



# Gender Pay Gap Report 2024

# Recruiting and retaining the best people from the widest possible talent pool is a priority at Morgan Advanced Materials, and that is why our gender diversity matters.

## What is the 'gender pay gap'?

A gender pay gap is a measure of the difference in the average pay of men and women - regardless of the nature of their work - across an entire organisation, business sector, industry, or the economy as a whole. It can be driven by the different number of men and women across all roles.

One of the main reasons for the gender pay gap in our society is that despite significant progress, men are still more likely to be in senior job roles.

There is an important distinction between gender pay gap reporting, which relates to pay averages across the organisation, and the concept of 'equal pay', which refers to individual male and female employees being paid equally for doing the same job at the same level.

From 5 April 2017, employers in the UK with a headcount of 250+ were obliged to publish annually, certain information relating to the salaries and bonuses paid to their male staff members as compared to their female staff members.

## How are the median and mean pay gaps calculated?

Using the calculations set out in the gender pay gap reporting regulations, we have taken pay data from our Technical Ceramics legal entity, which includes many different roles, with a variety of rates of pay.

Imagine a situation where all our female employees stood next to each other in one line in order of lowest hourly rate of pay to highest. Then imagine the same situation where all our male employees did the same.

The median gender pay gap is the difference in pay between the female employees in the middle of their line and the male employees in the middle of their line.

The other measure is the mean gender pay gap, which shows the difference in average hourly rate of pay between men and women. This is also affected by the numbers of men and women in different roles.

These median and mean calculations are also carried out when comparing bonus pay over a twelve-month period.

We also share the percentage of men and women in each pay quartile. Quartiles are calculated by listing the rates of pay for each employee across the business from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of males and females in each.

The data presented has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information Regulations 2017) and is an accurate reflection of our Morgan Technical Ceramics UK entity.

A background image showing two women in an office setting. One woman is in the foreground, slightly out of focus, smiling. The other woman is in the background, also smiling and looking at a laptop. The image has a blue overlay.

# Understanding our pay gap

In 2024, the average gender pay gap for our UK workforce was 17.6% (2023: 18.9%).

Our gender pay gap exists because a greater proportion of our senior leadership is male and compared to last year our gap has decreased.

Our ambition is that 40% of our leadership population will be female by 2030 across Morgan; as at the end of 2024 34% of our leaders are female.



# Key insights

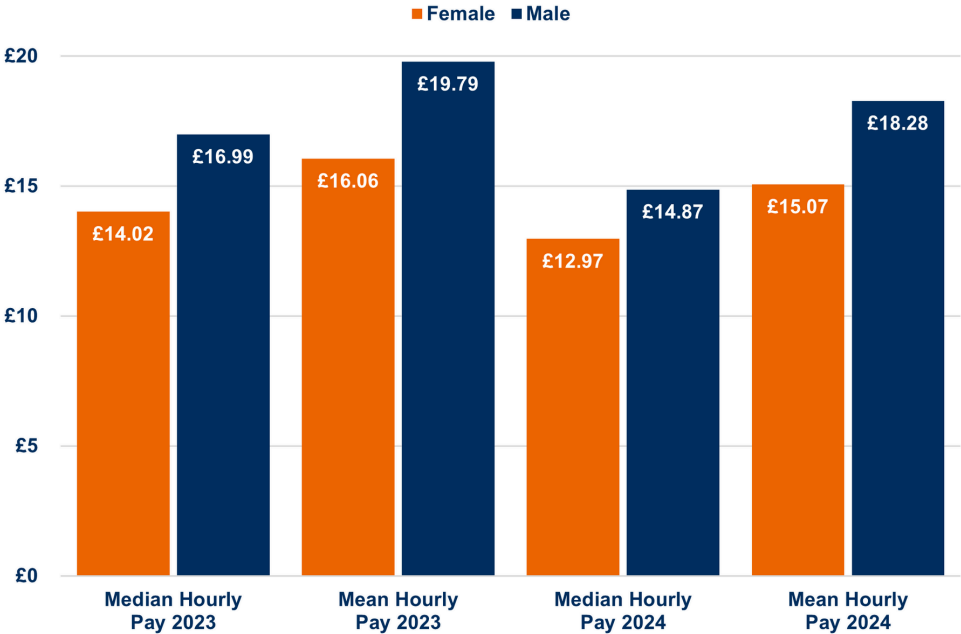
The analysis continues to indicate that the gender pay gap is not caused by pay inequality in terms of pay rates for the same role and is due to a greater proportion of our senior leadership population being male.

## Median and mean pay

The mean (17.6%) and median (12.7%) hourly pay gaps have decreased when comparing 2024 vs. 2023.

For Morgan’s total UK population, both the hourly mean (13.9%) and median (16.0%) pay gaps have decreased for 2024. The decreased mean gap is contributed to by a UK senior female recruit.

The total Morgan UK population has a higher median but a lower mean pay gap than the Technical Ceramics legal entity.



Male	£16.99	£19.79	£14.87	£18.28
Female	£14.02	£16.06	£12.97	£15.07
Gender Gap	17.5%	18.9%	12.7%	17.6%

NOTE - all figures are based on the information as of 5 April 2024, with a comparison to 2023.

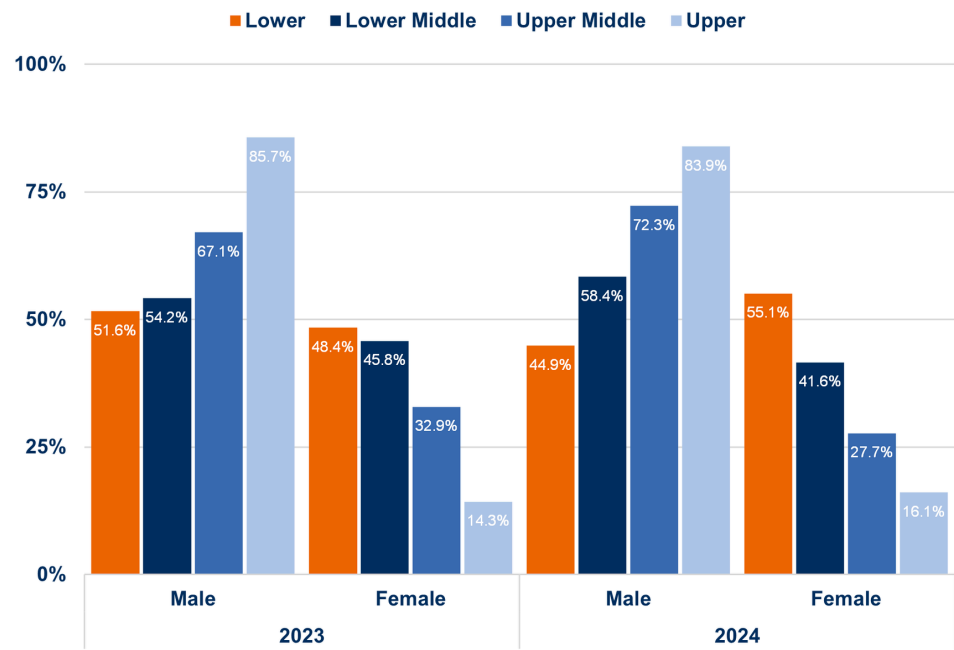


# Pay quartiles

The quartile data shows an increased proportion of male employees in the Lower Middle (58.4%) and decreased proportion in the Upper (83.9%) quartiles. However, there is also an increased proportion of males in the Upper Middle (72.3%) and decreased proportion in the Lower (44.9%) quartile.

The pay quartiles data continues to provide clear evidence that there are more men in senior roles, and this is the key factor affecting the results.

The picture is better overall when looking at Morgan’s total UK population, where 70.6% of the Upper quartile, 59.3% of the Lower Middle and 51.8% of the Lower quartile is male.



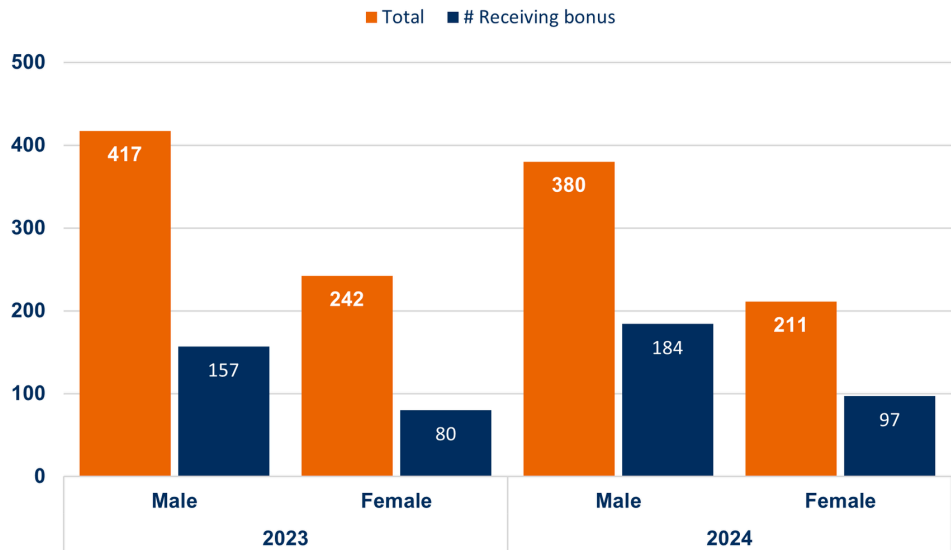
	Male	Female	Male	Female
Lower	51.6%	48.4%	44.9%	55.1%
Lower Middle	54.2%	45.8%	58.4%	41.6%
Upper Middle	67.1%	32.9%	72.3%	27.7%
Upper	85.7%	14.3%	83.9%	16.1%

NOTE - all figures are based on the information as of 5 April 2024, with a comparison to 2023.

## Bonus eligibility

The proportion of employees receiving a bonus has increased for both males (48.4%) and females (46.0%) compared to last year, however, it is still lower than historical levels for both genders, which is mainly reflective of site performance for the last performance period. The gap between males and females in terms of percentage receiving bonus is gradually reducing year on year.

Compared to the Technical Ceramics entity, Morgan's total UK population has a higher proportion receiving bonus for both males and females (60.2% and 58.1% respectively), again with a slightly higher proportion being male.



	Male	Female	Male	Female
Total	417	242	380	211
# Receiving bonus	157	80	184	97
% Receiving bonus	37.7%	33.1%	48.4%	46.0%

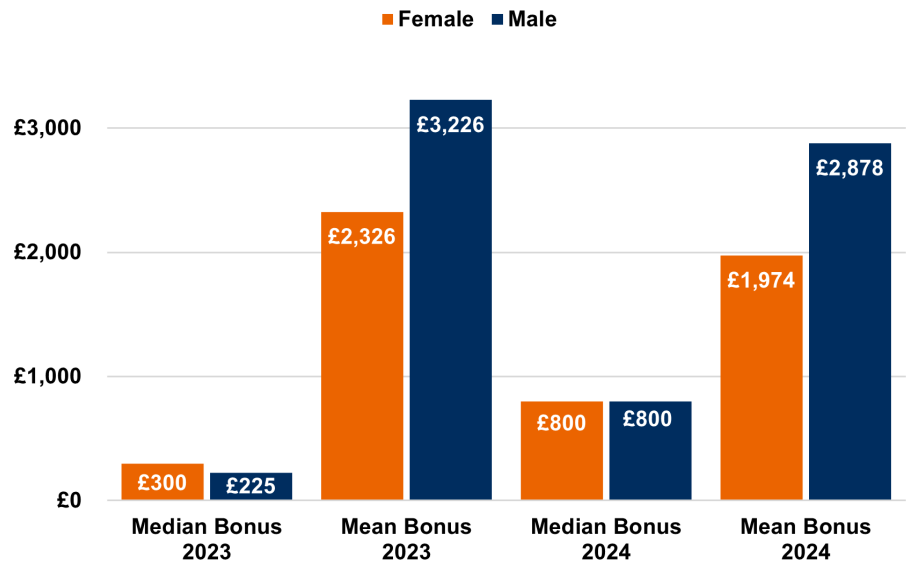
NOTE - all figures are based on the information as of 5 April 2024, with a comparison to 2023.

# Bonus amount

The mean bonus pay gap (31.4%) has increased slightly since last year and the median bonus pay gap has decreased to 0%; last year the gap was in favour of females.

This is mainly due to the fact that a large number of both male and female employees received a ‘flat rate’ bonus value based on their site’s performance.

The mean (20.2%) bonus gap for Morgan’s total UK population is lower than that of the Technical Ceramics entity, however the median (42.7%) is higher. Bonus gaps for Morgan’s total UK population tend to fluctuate year on year due to variations in financial bonus outcomes (and proportions of males and females) in each business unit.



Female	£300	£2,326	£800	£1,974
Male	£225	£3,226	£800	£2,878
Gender Gap	-33.3%	27.9%	0.0%	31.4%

NOTE - all figures are based on the information as of 5 April 2024, with a comparison to 2023.



“At Morgan we are committed to fostering an inclusive and diverse workplace where everyone feels valued and respected.

We have continued to make progress towards our ambition of 40% of our leadership being female by 2030, and year on year have seen the number of women in our workforce increase.”

**Pete Raby**  
**CEO**



# Workforce by gender

Members as at 31 December 2024

Male		Female	
<b>Board</b>	<b>All leaders</b>	<b>Board</b>	<b>All leaders</b>
4	336	3	176
Male 57% (2023: 57%)	Male 66% (2023: 70%)	Female 43% (2023: 43%)	Female 34% (2023: 30%)
<b>Executive committee</b>	<b>All Employees</b>	<b>Executive committee</b>	<b>All Employees</b>
6	5,419	3	3,060
Male 67% (2023: 67%)	Male 64% (2023: 67%)	Female 33% (2023: 33%)	Female 36% (2023: 33%)
<b>Senior leaders</b>		<b>Senior leaders</b>	
35		17	
Male 67% (2023: 74%)		Female 33% (2023: 26%)	

During 2024, Morgan met the board diversity targets set out in the Financial Conduct Authority's Listing Rules: Our Board composition was 43% female, and the role of Senior Independent Director was held by a woman. Our 2030 ambition is for 40% female representation across our leadership population.

## What actions have we taken?

Gender diversity remains a focus, and we continue to take action to achieve a more balanced proportion of women in senior positions.

We have continued to roll out our 'License to Recruit' programme, supporting hiring managers through inclusion training, as well as developing more inclusive language for our job adverts and ensuring that our candidate lists are diverse when hiring.

Diverse talent continues to be reviewed during talent discussions at Board, executive, business unit and functional levels.

Our employer brand features diverse and inclusive images of Morgan employees, and we promote female careers via social media.

We are attending more female centred careers events like 'Her Career' in Germany, and Morgan has recently become a member of 'Women in Manufacturing' and the Society of Women Engineers.

We take gender into consideration when selecting participants for our development programmes.

Employee Resource Groups such as Women@Morgan help our diverse talent to continue to feel supported and included, facilitating retention – we have opened up several new chapters including in China, and are opening up further chapters, for example in Korea.

We ran a pilot female mentoring programme in one of our business units, and after very positive feedback we hope to widen the participation of this to more women across the whole Group.

We have enhanced our parental leave policies in the UK in order to better support new parents.

We are supporting our women by listening and understanding their challenges more. Our recent employee engagement survey revealed a good work life balance score, especially for women. Also the majority of females felt that it would take a lot to get them to leave Morgan.

We maintain an ongoing focus during our merit and bonus planning cycles to identify and address any gender bias.



## Our next steps

We are committed to making year-on-year progress to reduce our gender pay gap, our priority focus areas for 2025 and beyond are:

- We are focused on the whole pipeline. Our entry level employees are the future leaders and managers of tomorrow and getting the gender balance right at this level will support our future goals
- We are offering more targeted support to our female leaders including female centered leadership programmes
- We are listening to the feedback of our women through Women@Morgan and from our employee survey, so we can truly understand what will make Morgan an even better place to work for women
- You'll continue to see us at more female centered careers events like 'Her Career' in Germany. We're passionate about woman in STEM and events like this help us to show how fantastic a career in this area can be
- We are continuing to open up more chapters of Women@Morgan
- We will introduce a global Menopause framework to better support impacted employees
- We will use International Women's Day to promote women's achievements both internally at Morgan and externally



## Useful resources

ACAS guidance on Gender Pay Gap Reporting provides a full description of the reporting requirements, the distinction between Gender Pay Reporting and equal pay and links to useful communication materials:

[www.acas.org.uk/genderpay](http://www.acas.org.uk/genderpay).

The Women's Business Council provides some helpful resources to help improve gender diversity:

[www.womensbusinesscouncil.co.uk/](http://www.womensbusinesscouncil.co.uk/toolkits) toolkits.

The UK's leading charity campaigning for gender equality and women's rights: [www.fawcettsociety.org.uk](http://www.fawcettsociety.org.uk).