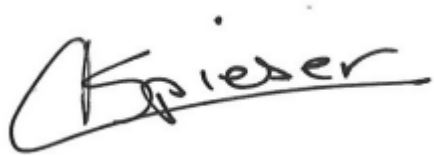




**2021 Gender Pay Gap Report
Federal-Mogul Coventry Ltd**

2021 Gender Pay Gap Report

This statement has been approved by the Board and signed by:

A handwritten signature in black ink that reads "Spieser". The signature is written in a cursive style with a large initial "S" and a horizontal line underlining the name.

Joseph Spieser

Director, Federal-Mogul Coventry Ltd



Introduction

- **Federal-Mogul Coventry Ltd** welcomes the opportunity to report the gender pay gap statistics for those we employ. We take pride in our employee's dedication to the business and are committed to rewarding those we employ fairly and equitably, and we do not discriminate on the grounds of gender when we make any pay decisions.
- We recognise that the success of the Company is attributed to the dedication, cooperation and commitment of all employees to provide the highest degree of customer satisfaction.
- The information in this report is accurate for Federal-Mogul Coventry Ltd for the reference period including 5th April 2021.



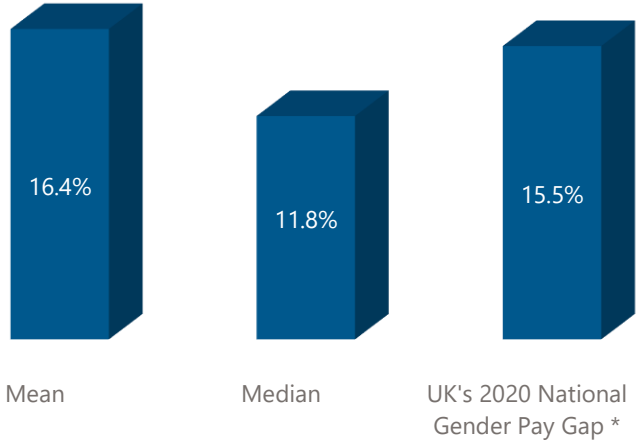
Pay difference between women and men

- Our gender pay gap has risen from 13.9% in 2020 to 16.4% in 2021, which is slightly above the UK's national average for 2020 (15.5%). The reason for the increase is we have had a greater number of females on maternity leave at one time than ever before and more males than females have joined the business (80%).
- In previous years we have included a number of Senior Executives in our Gender Pay Gap data, which resulted in our Mean average measuring well above the UK's national average. As part of a Global organisation, these Senior Executives have much wider remits and therefore do not work predominantly for Federal-Mogul Coventry Ltd therefore the decision has been taken for their respective business entities to take the salary and benefit costs directly into their accounts, in order to make the data more transparent and reflective of the true business.
- Our gender pay gap is also representative of the fact that we employ over four times more men than women and a greater proportion of our senior management team are males. This trend is not unusual within our industry, and we continue to work closely with local education establishments to promote careers within the engineering and manufacturing field, within their female cohort.



Results

Mean	16.4%
Median	11.8%



*** We are pleased to report that our Mean pay difference falls well below the current statistic for the UK as shown above**

Pay difference between women and men



Results

- With our Mean average 1% above the current Mean UK National Gender Pay Gap (16.4% v 15.5%), further analysis of our pay data indicates that the difference in average pay is due to proportionally more men holding senior level roles, which attract a higher rate of pay.
- However, the Company has a clear pay grading structure for operational employees and an independent global benchmarking system for staff employees, which are both regardless of gender.
- Ongoing analysis continues to show that, where possible, the Company accommodates personal requests for specific shift patterns. Currently 25% of our female workforce have chosen to work the shift pattern with more sociable hours as part of our commitment to flexible working, which attracts the lowest shift premium. This is a 5% decrease from last year which is due to a slight increase in females choosing the work the static night shift pattern which pays the highest shift premium.
- If the employer did not support these work life balance requests and chose to spread the operational female demographic equally across all shifts, female employees could increase their annual earnings depending on the shift pattern worked.

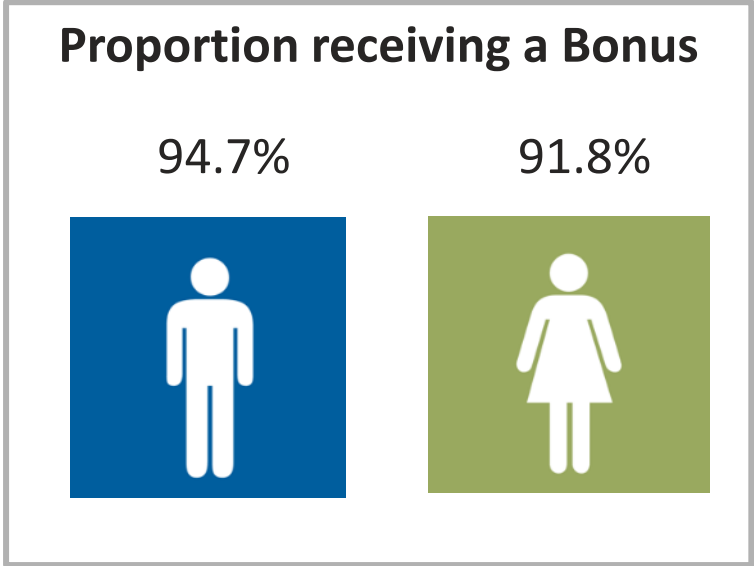
Bonus difference between women and men



Results

- We are pleased to report that the Mean %age has decreased significantly from 21.9% in 2020 to 6.6% in 2021.
- The Mean variance is due to proportionally more men being in senior roles which attract higher levels of pay, where the scale of the bonus potential is greater.
- The proportion of females receiving a bonus has decreased from 98.1% in 2020 to 91.8% in 2021, this is due to a number of females joining the business after the annual bonus had been paid.
- The Median %age for 2021 has increased to 3.0% from 0% in 2020. The reason for this is due to a proportion of females being on maternity leave in 2020 and earning a lower wage in comparison to 2021.

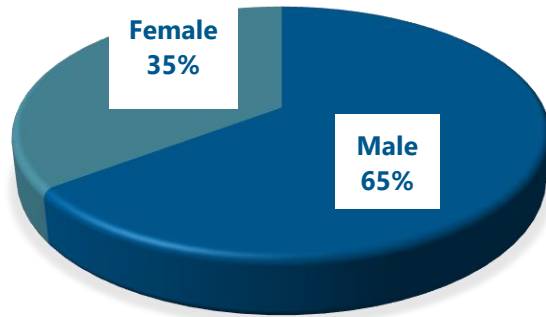
Mean	6.6%
Median	3.0%



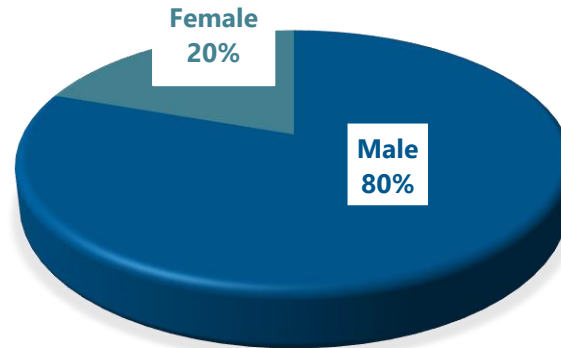
- Federal-Mogul Coventry Ltd have two bonus programmes in place. They include an Annual Incentive Plan and an Attendance Bonus Programme.

Pay Quartiles 2021

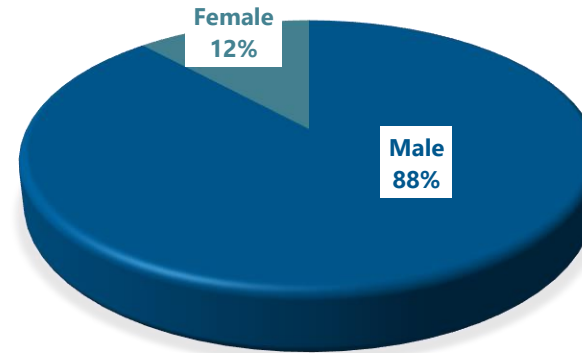
LOWER QUARTILE



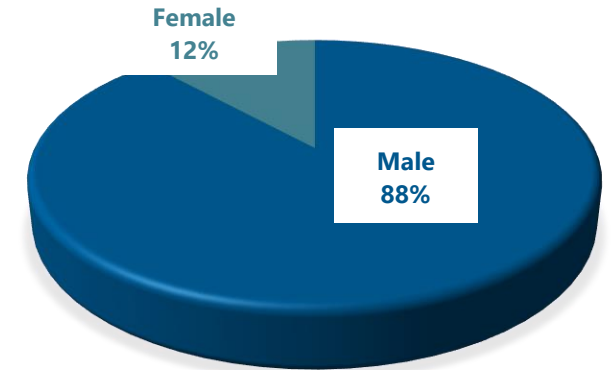
THIRD QUARTILE



SECOND QUARTILE



UPPER QUARTILE



Results

- There is a significantly greater proportion of male employees across all quartiles and this is a direct reflection of the nature of our business and industry that we work in.
- However, we are pleased to report that the gap between women and men in the upper quartile has decreased with slight decrease in the third quartile.

Pay Quartiles



Results

- Whilst we are pleased to see a decrease in the gap between women and men in the upper and third quartiles, women are less well represented in the upper quartile due to us having fewer women in senior management positions who sit in the upper pay quartile.
- The opportunity to develop skills within the business is open to all employees regardless of gender. However, analysis continues to show that a majority of females chose to undertake Inspection roles, which are lower skilled positions and therefore attract a lower rate of pay.
- With the introduction of more automated equipment over the next 2 to 3 years, these Inspection roles will become more skilled therefore attracting a higher rate of pay and further reducing the Mean gender pay

