

Aston Manor is proud to present its first gender pay gap report following the introduction of the Gender Pay Reporting legislation.

### Executive Summary

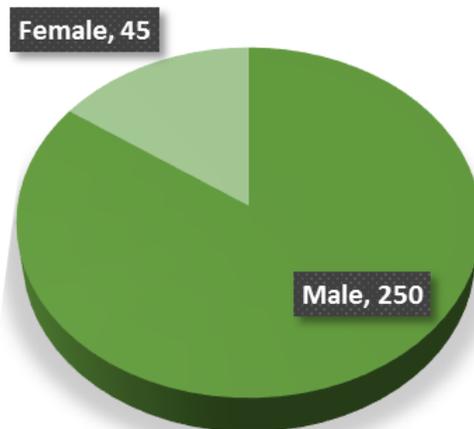
As a manufacturing business, the company has historically had a greater ratio of male to female employees in line with industry norm and with a relatively low rate of staff turnover per annum we have a largely stable workforce. This low attrition rate makes it hard to achieve a paradigm shift in gender ratios over a short period of time. Further, a large proportion of the roles within this business were not traditionally appealing to females.

At Aston Manor, we operate an equal opportunity and equal remuneration policy across gender, race and religion, recruiting without discrimination, and offering a remuneration package that is not conditional upon a candidate's gender, race or religion.

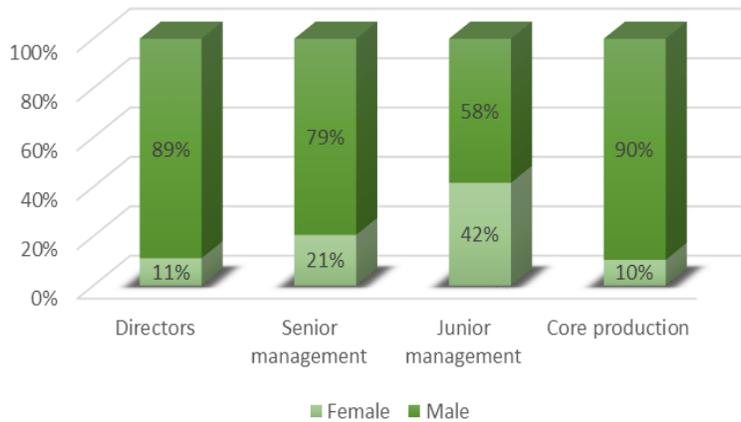
We do not focus on achieving a specific male female ratio. We do focus on appointing the right candidate for the right role. Where possible we focus on making the role equally attractive and equally accommodating to both genders. This has been evidenced by our recruitment statistics of the last few years, with 60% of all appointments made going to female candidates.

### Employees at April 2017

*Staff turnover  
is circa 12% pa*



### Employee Gradings



The business has four main staff bandings:

- Directors
- Senior management
- Junior management
- Core production

Female employees have a broad spread throughout the four staff bandings with a concentration in the junior management band while male employees are concentrated in the core production band.

**Mean gender pay gap** is the difference between the average pay for male employees versus the average pay for female employees.

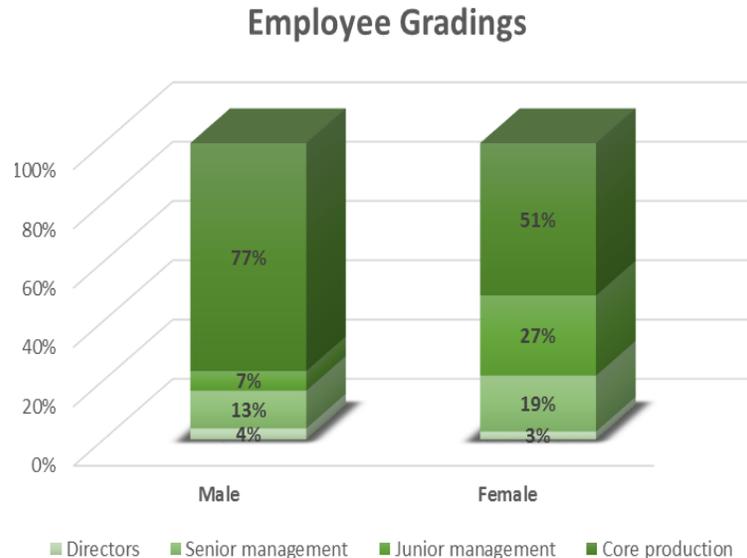
Aston Manor offers a selection of salary exchange pay options, including pension contributions, childcare vouchers and Cyclescheme. We have found that female staff have a greater take up particularly in pension contributions and therefore we have presented the mean pay gap both including salary exchange (i.e. after salary has been exchanged) and excluding salary exchange (i.e. before salary has been exchanged) in order to show the impact of salary exchange take up on the gender pay gap.

As with most businesses, the most senior tier of staff (directors) receive proportionally larger remuneration packages and therefore impact on overall mean pay gap. For Aston Manor, with eight male directors and one female director, there is a further impact on the mean gender pay. We have therefore presented the mean pay gap both including and excluding directors.

Mean Gender Pay Gap	Including Salary Exchange	Excluding Salary Exchange
All staff including directors	6%	5%
All staff excluding directors	(9%)	(10%)

Excluding directors there is a negative mean pay gap between male and female employees indicating that female employees are paid on average higher than male employees.

With 77% of male employees being within our core production band, versus 51% of female employees, the mean pay gap is impacted by the uneven distribution of male and female employees across the four bands.



Staff Banding	Including Salary Exchange	Excluding Salary Exchange
Senior management	3%	2%
Junior management	0.5%	(0.5%)
Core production	7%	7%

From the above we can see the impact that the distribution of male and female employees across the staff bandings has on the overall mean pay gap.

Excluding the impact of salary exchange take up, we can see from the above that both within the senior and junior management bands there is almost parity in the gender pay gap between male and female employees. Both of these bands have the largest proportional mix between male and female employees and therefore represent an equitable mean based on this mix.

For the core production band, there are only 10% female employees and therefore whilst the mean pay gap indicates that there is a difference between male and female employees, this is impacted by the mix of employees, and therefore pay rates, within this staff banding. We make every endeavour to attract both male and female candidates across all parts of the business whenever staff turnover occurs.

**Median gender pay gap** is the gap between the median pay for male employees and the median pay for female employees.

<b>Median Gender Pay Gap</b>	<b>Including Salary Exchange</b>	<b>Excluding Salary Exchange</b>
<b>All staff including directors</b>	<b>(16%)</b>	<b>(13%)</b>

The above indicates that there is a negative median pay gap between male and female employees.

With only 24% of male employees within the director, senior and junior management bandings versus 49% of female employees, the median pay gap is representative of uneven mix of male and female staff across the various staff bands. This is in line with industry norms for a traditional manufacturing business.

**Mean gender bonus gap** is the gap between the average bonus pay for male employees and the average bonus pay for female employees.

The company has three bonus structures in operation across the business:

- Directors – annual bonus linked to company and individual performance targets
- Sales and marketing team – annual bonus linked to company and individual performance targets
- Senior management team – annual bonus linked to company performance

<b>Mean Bonus Gender Gap</b>	<b>%</b>
<b>All staff including directors</b>	<b>77%</b>
<b>All staff excluding directors</b>	<b>8%</b>

As with most businesses, the most senior tier of staff (directors) receive proportionally larger remuneration and bonus packages. For Aston Manor with eight male employees and one female employee there is a further impact on the overall median bonus gap.

Excluding the directors there is an 8% median bonus gap indicating that male employees receive bonuses of a larger value than their female counterparts. With three different bonus structures in place, the mix of male and female employees which fall into each of these bonus structures therefore influences the derived bonus gap.

Within each bonus structure, there is parity in the maximum percentage bonus awarded to both male and female employees. The bonus gap therefore represents only the mix of male and female employees within each bonus structure.

**Median gender bonus gap** is the gap between the median bonus for male employees and the median bonus for female employees.

<b>Median Bonus Gender Gap</b>	<b>%</b>
<b>All staff including directors</b>	<b>23%</b>
<b>All staff excluding directors</b>	<b>7%</b>

As noted above, the most senior tier of staff (directors) receive proportionally larger remuneration and bonus packages. For Aston Manor with eight male employees and one female employee there is a further impact on the overall median bonus gap.

Excluding the directors there is a 7% median bonus gap indicating that male employees receive bonuses of a larger value than their female counterparts. With three different bonus structures in place, the mix of male and female employees which fall into each of these bonus structures therefore influences the derived bonus gap.

Within each bonus structure, there is parity in the maximum percentage bonus awarded to both male and female employees. The bonus gap therefore represents only the mix of male and female employees within each bonus structure.

**Proportion of employees receiving a bonus payment**

	<b>Male</b>	<b>Female</b>
<b>Proportion of employees receiving a bonus payment</b>	<b>17%</b>	<b>16%</b>

The proportion of male and female employees receiving a bonus is almost the same at 17% / 16% respectively. This demonstrates that male and female employees are treated equally in terms of bonus eligibility and that the bonus gender gaps noted above are due to the mix of male and female employees within each bonus structure.

### Proportion of male and female employees by quartile

Whilst female employees are spread across all four quartiles, there is a concentration of female employees in quarters 3 and 4 versus quarters 1 and 2.

In a traditional manufacturing business, we struggle to recruit female candidates into core production roles which sit with quartiles 1 and 2.

With a relatively low staff turnover rate of 12% pa there are restricted opportunities to address this balance.

### PROPORTION OF MALE AND FEMALE EMPLOYEES BY QUARTILE

