



Michelin Tyre PLC

# ***2021 GENDER PAY GAP REPORT***



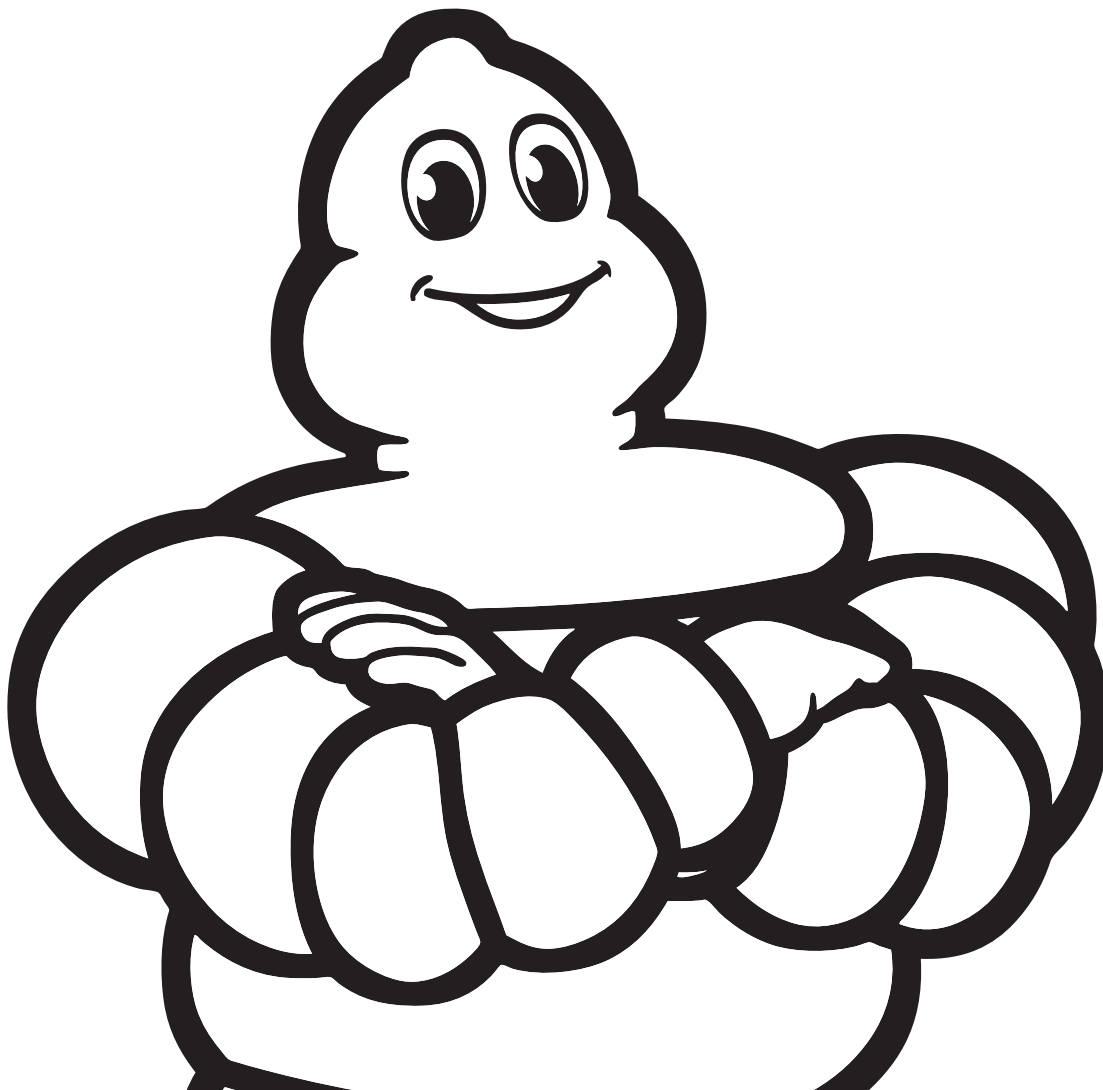
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# ***WELCOME TO MICHELIN UK'S 2021 GENDER PAY GAP REPORT***

**At Michelin UK we pay and reward people according to the nature of their job and their performance. We work hard to provide rewarding careers for all our employees and we endeavour to support career progression throughout the business, regardless of gender.**

Although the percentage of female employees in the company continues to increase, the progressive run-down of our Dundee factory and loss of many lower-paid male employees has had a slight negative effect on our gender pay gap. The plant finally closed its doors in June 2020. The on-going work to minimise and close the gap further remains a key priority for us in the years ahead.

**Ian Peart**  
**Head of Human Resources, Michelin UK**



## OUR GENDER PAY GAP

- HOURLY RATES AT APRIL 2021

Difference in  
mean pay

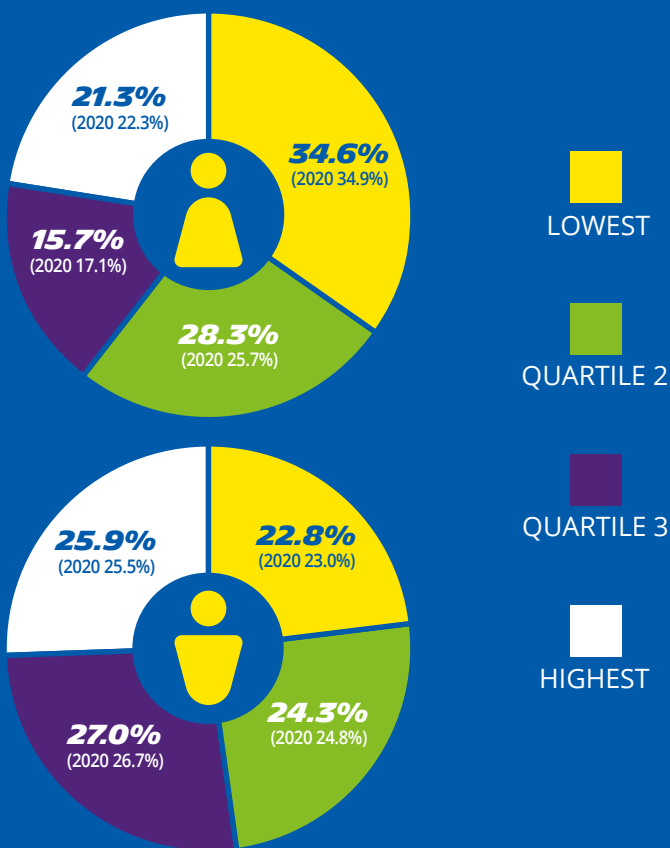
**5.15%**  
(2020 3.66%)

Difference in  
median pay

**11.78%**  
(2020 4.99%)

## QUARTILE RANGES

(PERCENTAGE OF GENDER  
ACCORDING TO SALARY BRACKETS)



## DIFFERENCE IN BONUS PAYOUTS

(YEAR ENDING APRIL 2021)

**95.14%**

of men received a bonus

(2020 97.33%)



**91.04%**

of women received a bonus

(2020 90.16%)



## MEAN BONUS GENDER PAY GAP

**-16.34%**

(2020 -0.13%)

## MEDIAN BONUS GENDER PAY GAP

**-40.02%**

(2020 7.07%)

## THE PROPORTION OF MEN AND WOMEN WORKING IN DIFFERENT SALARY RANGES

The pay gap between males and females increased compared with the previous year. This was due to the final closure of Dundee factory, which saw a large number of lower paid male employees leave the Company, while most of the existing lower paid female employees remained in place.

The proportion of female employees in the topmost quartile decreased slightly compared with the previous year, but their average pay not only remained higher than that of males, but has pulled further ahead in that period.

The ratio of women to men increased from **17.3% to 18.7%**, again as a result of so many male redundancies.

Average bonus this year was substantially higher for females than for males. However, no conclusions can be drawn from this as the normal bonus routine was impacted by the pandemic.

# ***THE FUTURE***

**Michelin is fully committed to ensuring that we have a working environment that is equally attractive to our current and future employees, irrespective of gender.**

The Group has set gender diversity as a strong priority in the years ahead, with many actions taken at both international and local level. Female employees are still more likely to be employed in the lower pay quartiles, but it is hoped that the measures we are taking now will lead to them progressing in the company over time, and to Michelin attracting more female applicants when recruiting from outside the company. It is therefore our hope that the gender pay gap will begin to close again as we move forward into the coming years.

