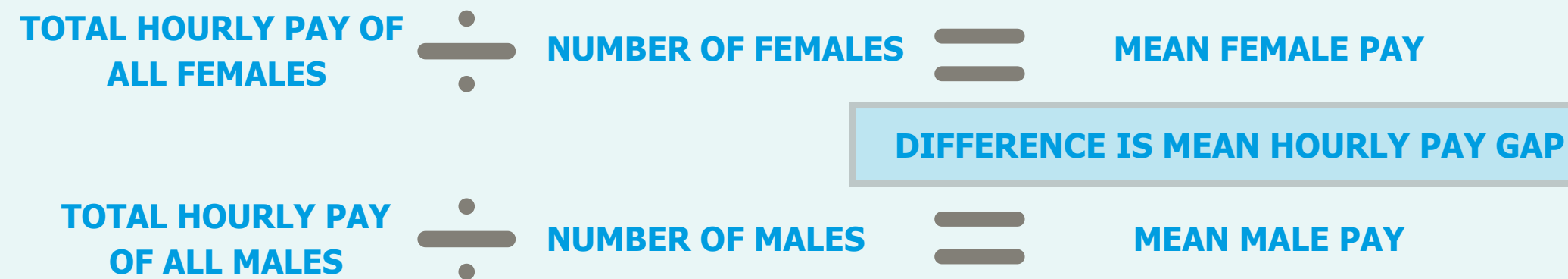
100

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



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.

HOW WE CALCULATE THE MEDIAN PAY GAP



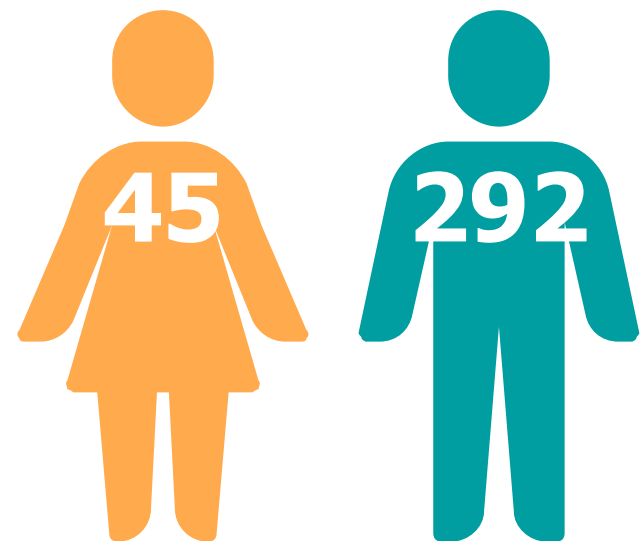
The Gender Pay Gap shows the difference in average pay between a man and a woman within a workforce, through a number of different statistics. It is not the same as Equal Pay, which relates to differences in pay between a man and a woman who carry out the same or similar jobs or work of equal value.



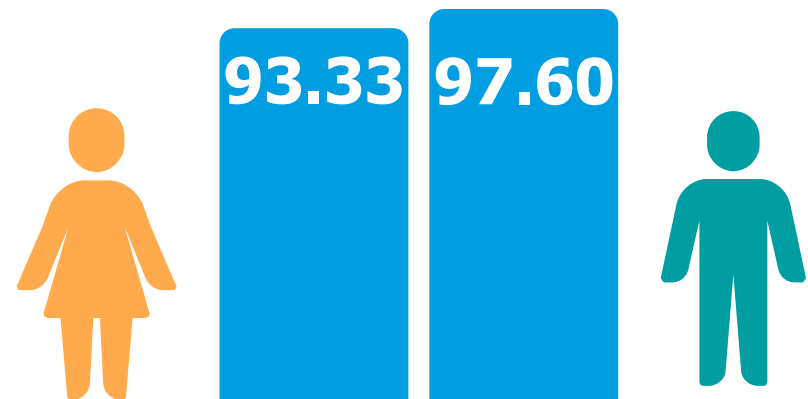
UNDERSTANDING THE NSG GROUP GENDER PAY RESULTS

PILKINGTON AUTOMOTIVE LIMITED

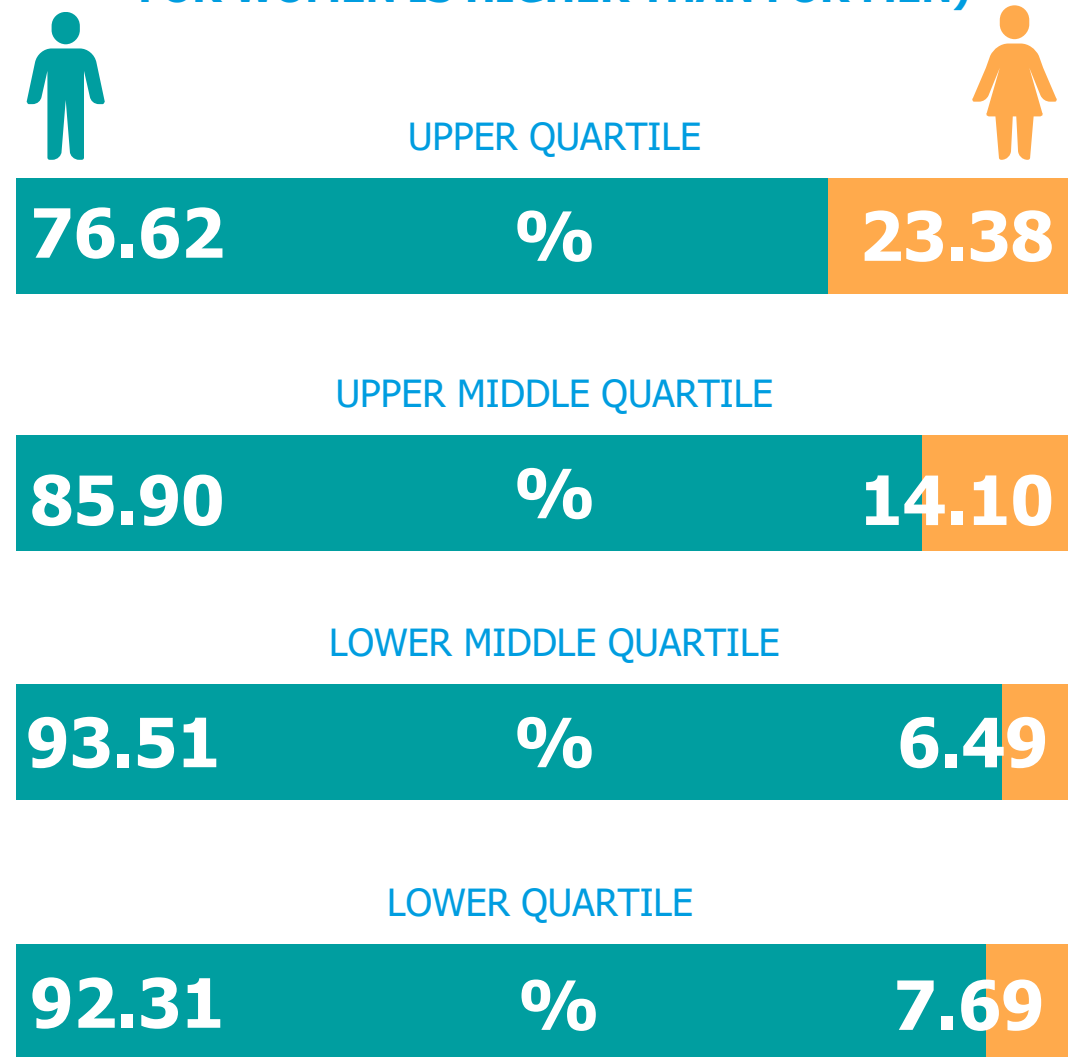
Employee gender



% Employees receiving a bonus payment

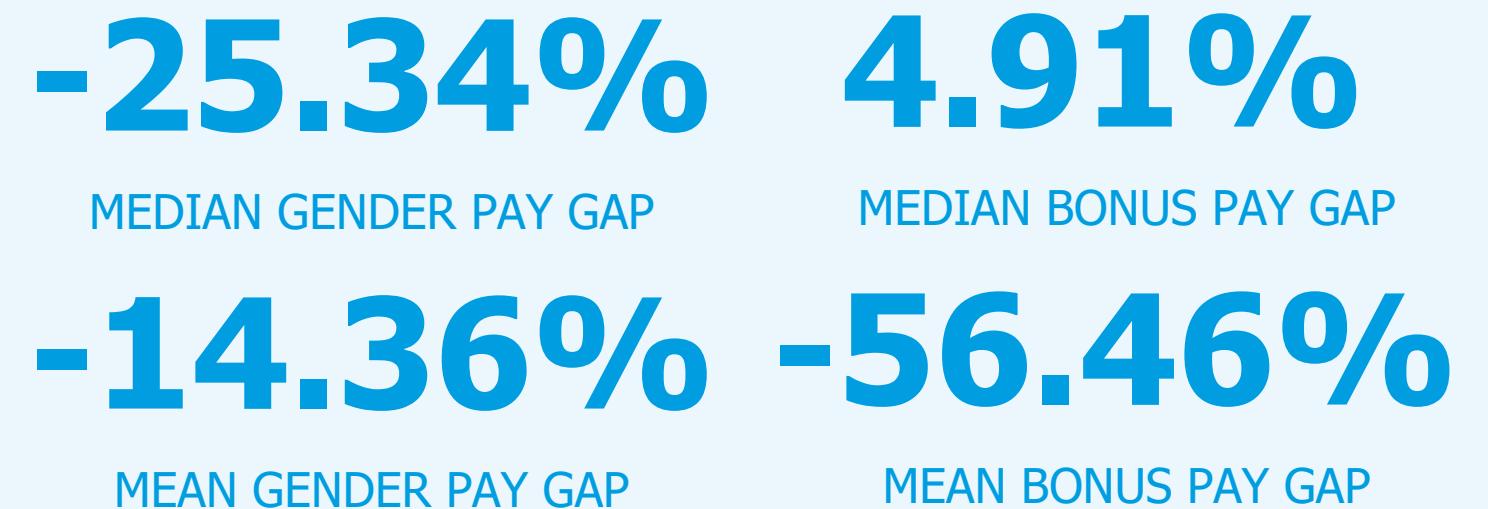


PROPORTION OF MALE AND FEMALE EMPLOYEES ACCORDING TO QUARTILE PAY BANDS (I.E. WHERE PAY FOR WOMEN IS HIGHER THAN FOR MEN)



Pilkington Automotive Limited employs 337 employees, 45 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).

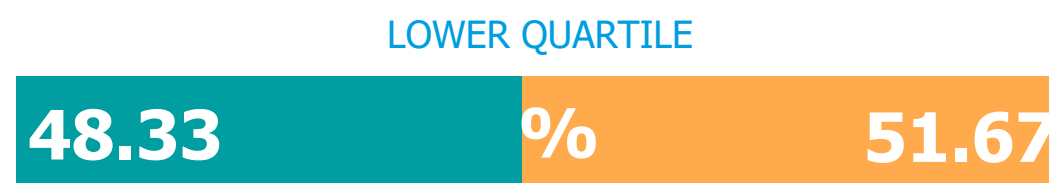
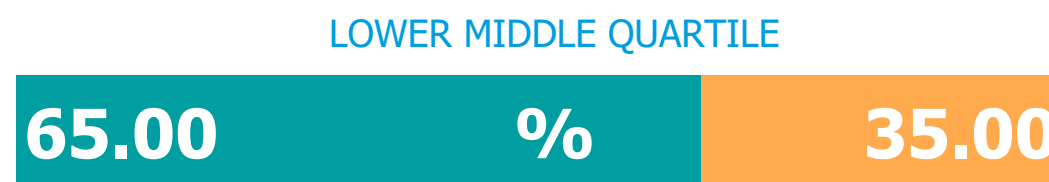
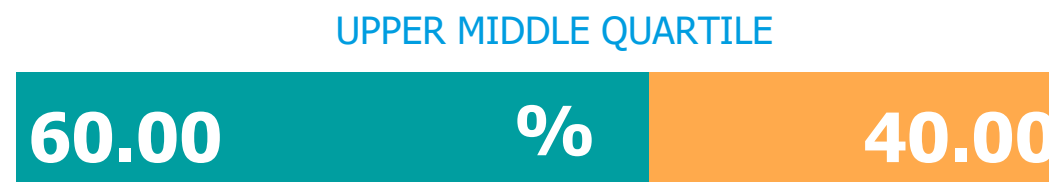
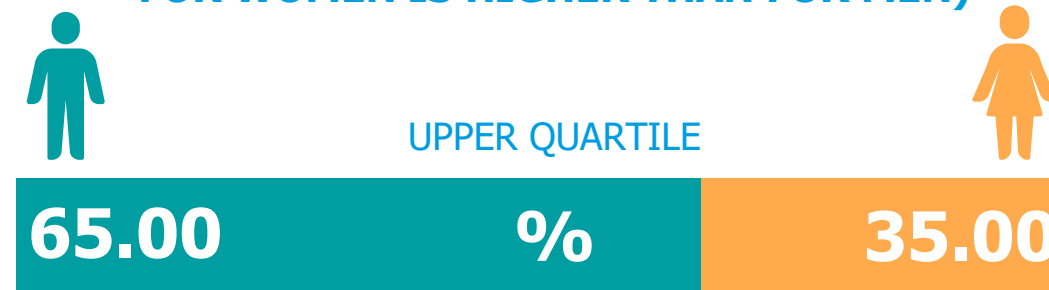


PILKINGTON GROUP LIMITED

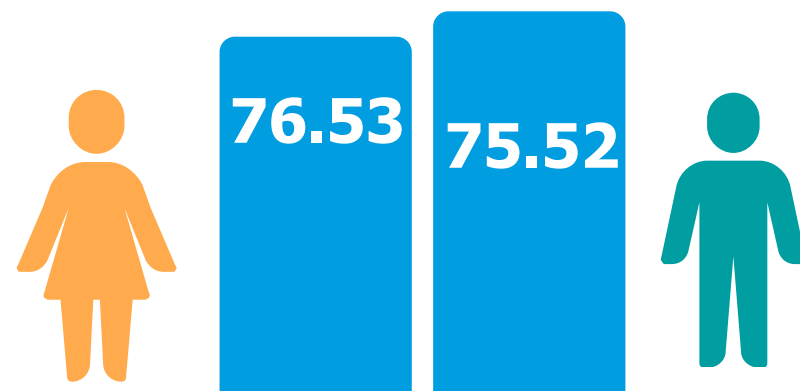
Employee gender



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 Group Limited employs 241 employees, 98 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.

9.83%

MEDIAN GENDER PAY GAP

14.92%

MEAN GENDER PAY GAP

21.54%

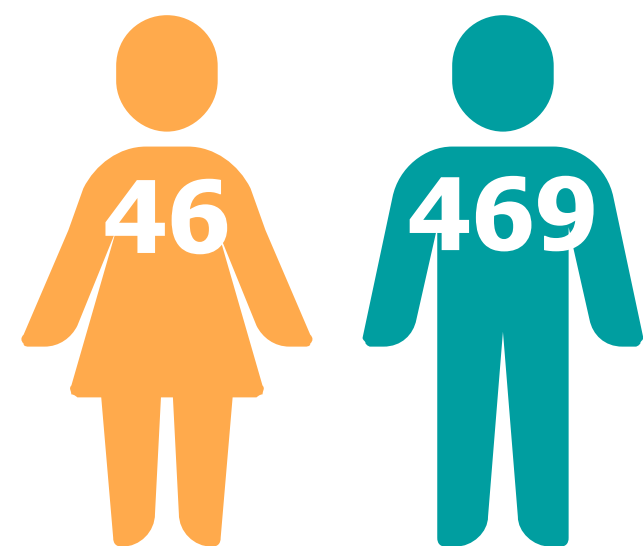
MEDIAN BONUS PAY GAP

35.44%

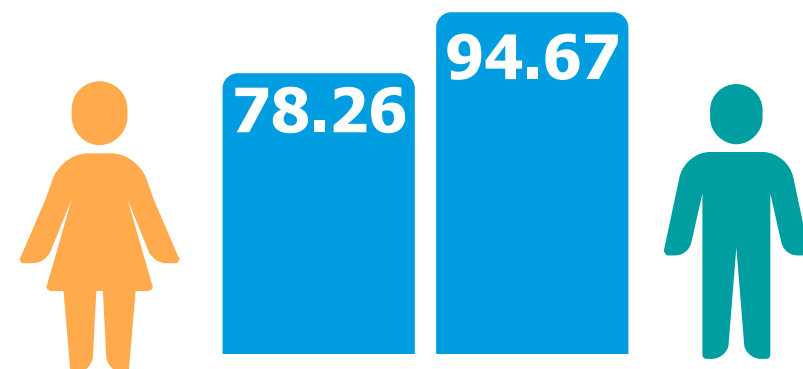
MEAN BONUS PAY GAP

PILKINGTON UK LIMITED

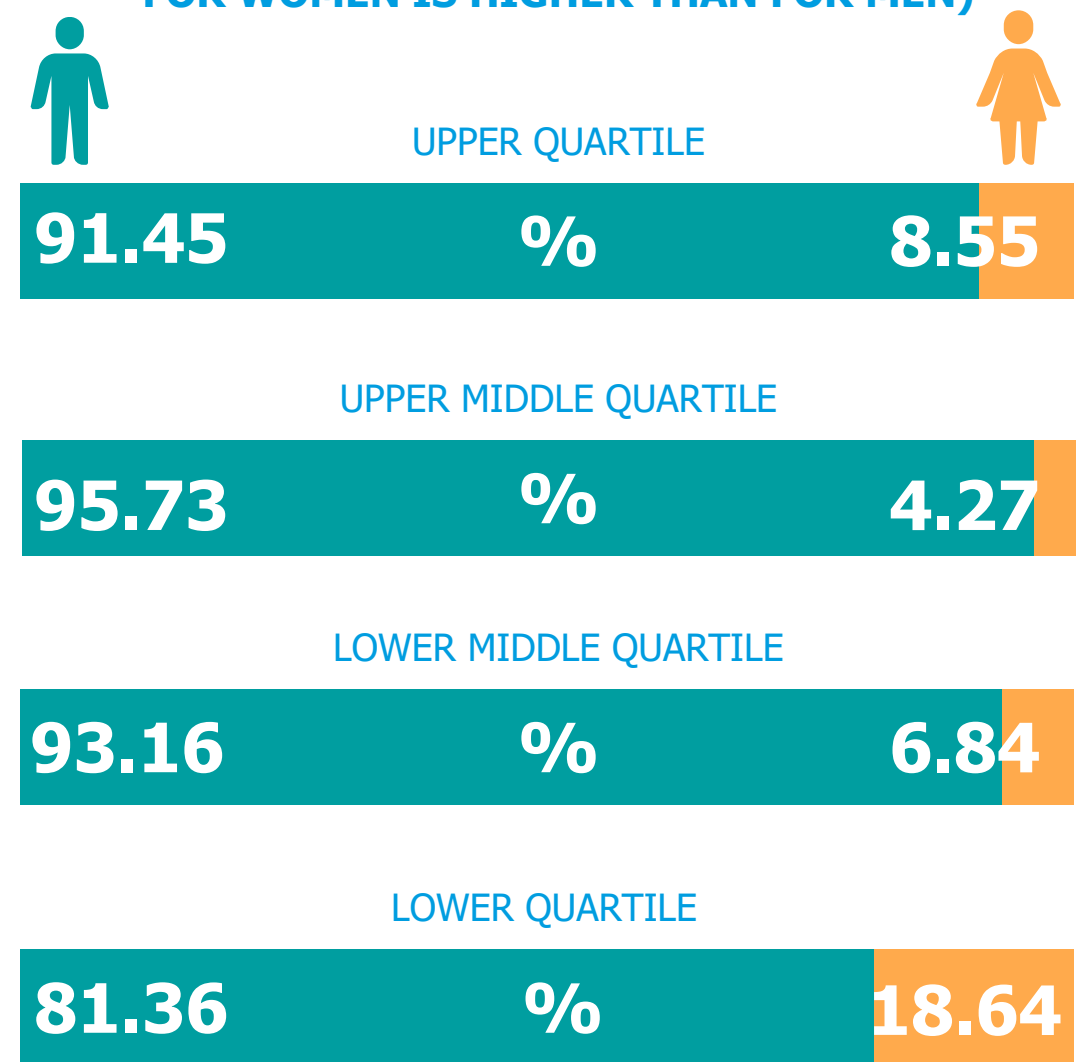
Employee gender



% 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 United Kingdom Limited employs 515 employees, 46 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.

17.32% 25.05%

MEDIAN GENDER PAY GAP

MEDIAN BONUS PAY GAP

5.81% -61.27%

MEAN GENDER PAY GAP

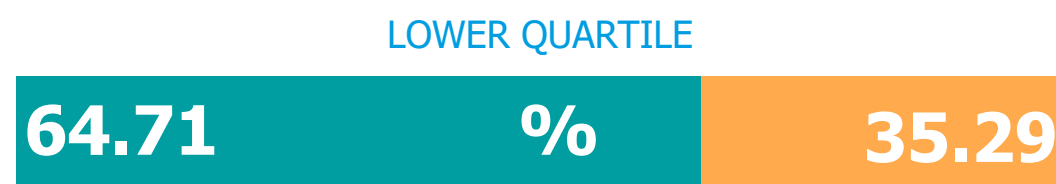
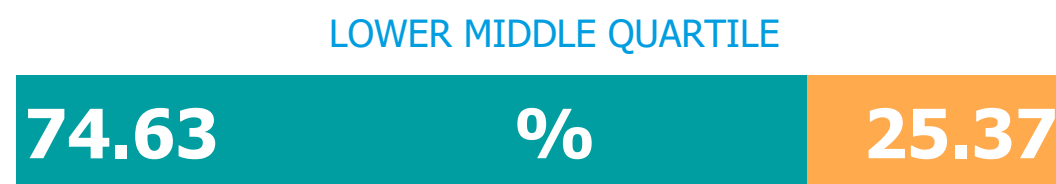
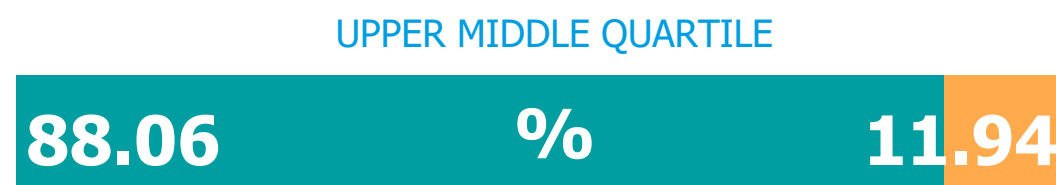
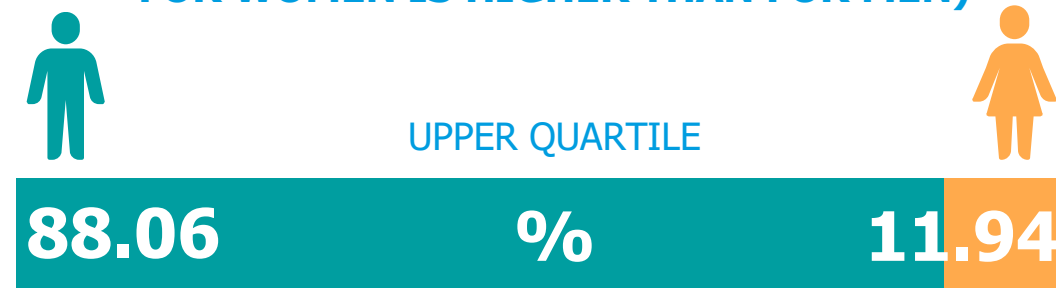
MEAN BONUS PAY GAP

PILKINGTON TECHNOLOGY MANAGEMENT LIMITED

Employee gender



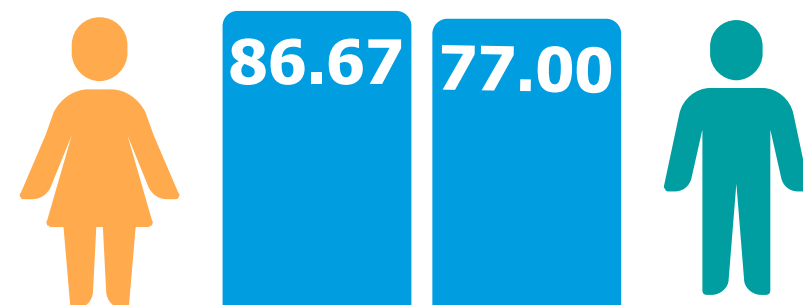
PROPORTION OF MALE AND FEMALE EMPLOYEES ACCORDING TO QUARTILE PAY BANDS (I.E. WHERE PAY FOR WOMEN IS HIGHER THAN FOR MEN)



Pilkington Technology Management Limited employs 273 employees, 60 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.

% Employees receiving a bonus payment



24.76%

MEDIAN GENDER PAY GAP

15.09%

MEDIAN BONUS PAY GAP

24.18%

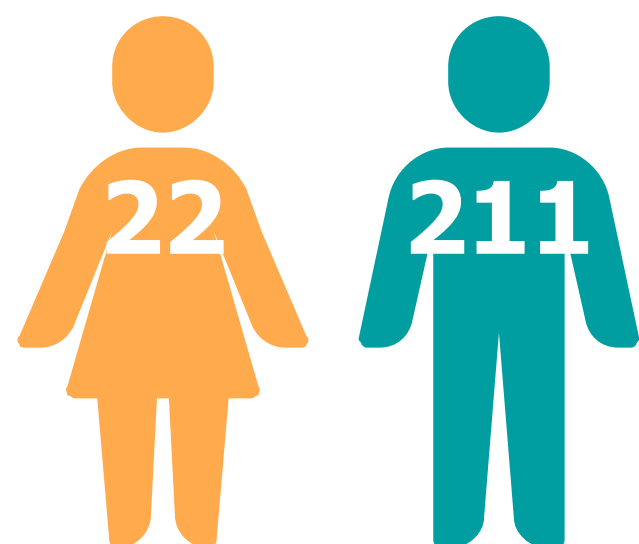
MEAN GENDER PAY GAP

11.89%

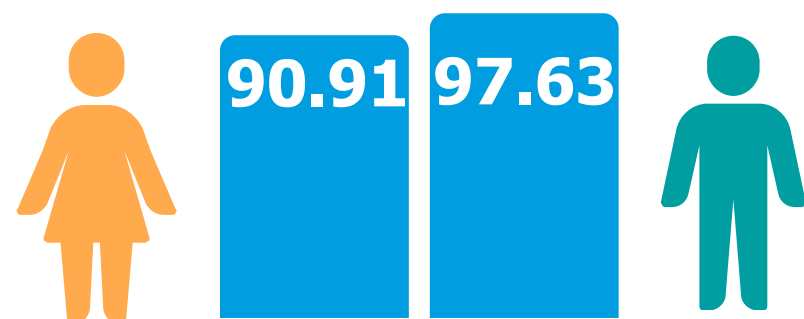
MEAN BONUS PAY GAP

NGF EUROPE LIMITED

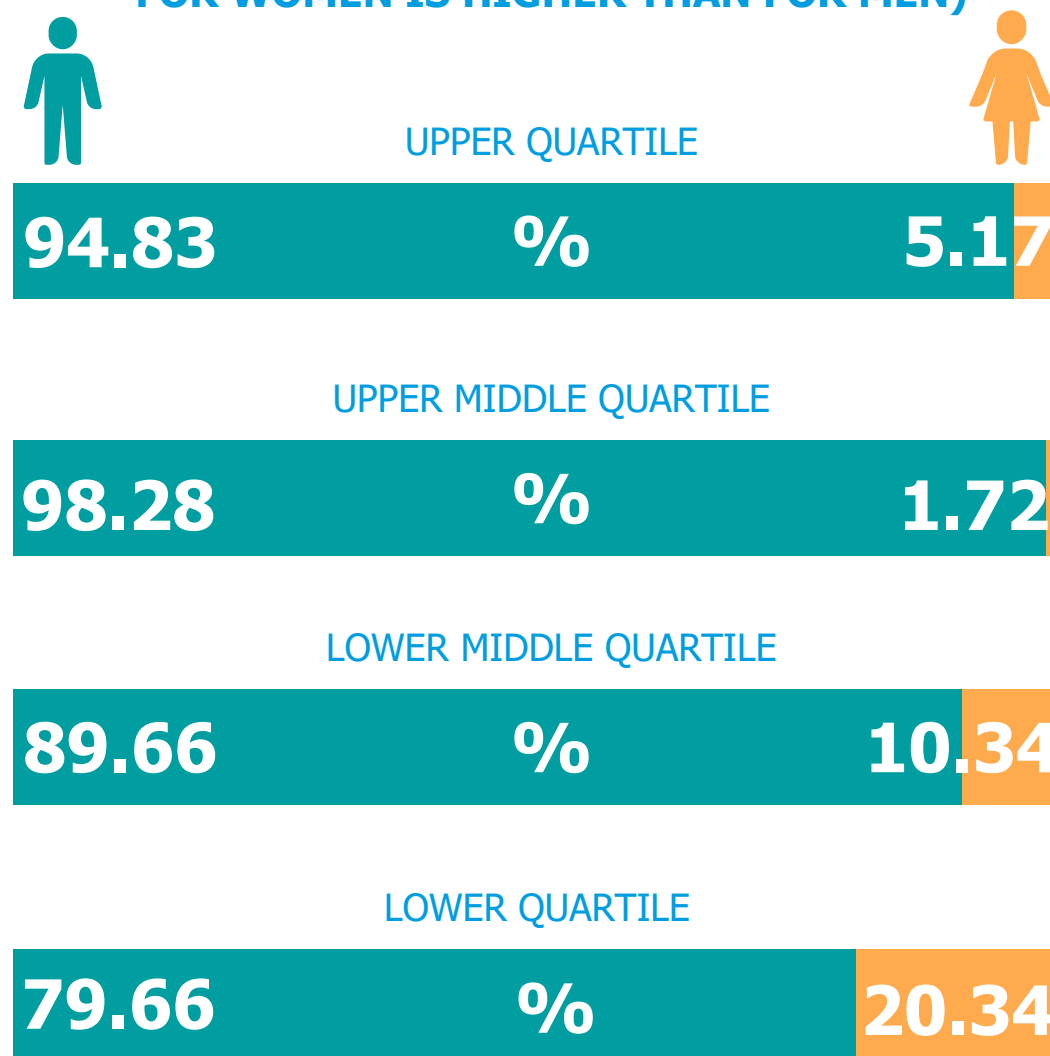
Employee gender



% 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)



NGF Europe Limited employs 233 employees, 22 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, 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.

13.76%

MEDIAN GENDER PAY GAP

15.05%

MEAN GENDER PAY GAP

-7.77%

MEDIAN BONUS PAY GAP

-19.26%

MEAN BONUS PAY GAP

A group of people are seated around a long wooden table in a bright, modern meeting room. Large windows in the background offer a view of an outdoor area with trees and a building. The scene is overlaid with a semi-transparent blue and orange gradient. The text is white and positioned on the left side of the image.

OUR PLANS TO CLOSE THE GAP

At NSG we are committed to creating a more diverse, equitable and inclusive workforce. We want to 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:

SECTOR RECOGNITION

At the Glass Focus Awards 2024, NSG Group's UK businesses were recognised with an award win in the "Strengthening business through people" category for initiatives to support, empower and develop women in the workplace, including school and community engagement, Women in Leadership apprenticeships, and the UK Women's Network.

British Glass said, "from internal campaigns and events, to apprenticeships and networks, they have showcased the glass sector as a space where women can thrive."





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.

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 saw over 82% of employees participate and give feedback.



GROUP

GENDER PAY GAP REPORT 2025