

Aston Manor is proud to present its second gender pay gap report for 2018 following the introduction of the Gender Pay Reporting legislation.

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.

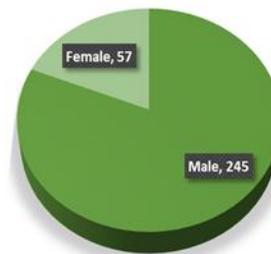
Proportional Employee Mix

In 2018, we have seen an increase in both the number and percentage of female staff from 45 (15%) in 2017 to 57 (19%) in 2018, an increase of 12 (4%).

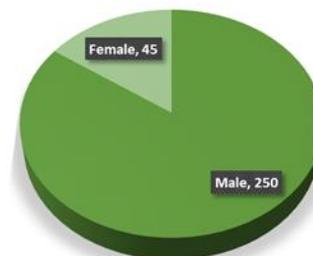
With a staff turnover rate of only 13%, this represents a 27% take on rate of female staff within the year.

*Staff turnover
is circa 13% pa*

Employees at April 2018



Employees at April 2017

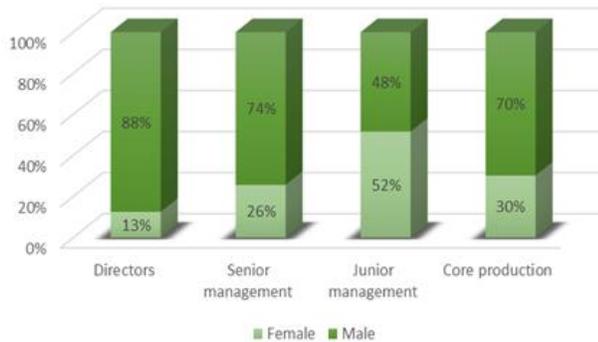


Employee Grading Structure

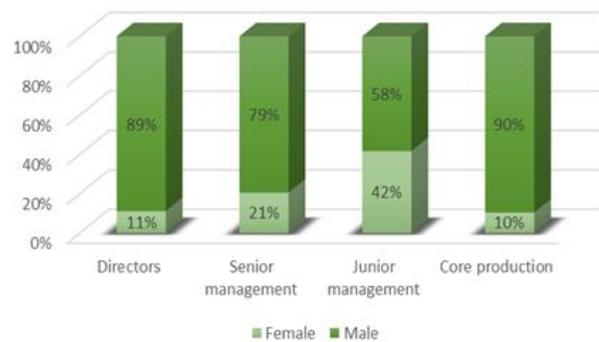
The business has four main staff grades:

- Directors
- Senior management
- Junior management
- Core production

Employee Gradings 2018



Employee Gradings 2017



In general, female employees have a broad spread throughout the four staff gradings with a concentration in the junior management grade while male employees are concentrated in the core production, senior management and directors' grades.

Year on year we can see a 20% increase in the percentage mix of females in core production (up from 10% in 2017 to 30% in 2018), a 10% increase in the percentage mix of females in junior management (up from 42% in 2017 to 52% in 2018), alongside a 5% increase in the percentage mix of females in senior management (up from 21% in 2017 to 26% in 2018) and a 2% increase in the percentage mix of females in directors (up from 11% in 2017 to 13% in 2018). Coupled with the overall increase in the number and percentage of female staff within the company, it is pleasing to see that this increase has been across all staff gradings, including core production which has been historically heavily male dominated.

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 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.

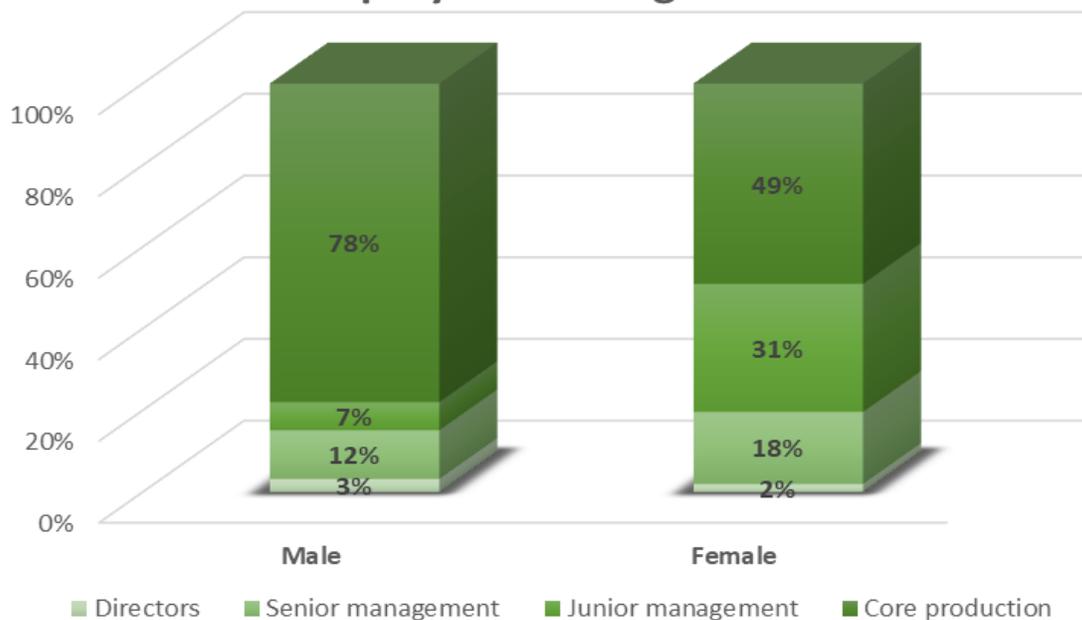
Mean Gender Pay Gap

All staff including directors	Including Salary Exchange	Excluding Salary Exchange
2018		
All staff including directors	1.4%	1.5%
All staff excluding directors	(9.4%)	(9.1%)
2017		
All staff including directors	6.2%	5.3%
All staff excluding directors	(9.1%)	(10.1%)

We are pleased to see that the mean pay gap of 6.2% (5.3% excluding salary exchange) in 2017 has been reduced to 1.4% (1.5% excluding salary exchange) in 2018. This is in line with the increase in female staff within the senior and junior management grades as shown above.

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.

Employee Gradings 2018



With 78% of male employees being within our core production grade, versus 49% of female employees, the mean pay gap is impacted by the uneven distribution of male and female employees across the four grades.

Staff Grading	Including Salary Exchange	Excluding Salary Exchange
Senior management	0.8%	(1.7%)
Junior management	4.5%	7.8%
Core production	7.6%	8.6%

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

Excluding the impact of salary exchange take up, we can see from the above that within the senior management grade that there is a negative mean gender pay gap indicating that females are paid more than males by 1.7%.

This represents an improvement over 2017 where the mean gender pay gap was 2% excluding salary exchange.

Within the junior management grade, the increase in female staff in the year has increased the mean gender pay gap from (0.5%) to 7.8% as females have been brought into new lower grade roles within this grade.

Core production has remained largely comparable year on year at 8.6% in 2018 versus 7% in 2017. With an increase in the percentage of female staff within this grade up from 10% in 2017 to 30% in 2018, it demonstrates that there is parity within the base for this grade whilst more experienced and longer serving male staff command relatively larger average pay.

We make every reasonable 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.

Median Gender Pay Gap	Including Salary Exchange	Excluding Salary Exchange
All staff including directors	(7%)	(4%)

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

With only 22% of male employees within the director, senior and junior management gradings versus 51% of female employees, the median gender pay gap is representative of uneven mix of male and female staff across the various staff grades. 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

Mean Bonus Gender Gap	%
All staff including directors	69%
All staff excluding directors	(6%)

As with most businesses, the most senior tier of staff (directors) receive proportionally larger remuneration and bonus packages. For Aston Manor with 88% male directors and 12% female directors there is a further impact on the overall median bonus gap.

Excluding the directors there is a negative 6% median bonus gap indicating that female employees receive bonuses of a larger value than their male 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.

Median Bonus Gender Gap	%
All staff including directors	4.8%
All staff excluding directors	1.7%

As noted above, the most senior tier of staff (directors) receive proportionally larger remuneration and bonus packages. For Aston Manor with 88% male directors and 12% female directors there is a further impact on the overall median bonus gap.

Excluding the directors there is a 1.7% 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

	Male	Female
Proportion of employees receiving a bonus payment	16%	11%

The proportion of male and female employees receiving a bonus is almost the same at 16% / 11% 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 2018



PROPORTION OF MALE AND FEMALE EMPLOYEES BY QUARTILE 2017



Female employees are spread fairly evenly across all four quartiles which is an improvement on the position in 2017 where there was a limited proportion of females in quarter 2.

With an increase in female employees year-on-year across all employee grades, this supports the equalisation in spread across the quartiles.

In a traditional manufacturing business, we continue to face challenges recruiting female candidates into core production roles which sit within quartiles 1 and 2.

With a relatively low staff turnover rate of 13% pa there are restricted opportunities to address this balance but we continue to operate open recruitment methods to attract both male and female staff into each and every staff role across the business.

We are pleased with the progress that we have achieved in the last year in recruitment of quality staff and look forward to seeing these practices continue in the future.