

## GUARDIAN INDUSTRIES UK LTD GENDER PAY GAP REPORT

As an employer with over 250 employees, Guardian Industries UK Ltd is required by the Equality Act 2010 Regulations 2017 to submit a Gender Pay Gap report, based upon a snapshot date of 5<sup>th</sup> April 2020. This requirement ensures Guardian will review the difference in compensation between the average female and average male, regardless of their role or level within the company.

Guardian Industries UK Ltd is managed in accordance with our Market Based Management<sup>®</sup> (MBM<sup>®</sup>) philosophy. Based on our 8 Guiding Principles, MBM<sup>®</sup> sets the expectation that all employees will act with honesty, integrity and respect and will look for opportunities to personally develop, grow and reach fulfilment in their role. Consistent with these Guiding Principles we recognize and treat employees with fairness, impartiality, awareness and sensitivity. We will grant equal opportunity in all aspects of employment to all persons.

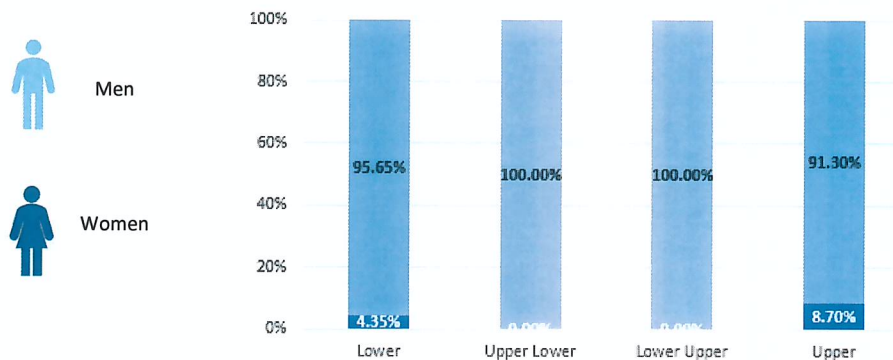
### Gender Pay & Bonus Gap

Difference Between Men & Women	Mean Average	Median Average
Gender Pay Gap	- 8.06%	-45.02%
Gender Bonus Gap	-19.63%	-0%

### Proportion of people receiving a 2020 Bonus



### Gender Split by Hourly Pay Quartiles



As is common across our industry Guardian Industries UK Ltd employees more men than women in production roles. The majority of women in our organisation are in capability roles, which are compensated individually rather than through collective arrangements. Our statistics show a mean pay gap of -8.06% and a median gap of -45.02% in favour of our female employees against a national average of 15.9% in favour of male employees.

At Guardian Industries UK Ltd we provide an incentive scheme for employees covered by our collective arrangements, one for those on personal contracts and another for senior management. The majority of females are on personal contracts in roles which provide, under current arrangements, greater opportunity for incentive pay.

I confirm that the gender pay gap data contained in this report is accurate and calculated in accordance with legislative requirements.



Chris Duguid  
 Plant Manager, Guardian Industries UK Ltd