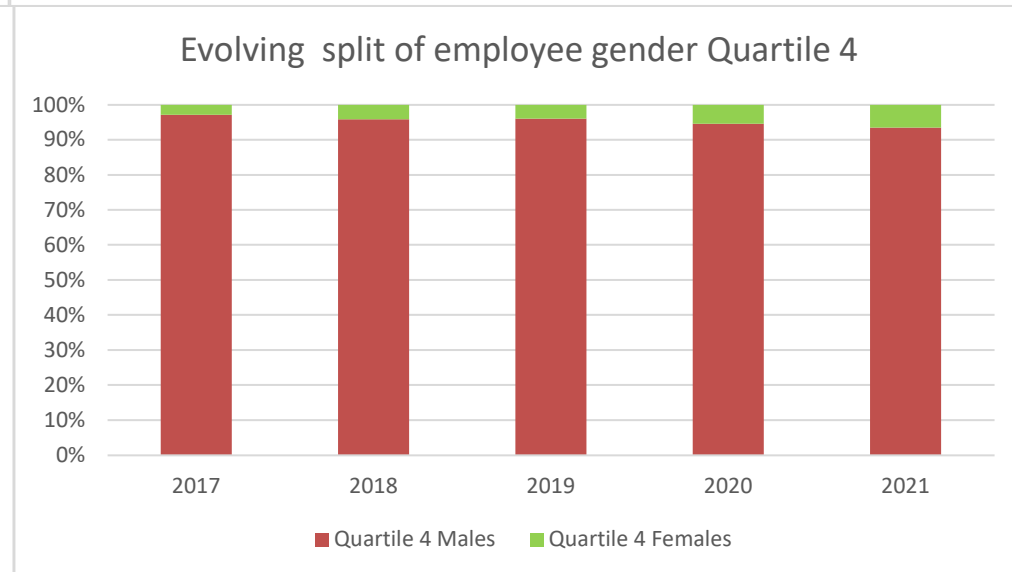
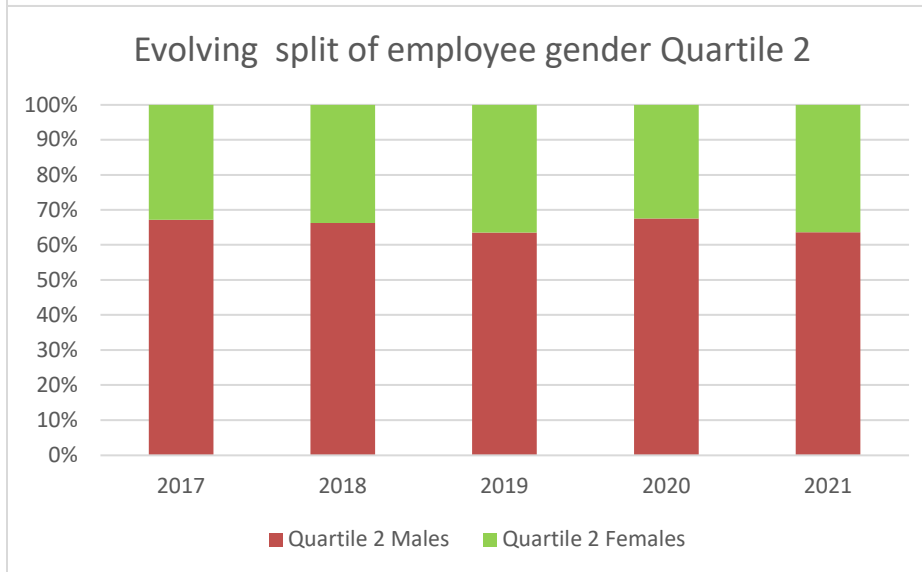
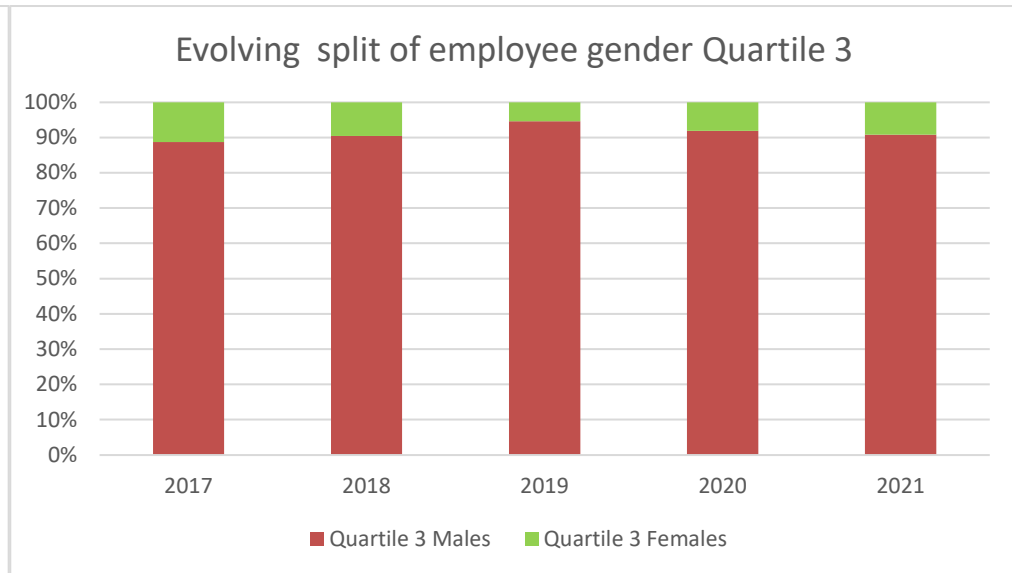
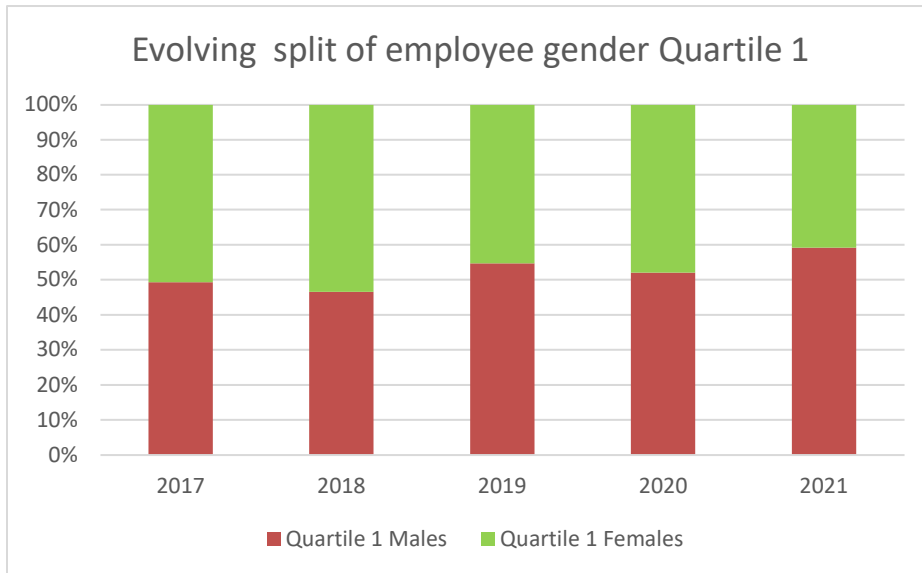


Understanding our gender pay gap - April 2021 data.

Since we have an equal pay policy, the only way to improve our gender pay gap is to recruit more females and males, especially in the more senior or technically specialised roles. There is a reversal of last year's mix change in Quartile 1, but the other three quartiles show incremental improvement.



Director's comments

| | | % |
|------------------------------|---------|-----|
| Quartile 1 | Males | 59% |
| | Females | 41% |
| Quartile 2 | Males | 64% |
| | Females | 36% |
| Quartile 3 | Males | 91% |
| | Females | 9% |
| Quartile 4 | Males | 94% |
| | Females | 6% |
| Mean gender pay gap | | 22% |
| Median gender gap | | 32% |
| | | |
| Proportion receiving a bonus | Males | 0% |
| | Females | 0% |
| Mean bonus gender pay gap | | |
| Median bonus gender pay gap | | |

In the year to April 2021 the total headcount has increased by 3%. The increased number of males in Quartile 1 and small gains in the employment of females elsewhere led to a nett reduction of 4% in the mean and 2% in the median gender pay gaps.

1. The number of males employed in Quartile 1 changed due to a need for temporary staff in the factory to cope with an increase in volume at the end of 2020 and early 2021.
2. The gap has closed in Quartile 2, due to internal promotion of some female staff.
3. In the 3rd quartile, specific recruitments continue to close the gap, although there is a long way to go. Many appointments in this quartile are internal, which drives our focus on finding good people for roles lower down the organisation..
4. The 4th quartile saw further slight improvement in female representation at the top of the organisation.

No bonus was paid in the year to April 2021 *The bonus is calculated as a percentage of salary for all qualifying staff and so reflects the pay gap figures. Qualifying = 6 months service at point of annual bonus payment.*

Human Resource's comments

We continue to seek the best candidate for the job, so our strategy is to appeal to female just as much as to male candidates. We can only work with the opportunities we have in front of us.

The Covid pandemic had reduced our recruitment significantly in the year April 2020 to April 2021. Now that we are recruiting in strength again, we have reviewed a number of recruitment practices to maximise the number of candidates who attend interview. The lack of suitable jobseekers in the area is currently hampering our choice of candidates.

We also had a significantly reduced recruitment campaign for apprentices in the past year, but were pleased by the number and quality that did apply. We have continued to seek young women considering a future in Engineering and did apply a degree of positive discrimination to appoint a female apprentice. Unfortunately, in part due to the challenges of Covid, the person in question is no longer employed by us. We will resume our search next year.