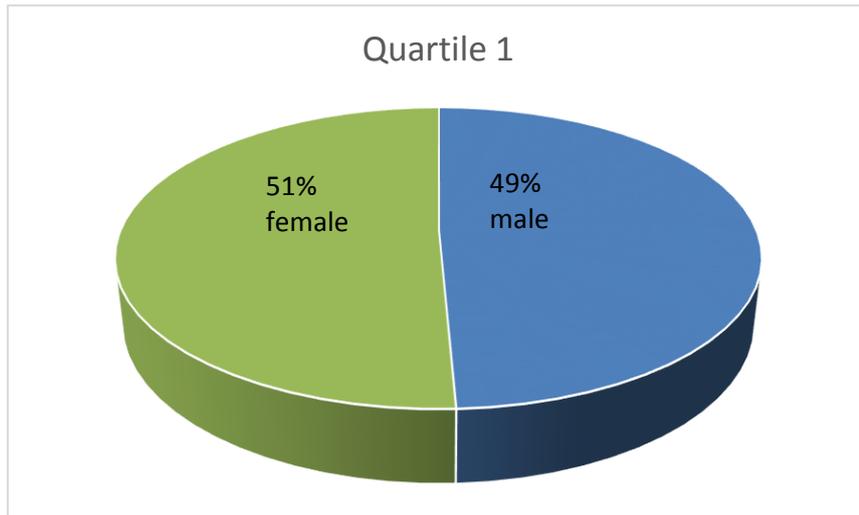


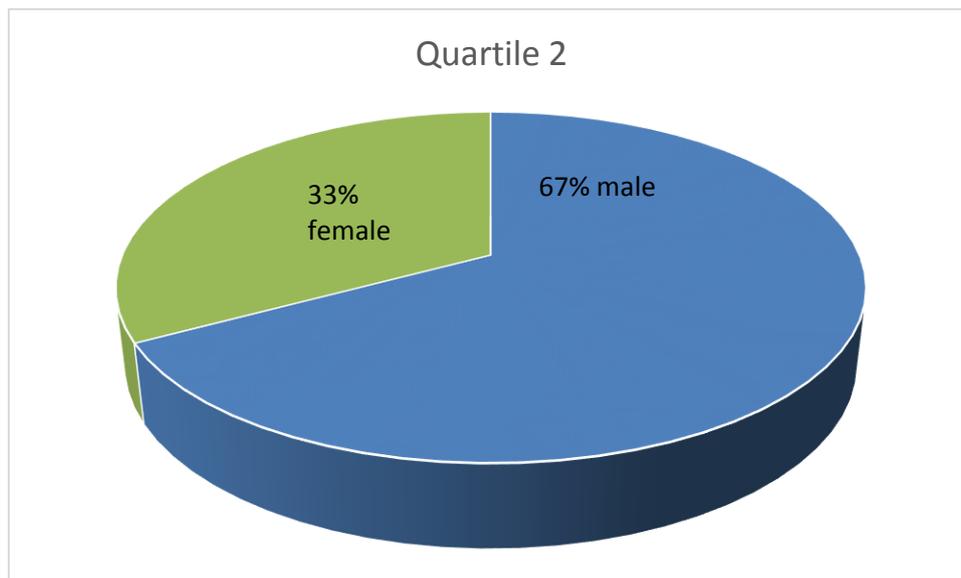
### Understanding our gender pay gap

The analysis tells a story that is sad but commonplace through the UK. We do not have enough females in senior jobs because we fail to attract enough female engineers. The results summary can be broken down as follows.

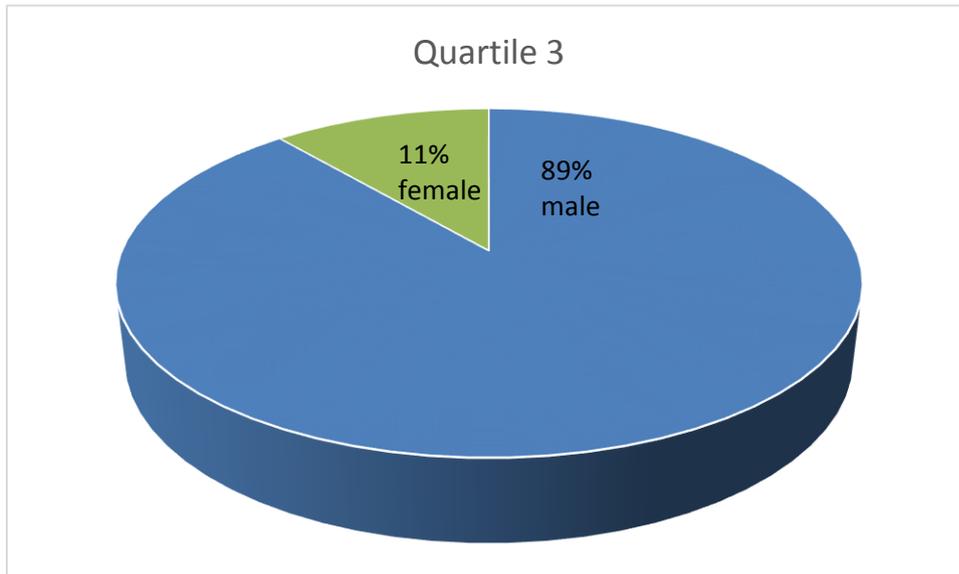
1. In the first quartile Q1, we have both clerical and semi-skilled operator roles and the number of each gender is in good balance



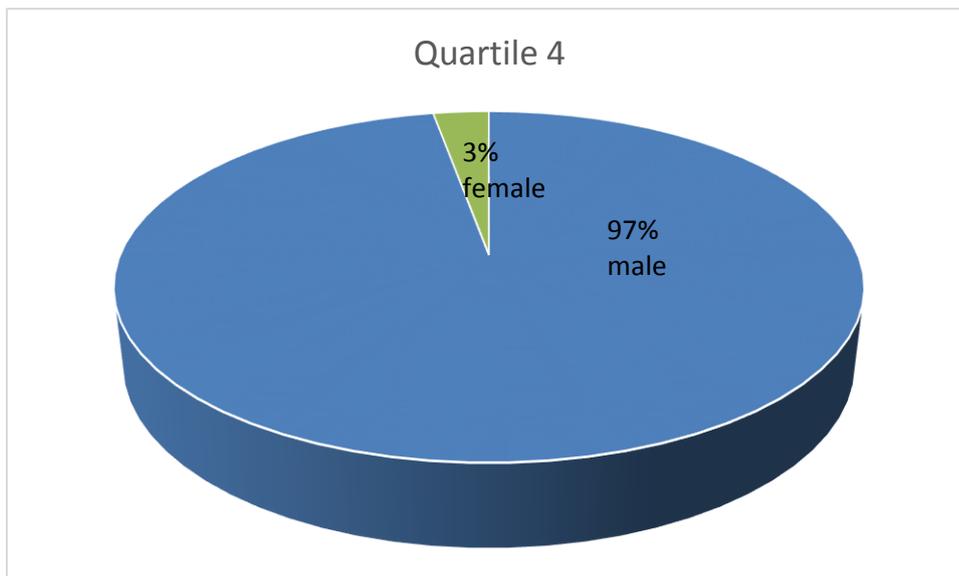
2. In Q2 there are four categories of employees, those in more qualified technical roles such as machinists; those in more qualified commercial jobs such as planning and procurement; those people who are in training for more technical roles and those working night-shift on semi-skilled jobs that would normally be in Q1. (Note that we operate fixed shifts rather than rotating shifts. We believe that this is important for health and social reasons.) We have a reasonable balance in the commercial and semi-skilled night-shift roles but the machinists and the technical trainees do skew the overall second quartile.



3. In the third quartile there are further commercial roles mainly held by females. There are also skilled operators including some on both night and weekend shifts carrying out roles that would normally be in Q2. The imbalance towards male machinists in Q2 is therefore also reflected in this quartile. Q3 also contains some departmental managers and a few engineering trainees who are being developed for more senior roles.



4. Q4 comprises four groups: the most skilled CNC machine operators working night or weekend shifts and carrying out roles that would normally be in Q3; technical sales positions; senior design and production engineers and most of the management team.



Q1	Males	49%
	Females	51%
Q2	Males	67%
	Females	33%
Q3	Males	89%
	Females	11%
Q4	Males	97%
	Females	3%

Mean gender pay gap	29%
Median gender pay gap	38%
Mean bonus gender pay gap	38%
Median bonus gender pay gap	41%
Proportion of males receiving a bonus	1.4%
Proportion of females receiving a bonus	1.4%

#### Managing Director's comments

We are not unusual as a medium sized engineering business. We sell technical products around the world that are largely manufactured in-house and based on a combination of mechanical, electronic and software engineering.

We need engineers and skilled technicians to do what we do. The majority of these roles are filled by in-house development of young people who can grow into more senior roles as they gain skills and experience. We also recruit people with existing skills from outside the business.

In some areas of the business we have been successful in recruiting females. These tend to be commercial roles such as planning and procurement, where organisational and communication ability is even more important than technical knowledge.

We provide family friendly working options and have many part time employees, mainly female. These roles do tend to be at the operational end of the business and one challenge for us is to consider part time working in more senior roles.

The challenge that we face, in common with many similar engineering businesses, is access to all students of all genders at an age when we can show them what we do and why it provides a well paid, satisfying career.

I have personally been into most of our local secondary schools to encourage engineering for all. We invite schools to bring students into our company; we hold open evenings; we sponsor a girl's rugby team and we work with our local apprentice providers to seek a more balanced intake. Growing the proportion of female engineers and technicians is not a short-term project and it is not one we can do alone, but we are trying and we welcome thoughts from individuals and organisations who have succeeded better than us.

#### Human Resource's comments

Our observation from interviews and networking is that young people see University as the default option to get into the business world.

It is recognised that there is a problem with careers advice for young people, where policies removed career specialists in schools as well as mandatory work experience for

16-18 year olds. We therefore have to work with schools to get more engaged with the students directly.

We actively encourage work experience placements from girls but we know we could do more. We will improve our promotion of placements to female school students and to put in place a process of “follow up” and “keeping in touch “at regular intervals after the end of the placement.

We also have partnerships with Brunel and Oxford Brookes University offering internships and again we will be working with them more on how we can close the diversity gap.

As an Apprenticeship levy employer, we currently only use our levy to support Apprentice training. We need to consider using this levy to upskill our existing female work force.

I also sit on the board of our local Apprentice training provider, The Engineering Trust Training Ltd. I see further evidence within this organisation that we need to do more on positively attracting girls into engineering. The Trust is receiving feedback that traditional craft skill careers are not attractive to females and that commercial careers are more favourable. The apprentice recruitment applications received by the Trust in 2017 were 90% male and 10% female This year is 99% to 1%!