A NISSHINBO GROUP COMPANY

We are a leading authority on the engineering development and manufacture of brake pads for Passenger Cars and Commercial Vehicles. We have five locations throughout the UK, of which two are manufacturing sites, with our product being distributed throughout the UK and into mainland Europe. As of 5<sup>th</sup> April 2017, the UK based workforce was 84.51% Male and 15.49% Female.



This table explains that the Mean average pay of Males is 4.02% higher than Females.

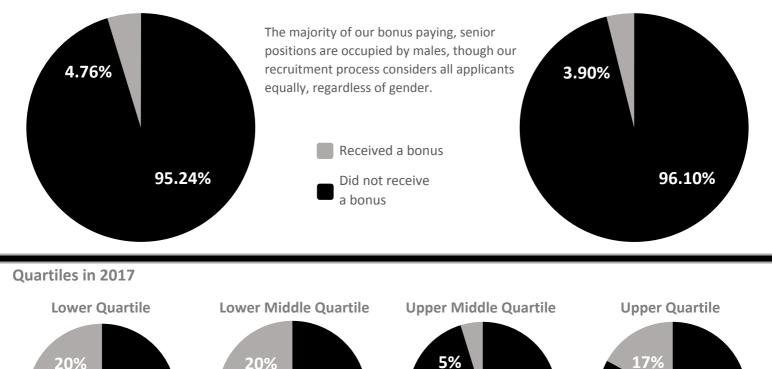
Of all individuals who received a bonus, the Median average bonus was 67.50% higher for Males than Females. As seen below, bonus payments are not commonplace.

As a company, we operate a graded pay structure within the operations environment. For example, Operator pay is determined based on the grade of the job, regardless of gender. In office based roles where Males and Females perform the same role, they are paid an identical hourly rate.

## Proportion of colleagues awarded a bonus in 2017



## Proportion of Females who received a Bonus



The relative imbalance in the Upper Middle Quartile is due to primarily males performing the role of Press Operator, which attracts the highest wage of the operator grades. We are currently undergoing a process to make the role more attractive to females which we believe will encourage more females to apply for the position, enabling them to earn a higher hourly rate. We expect to see the benefit from this from 2020 onwards due to low staff turnover in this area.

Male

95%

80%

Female

80%

83%