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# 2021

## Gender Pay Gap Report

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Employers with 250 or more relevant employees are required to report annually on their gender pay gap. This involves carrying out six calculations that show the difference between the average earnings of men and women.

This report has been prepared in line with the Equality Act 2010 (Gender Pay Gap information) Regulations 2017 and the figures are taken from employee data as of 5th April 2021.

Over the four years since we published our first gender pay gap results in April 2017, we have implemented a number of actions aimed at achieving a greater gender balance at all levels within the Company, such as:

- Reviewed our recruitment processes to ensure we are focused on attracting more female candidates, ensuring all adverts are presented in a way to attract a diverse candidate pool,
- Attended female only graduate fairs, in addition to other recruitment events, to ensure our Graduate Development Programme is attractive to all potential applicants,
- Updated a number of our policies to reflect our commitment to developing a more diverse workforce, further developing an inclusive culture,
- Offered individual development plans to help increase the number of females in senior positions,
- Improved our employee benefits package which now includes enhanced maternity pay,
- Embedded an approach to offering more flexible working practices that would attract more females,
- Partnered with an external provider to validate our job evaluation and pay approach,
- Delivered equality, diversity and inclusion refresher training to our line managers, and
- Reviewed our approach and commitment to making employment and development opportunities more open to women.

The impact of our actions has started to make a difference already, based on previous years trends, and we believe will continue to be seen in future gender pay gap reports.

As a number of these actions will take time to embed, we expect a measurable difference over future years.

We are committed to providing a working environment in which our pay approach supports the fair treatment and reward of all our employees free of bias, including gender, and we believe that this is key to our long-term success and ambitious growth plans, allowing all employees to contribute to the success of our business.

We are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. The gap is a result of too few women in senior roles across our business.

Our Company, like many others in our sector, employ far more men than women, and in April 2021, our female workforce represented 23%. We recognise that in order to reduce our pay gap, we need to look at our approach to attracting women into the business.

As well as continuing to analyse and consolidate the actions and outcomes above, we also intend to continue our progress in the following areas:

- Further developing strong links with the local community, schools and colleges,
- Reviewing our recruitment processes and our job advertisements,
- Re-introducing our apprenticeship programme to attract more school leavers, with particular emphasis on being able to attract people who would not normally work in our industry,
- Creating a committee to represent females in the workplace, designed to attract more females into senior roles.
- Continued review of all our family friendly policies, and
- Delivering interview skills training to recruiting managers, helping them to understand unconscious bias.

## Gender Pay Gap Data

Mean Gender Pay Gap	15.4%
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Median Gender Pay Gap	5.0%
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The “gender pay gap” is an average figure and is distinct from “equal pay”, which looks at the individual level and is about ensuring that men and women are paid the same for carrying out the same work, or work of equal value.

The evaluation of our gender pay gap data indicates that the difference in average pay is partly due to proportionately more men being in senior, higher paid roles.

Another contributing factor is that 90% of our manufacturing employees (48% of all employees) are males who work a regular shift pattern which attracts a premium payment.

## Bonus Pay Gap

Mean Gender Bonus Gap **32.0%**

Median Gender Bonus Gap **20.3%**

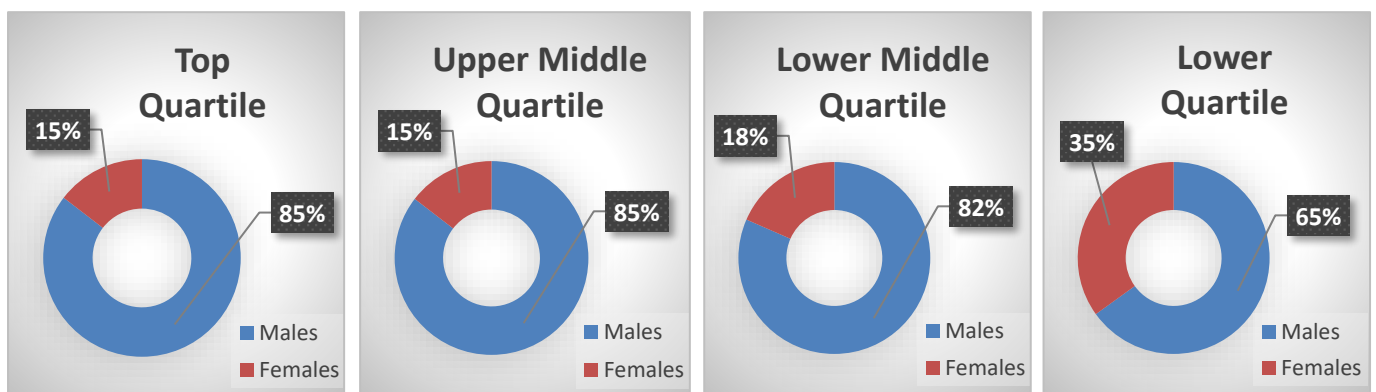
### Proportion of women and men who received a bonus



Our profit share scheme, which is available to all employees, accounts for our high percentage of inclusion for female and male employees.

## Quartile Ranges

These charts show our gender distribution in four equally sized hourly pay quartiles, each quartile containing around 93 employees.



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