

OUR 2018

GENDER PAY GAP REPORT

We are passionate about fairness, equality and inclusion and are committed to reducing our Gender Pay Gap

OUR GENDER PAY GAP

In the UK, we are reporting on the Gender Pay Gap as a part of a national effort to identify and address an imbalance of female representation that persists across industries and employers.

The Gender Pay Gap shows the gap between the average earnings of women and the average earnings of men. The Bonus Pay Gap shows the gap between the average bonus paid to women and the average bonus paid to men. This is different from equal pay principle, which says that men and women performing equal work must receive equal pay. We are confident that male and female employees are paid equally for comparable work at SMR Automotive Mirrors UK Limited.

Creating an inclusive workplace that promotes fairness, equality and inclusion is not only the right thing to do, it helps us build a stronger business. Fostering a work environment that is free from harassment and promotes equality is a priority at SMR UK.

The Gender Pay Gap



the difference between the average hourly earnings for all men and the average hourly earnings for all women

...not to be confused with...

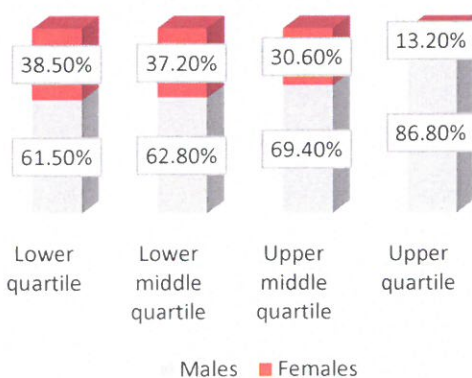
Equal pay...



women and men being paid the same for the same work

OUR GENDER PAY GAP METRICS 2018

Pay quartiles



Gender Pay Gap and Gender Bonus Gap

	2017		2018	
	Median	Mean	Median	Mean
Gender Pay Gap	13%	20.3%	10.45%	20.59%
Gender Bonus Gap	-14.8%	14.8%	-201.47%	12.49%

Proportion of employees receiving a bonus

	2017	2018
Female	99.40%	88.34%
Male	98.00%	88.80%

Understanding our gap

It is widely acknowledged that the automotive and manufacturing sectors face challenges in attracting women into the workforce. We have a very diverse workforce, which is celebrated through company initiatives and is reinforced through company-wide diversity training.

On 5 April 2018, the SMR UK workforce included approximately 500 employees, 70% of which were men and 30% were women. We are pleased that our median Gender Pay Gap has reduced compared with the same figures for 2017, and remains lower than the UK median average (17.9% in 2018). We are also encouraged by the 7.7% increase in female representation in the upper middle quartile in 2018 compared with 2017.

Bonus does not form a large part of the remuneration at SMR UK, and largely represents loyalty awards and Christmas gift payments. Our median Bonus Gender Pay Gap reflects that our median female earner qualified for a loyalty award payment whereas our median male earner did not, which accounts for the large negative gender pay gap.

There are fewer women in senior leadership and technical roles which attract higher salaries. It is the gender balance in those roles which drive our mean and median gender pay gap.

We recognise that achieving gender balance in senior leadership and skilled technical roles within the automotive industry will require sustained long term investment. The lack of women recruited into and remaining in the sector in past decades means there is a particular challenge in attracting women with the right skills and knowledge into senior roles.

Recruiting, training and retaining an engaged, skilled and gender-balanced workforce aligned to the needs of our business is at the heart of our strategy. We are committed to building a pipeline of future talent who have the opportunity to gain the necessary skills and experience to be the leaders of the future.



Actions

We have reviewed our programmes and are running initiatives to attract and develop female employees, and to reinforce a strong company culture of diversity and inclusion

STEM and local community

In recent years we have developed strong relationships with schools and colleges, to engage with young people and encourage them to consider STEM subjects as a career. This has seen numerous female graduates and apprentices join across both technical and non-technical roles. We have also celebrated Women in Engineering Day, which has given us the opportunity to showcase existing female role models within SMR UK, promote exciting career opportunities within our business and celebrate our culture of diversity and inclusion.

We will continue to build on these relationships and in coming months we will be partnering with nation-wide initiative 'STEM Now' to help inspire young people and encourage them to pursue roles in our industry.



Talent acquisition and family friendly policies

Our goal is to attract diverse talent to SMR UK. We are strengthening our procedural requirements for sourcing and filling roles, including standardising and neutralising job descriptions and assessing the skills and experience required for roles so that we can recruit with a focus on talent and with the widest lens possible.

We also work hard to create an environment where all employees can deliver their best. With a range of flexible working arrangements in the UK, including remote working, holiday purchase and reduced or varied hours, we are committed to providing support to employees at all stages of their life and career so that barriers to progression are reduced.

SMR UK also provide training in diversity, ensuring our managers and colleagues are aligned with our ambitions to creating an inclusive workplace.

Statement from Craig O'Connell, Managing Director

SMR is a global tier 1 supplier to the automotive industry. Our vision is to be the automotive market leader driving innovative technology for rear view vision systems, reflecting employee passion and excellence.

At SMR UK, we embrace the diverse talents of our people to power innovation and business success. Providing a work environment that is free from harassment and promotes equality is a priority at SMR UK. We understand our responsibility as a key employer to create a more gender balanced workforce.

To achieve our vision SMR will rely on a diverse, capable and engaged workforce to grow our position as global leader. I welcome the opportunity to share our gender pay report and outline some of the steps we are taking, and plan to take, to redress gender imbalances and narrow the gender pay gap.

The pervasive nature of the gender pay gap in the UK demonstrates the scale of the challenge we face. We should not underestimate this. Achieving gender balance requires sustained resolve and support at all levels of SMR UK, as well as from society as a whole. From our senior leadership team to hiring managers to individual contributors, each of us has a role to play in creating positive momentum and bringing about lasting change. As Managing Director, I am personally committed to making this a priority.

Craig O'Connell

Managing Director

March 2019