

HARWIN

CONNECT TECHNOLOGY
WITH CONFIDENCE



GENDER PAY GAP REPORT 2023

// WWW.HARWIN.COM

At a Glance - Our Gender Pay Gap Review

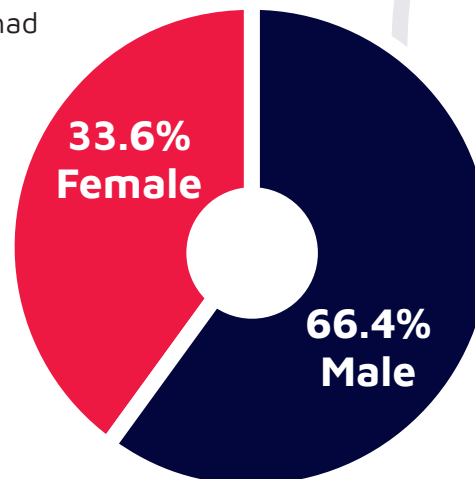
This report provides an overview of our gender pay gap and highlights key data and initiatives as we strive for transparency and workplace equality.

Across the UK economy, men are more likely than women to be in senior roles and especially the roles at the top of organisations. This is even more common in the STEM (Science, Technology, Engineering and Mathematics) sector, that faces particular challenges to recruit females into the workforce.

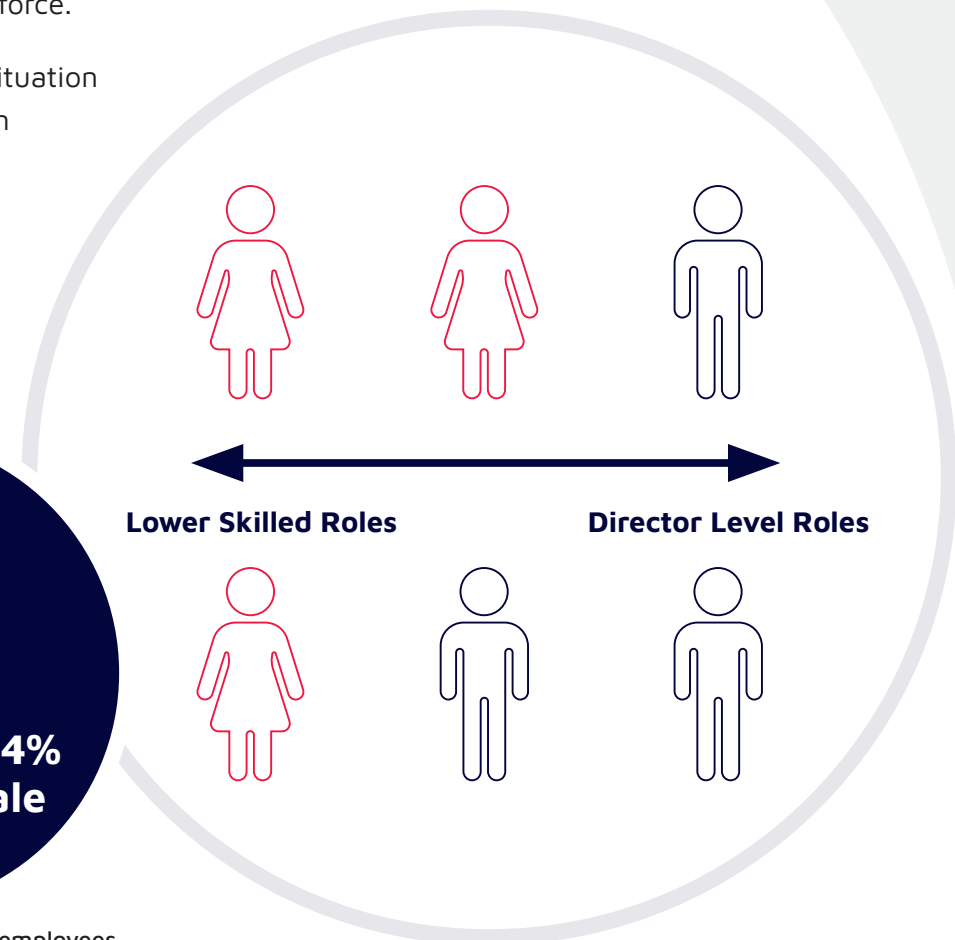
As a leading manufacturer of electronic components, Harwin is no exception to this situation and the make-up of our own organisation is in line with comparable companies within our sector. As a result, most line managers and senior managers are men and our board of directors and executive management team comprises 11 males. At this time, our most senior female employees are our "Heads of Business" that occupy management positions.

Furthermore, despite a strong apprenticeship program, in which every year Harwin commits to taking on 10 engineering apprentices through our training academy, over the last three years we have had just three successful female applicants. Having no control over what people choose to study or the career choices that they make makes it harder to attract and retain female employees and apprentices.

Therefore it is no surprise that while we are proud that there is no disparity in pay between individuals operating at the same level, the report that we conducted for the first time this year indicates that there is a gender pay gap within Harwin as a whole.

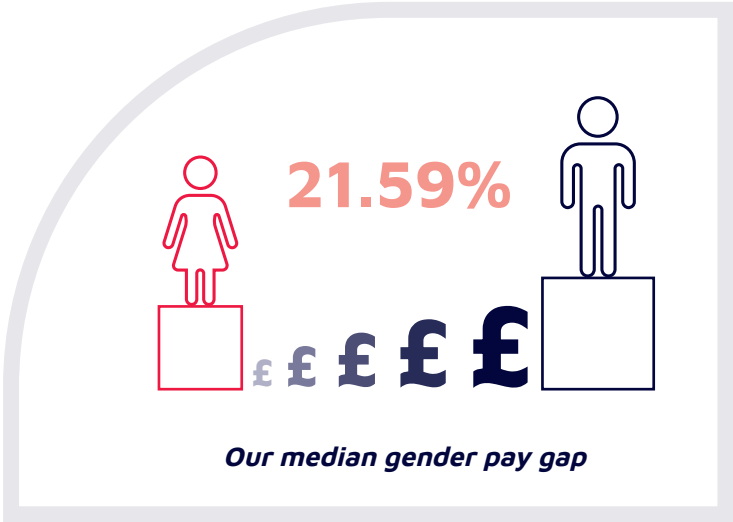
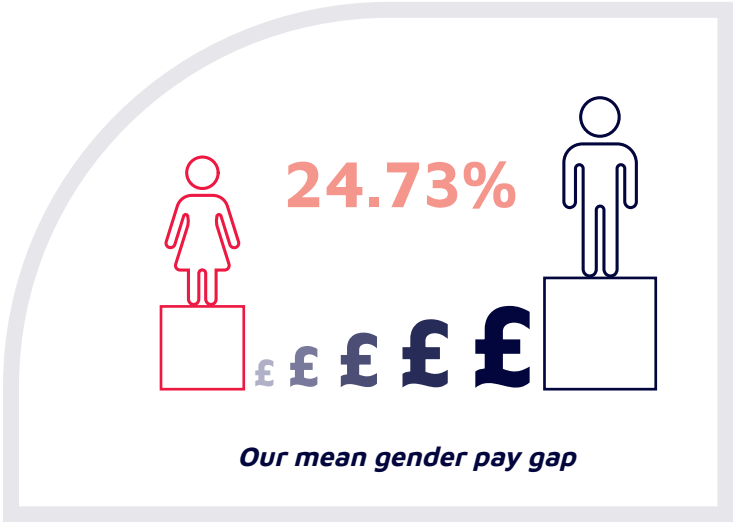


Percentage of full pay relevant employees



Our Results

This is our annual gender pay gap report for the snapshot date of 5 April 2023.



Pay Quartiles by Gender

Band	Males	Females	What is included in this band?
A	48.4%	51.6%	All employees whose standard hourly rate is within the lower quartile
B	54.4%	45.6%	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median
C	71.0%	29%	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile
D	90.6%	9.4%	All employees whose standard hourly rate is within the upper quartile

A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four.
The "lower quartile" is the lowest group. The "upper quartile" is the highest group.
The figures in this table have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The table above shows how our workforce is divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile). If we had no gender pay gap, there would be an equal ratio of men to women in each band. However, instead, 51.6% of the employees in band A are women and 48.4% men. The percentage of male employees increases throughout the remaining bands, from 54.4% in band B to 90.6% in band D.

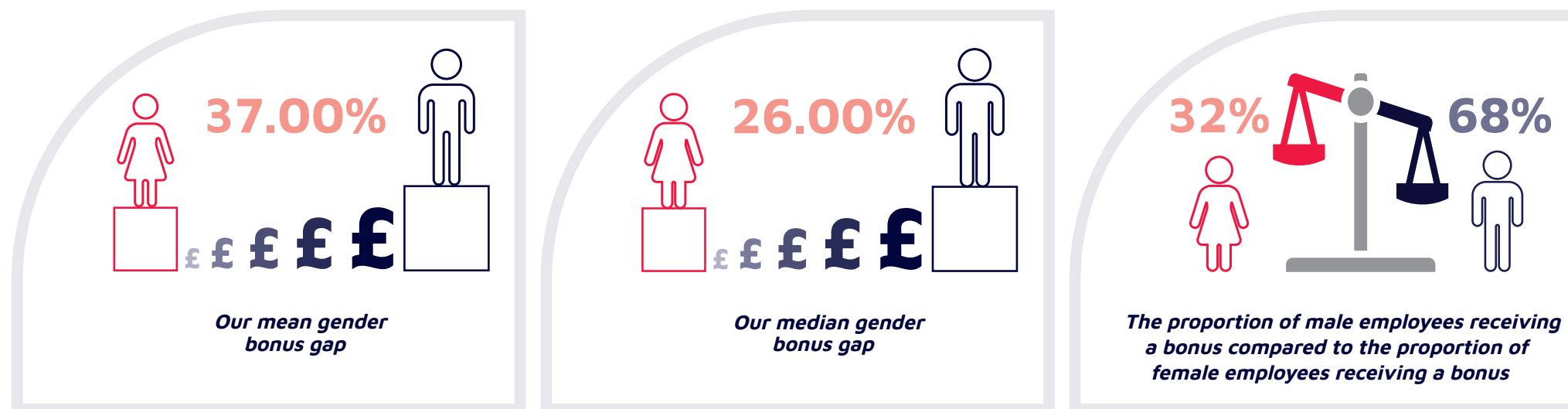
Initiatives to Address the Gender Pay Gap

While acknowledging the gender pay gap, we are dedicated to proactively addressing and improving the situation. We recognize the need for progress and have outlined a series of initiatives in this report that signify our commitment to narrowing the gap. We are actively taking steps to achieve positive, year-on-year improvements and to promote gender diversity:

Company-Wide Bonus

Harwin has historically run a bonus scheme for the manufacturing divisions only. Reviewing the scheme and opening it up to all employees shows an appreciation for all staff who contribute to the business, including those in support roles. These tend to be occupied by more female employees. The bonus is based on the profit of the business and encourages our workforce to come together as a team to achieve the best results.

Our gender bonus gap breaks down as:



Gender Monitoring and Reporting to the Board

To identify any barriers to gender equality and to help us make priorities for action, we introduced gender monitoring to help us understand:

- The number of men and women applying for jobs and being recruited.
- The number of men and women leaving our organisation.
- The number of men and women in each department / cost centre.
- The number of men and women working flexibly and their level within our organisation.

As of November 2023, these figures will be quarterly and provided to the board in the board report. Highlighting the inequalities at board level and opening up the discussion surrounding gender pay and inequalities within the business.



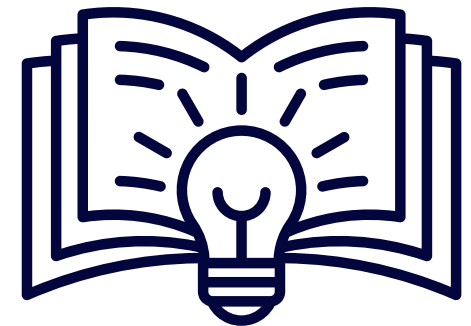
Recruitment Process

Effective November 2023, our recruitment team has implemented the use of blind CVs from all agencies and direct applicants and are also using gender decoding software for all job adverts and specifications. We will be advertising our engineering vacancies on the Women's Engineering Society website and STEM returners websites to encourage diverse candidates to the business.



Learning and Development

We've created a training session specifically tailored for our managers, supervisors, and executive team. This session is designed to emphasize the unique dynamics and strengths that men and women bring to the workforce. The training will encompass the recruitment process, managing individuals as individuals and different challenges face by men and women in the working world.



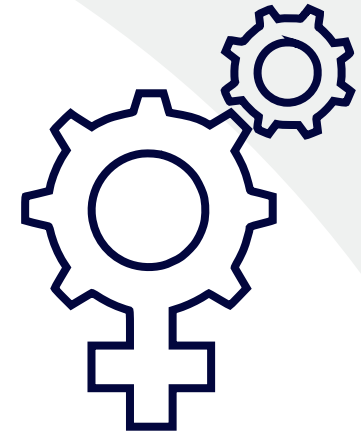
ED&I Champions

We are asking for volunteers from the workforce to be ED&I champions. These volunteers will be specially trained to champion change, foster a culture that promotes inclusivity, and be a point of contact for anyone facing challenges with ED&I.



Women's Engineering Society

Harwin already supports employees with membership to their professional bodies. This will now be extended to membership of the Women's Engineering Society to further support our female engineers in fulfilling their full potential and providing a platform to collaborate with like-minded individuals.



2024 Plans

Right now, we have plans to extend our evidence gathering and in 2024 we plan to:

- Launch Lean in Circles – Research shows that employees thrive when they have a supportive network. Our goal is to establish a network that empowers all employees through support that is optimized to their needs. Lean in Circles will be planned monthly and will be open to employees across all business entities within Harwin. (including Inc & PTE).
- Review our apprenticeship programme and implement ways to improve diversity through our training academy, encouraging aspiring engineers to join our workforce and provide a work environment that is inclusive, equitable and enjoyable. We will work with our training provider to improve our academy recruitment process.



Summary

Each of these initiatives contributes to our ongoing efforts to bridge the gender pay gap, and we believe they will make a meaningful impact over time.

While the results may take a while to fully materialise, we're excited about the positive changes we're working towards and the steps we're taking to create a more equitable future.

I, Damon de Laszlo, Chairman, confirm that the information in this statement is accurate.

A handwritten signature in black ink, appearing to read 'Damon', with a stylized, flowing script.

HARWIN

CONNECT TECHNOLOGY
WITH CONFIDENCE



HIGH RELIABILITY
WITH SUPREME
PERFORMANCE



DEPENDABLE
CONNECTIVITY
ACROSS THE BOARD



INNOVATIVE
DESIGNS FOR
EASY ASSEMBLY

HRI
RANGE

BBi
RANGE

EZi
RANGE

FOR FURTHER INFORMATION PLEASE CONTACT:

Europe, Middle East & Africa
E: technical@harwin.com

Americas
E: technical-us@harwin.com

Asia Pacific
E: technical-asia@harwin.com

// WWW.HARWIN.COM