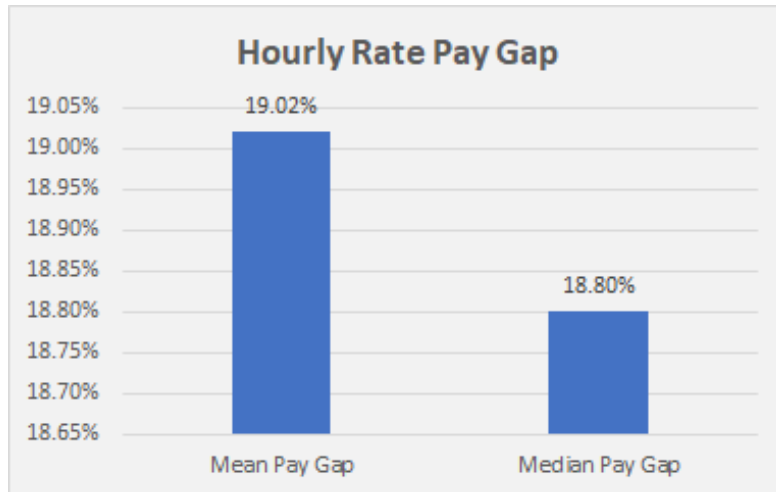


## Gender Pay Gap Report 2021

This is our Gender Pay Gap Report for the snapshot date of 5<sup>th</sup> April 2021.

Gender pay gap is the difference between the average pay of men and women. As a Company with more than 250 employees, we fall within the requirements stipulated by the Gender Pay Gap reporting regulations. All figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

### Our Gender Pay Gap Numbers



*Chart 1: The mean and median Hourly Rate Pay*

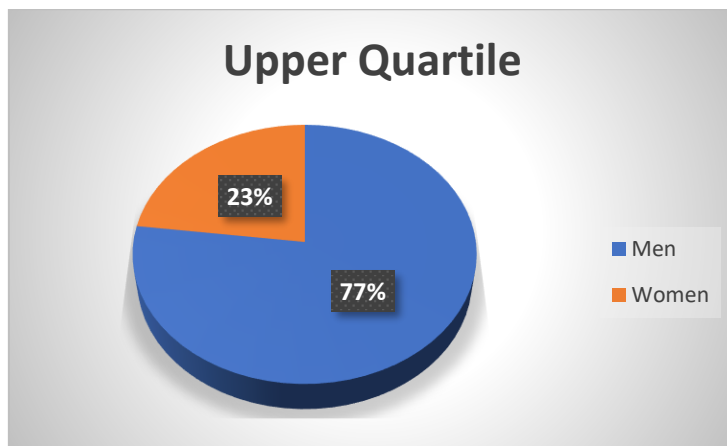
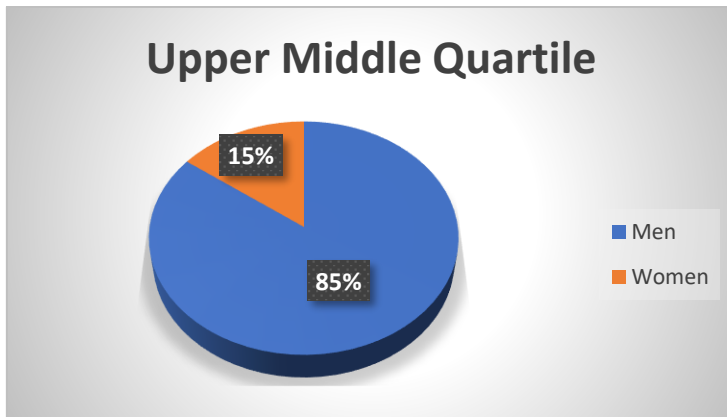
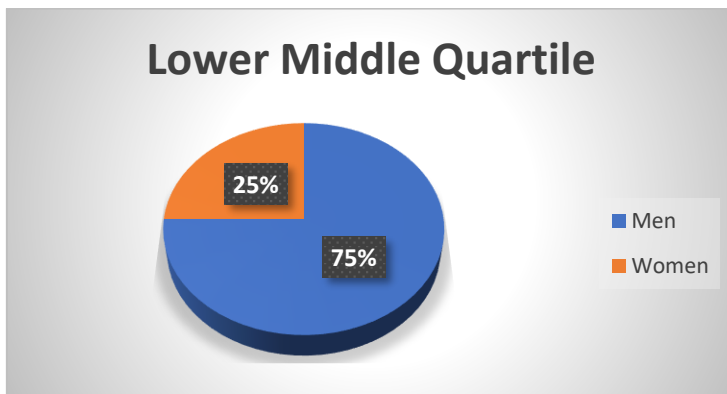
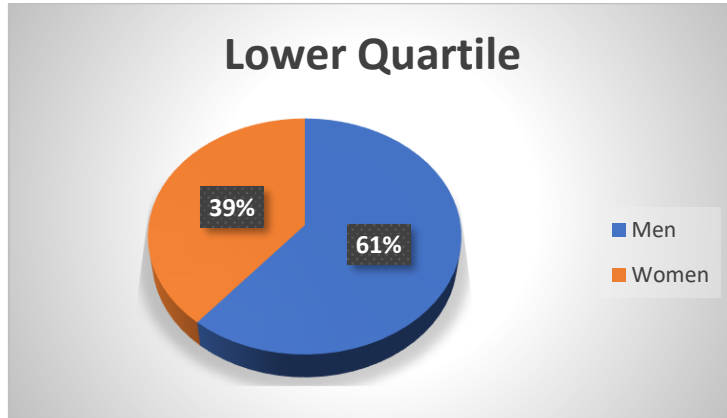
Chart 1 shows that our mean gender pay gap is 19.02% and our median gender pay gap is 18.8%.

2021 Bonus Pay	
Mean	Median
-8.89%	11.12%

*Table 1: Differences in Mean & Median Bonus Pay*

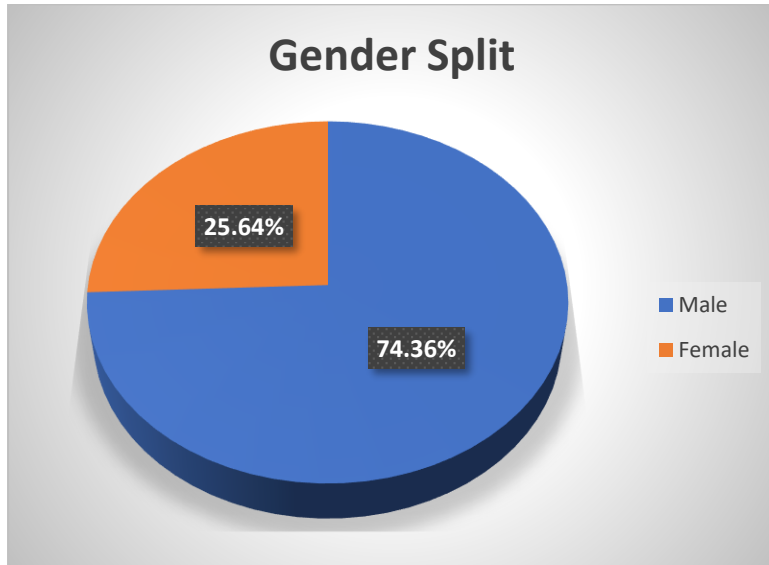
Table 1 shows that our mean bonus pay gap is -8.89% and our median gender bonus gap is 11.12%.

### Pay Quartiles by Gender



The charts above show our workforce divided into four equal sized groups (quartiles) based on hourly pay rate. The lower quartile is the lowest paid group, the upper quartile the highest paid group.

### Our Gender Split



### Why do we have a Gender Pay Gap?

Legally, men and women must receive equal pay for

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work.

Many of our roles are in Engineering and Manufacturing which are historically male dominated, and this is reflected in the fact that almost 75% of our employees are male, as a result a large number of senior employees in these areas are male.

As a global organisation we have a number of senior female employees who have UK accountabilities but who are not based on the UK payroll, therefore their data is not captured within this UK Gender Pay Gap Report. (At the time of this report our Executive Management Team (EMT) was made up of 7 people, 3 male and 4 female, 1 of whom based in the UK.)

Our mean bonus pay gap is -8.89% and our median bonus pay gap 11.12%. Although the mean shows -8.89%, this is positive as it shows that the average bonus payment is higher for females than males.

During 2021, 85.71% of males and 81.98% of females received a bonus payment which demonstrates equality. However, the bonus scheme provision is linked to salary, therefore based on the pay gap findings a gap is inevitable.

***How we are continuing to strive for a better balance***

- We have a dedicated Compensation & Benefits team and are continually reviewing our reward and compensation strategy and considering the alignment of bonus schemes, benchmarking and grading of roles to ensure a consistent approach to reward, irrespective of gender. We have access to third party benchmarking data to support with this review exercise.
- Our business has grown through acquisition which has attracted variable T&C's; we review and standardise where we can.
- Our gender split shows that almost 75% of our workforce are male, which is typical of business which a large number of Engineering and Manufacturing roles, however, we have initiatives in place to attract female applicants;
  - We are corporate members of the Women's Engineering Society (WES); we are able to offer free membership for up to 15 female employees and have the opportunity to advertise vacancies on the WES site.
  - We are STEM Ambassadors with an active group who volunteer their time, inside and outside of work, to promote STEM subjects to young learners at careers fairs and other events.
- Our 2021/2022 Year In Industry intake demonstrates that we are increasingly attracting females to our business with 8 out of 10 year in industry students this year being female.
- We are working closely with the VP of HR and our EMT to define our Diversity & Inclusion strategy.
- We operate part-time working and flexitime, we have an established Flexible Working Policy applicable to all employees, and we now have a home-working policy to enable employees to balance their work and personal commitments.
- We will be rolling out recruitment and selection training to managers during 2022 which will include guidance on how to avoid discrimination in the recruitment process.

I declare this information is accurate and correct.

**Name & Job Title:**

Richard Beetlestone -  
Financial Controller  
UK/Americas

**Signature:**



---