

GENDER PAY GAP REPORT



This is the Gender Pay Gap report for ATS Euromaster as at the snapshot date of 5 April 2019. It captures the differences in hourly pay and bonus paid to men and women in the year up to and including 5 April 2019.



1. PAY GAP

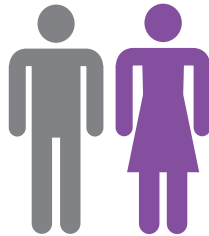
At ATS, 92% of our employees are male and 8% are female. This gender split is typical of the tyre and vehicle maintenance industry in which we operate.

The vast majority of our male employees are employed in technician roles in our operational network. Our female population however, is more equally dispersed across technician, clerical, professional and managerial roles.

Professional and managerial roles attract higher rates of pay than technician and clerical roles.

As a result of this workforce composition, average female pay at ATS is 17.5% higher than average male pay.

**AVERAGE (MEAN)
FEMALE PAY**

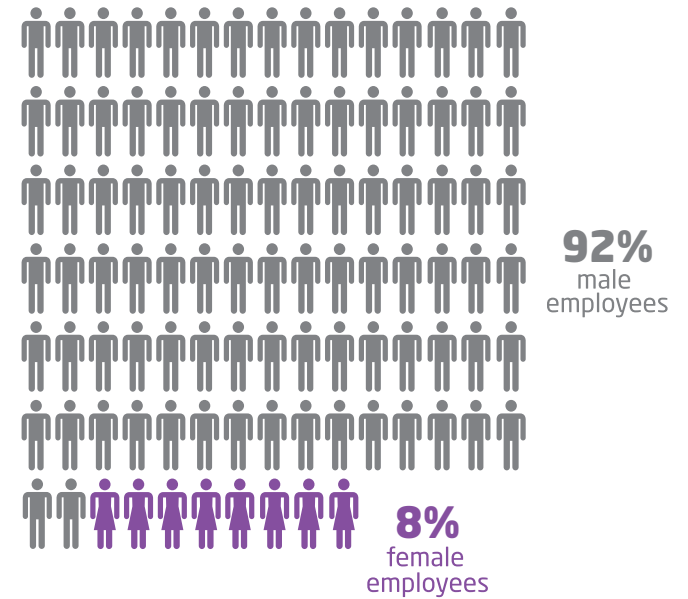


17.5%
higher than
average male pay

**MEDIAN
FEMALE PAY**

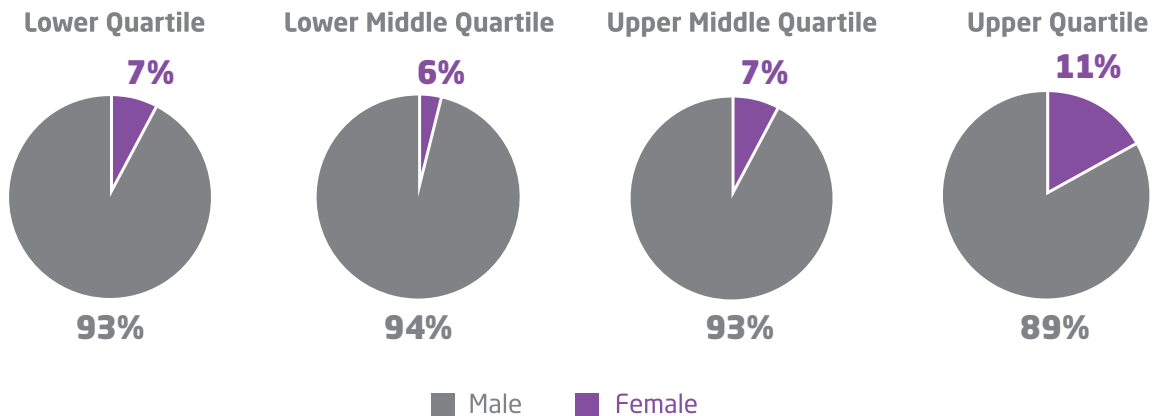


6.7%
higher than
median male pay



2. PAY QUARTILES

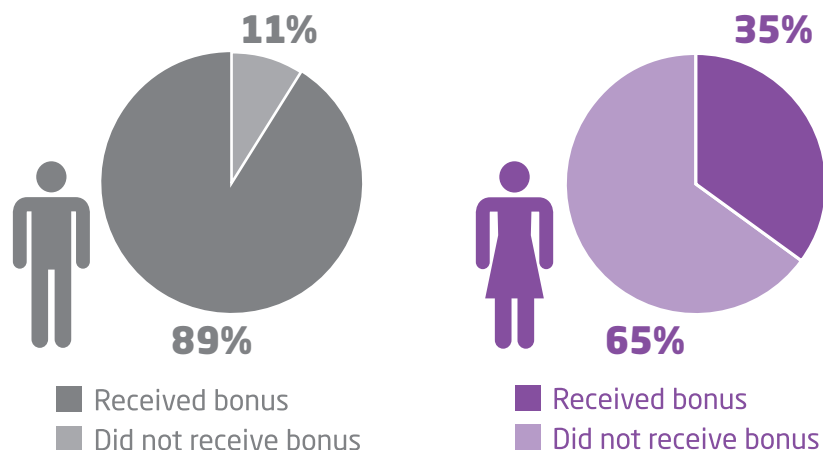
The below graphs show the male to female split of our workforce across four equal sized pay quartiles. The graphs show that ATS has a much higher percentage of male employees across all pay quartiles.



3. BONUS GAP

At ATS we operate a number of bonus schemes for people in sales, technician and management roles. Bonus schemes do not operate across clerical and professional roles.

The graph below shows that 89% of male employees received a bonus payment, compared with 35% of females.



Most of our male population are employed in technician roles which attract bonuses. A large proportion of our female workforce is employed in clerical and professional roles that do not attract bonuses.

SUMMARY

We are confident that men and women are paid equally for doing equivalent jobs across the organisation. Our gender pay gap is very much the product of our workforce composition.

The pay structures in place across the organisation are gender neutral by design and are reviewed regularly. Despite experiencing a significant period of business transformation in 2018-19, we continue to see healthy levels of female representation in management and executive positions.

During 2019, we have actively explored how we can replicate this success in front line technical and operational roles. As such, we have changed our approach when recruiting for Centre Operations Managers. We now focus on generic competences, rather than the more traditional approach of recruiting on the basis of technical skills and experience. This has widened the available talent pool and has enabled us to attract a greater number of female candidates for these traditionally male roles.

ATS works hard to establish a diverse and inclusive culture that represents the communities we serve and this is brought to life through our policies and working practices.

Going forward we will

- Continue to challenge our traditional recruitment practices and develop new approaches. This will help us attract a more diverse range of applicants and thus encourage more women into technical and operational roles
- Monitor levels of pay and bonus across the organisation and continue to ensure that our pay structures remain gender neutral and support our drive towards an increasingly diverse workforce

I can confirm that the data outlined above has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Vitor Silva
Managing Director

March 2019

