



Marshall Aerospace Gender Pay Reporting 2021

Despite a slight increase in the overall percentage of male versus female employees across our workforce we have seen a significant reduction in the differential in hourly pay rate, reduced from 6.7% in 2020 to 0.2% in 2021 at the mean point.

We believe this is, in the main, a reflection of the work we did during 2020 to address anomalies identified as part of our project to implement standardised terms and conditions across the business.

We are also particularly pleased to see for the first time that we have achieved gender parity in terms of employees receiving a bonus payment.

However, we acknowledge that we need to work harder to attract more female talent into our organisation and whilst our current ratio is fairly typical of our sector we will continue to look for creative ways to challenge the status quo.

Our experience through the Covid pandemic has accelerated our progress to adopting flexible/hybrid working arrangements for a wide range of roles which we hope will help us to make a career at Marshall a practical and attractive option for potential employees of all genders.

Post-covid we will step up our community outreach programme to encourage more girls to participate in STEM subjects and to actively promote the benefits of careers in engineering.

We confirm that Marshall of Cambridge Aerospace Ltd's gender pay gap calculations are accurate and meet the requirements of the Regulations.

Signatures

Duncan Eldridge,
Managing Director,
Marshall Aerospace.

Daney Wilkinson,
Chief People Officer,
Marshall.

Our Gender Balance



Gender Pay Gap



Bonus Gap



Proportion receiving Bonus Payment



Key:



Gender Pay is a measure of the difference in the average pay of men and women across the organisation, regardless of nature or level of work. It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same work or work of equal value.



Marshall Land Systems Gender Pay Reporting 2021

In line with industry norms, a very significant proportion of the Marshall Land Systems workforce is male (90% male/10% female).

However, the gender pay gap data weighs strongly in favour of our female employees at both the mean and median hourly pay rate.

This is very much a reflection of the make-up of our teams, with a strong heavy manufacturing bias, our female employees tend to work in professional support functions or senior management. This is born out by the fact that we have a higher percentage of females in pay Quartiles 3 and 4 versus 1 and 2 and also a slightly higher percentage receiving a bonus.

The median bonus percentage has achieved gender parity however due to the relatively small number of employees within Marshall Land Systems, fluctuations within the bonus payments have resulted in a bonus mean percentage that is in favour of men.

Despite the positive picture in terms of the gender pay gap and median bonus gap, we acknowledge that we need to work harder to attract more female talent into our organisation and we will continue to look for creative ways to challenge the status quo.

Our experience through the Covid pandemic has accelerated our progress to adopting flexible/hybrid working arrangements for a wide range of roles which we hope will help us to make a career at Marshall a practical and attractive option for potential employees of all genders.

We confirm that Marshall Land Systems Ltd's gender pay gap calculations are accurate and meet the requirements of the Regulations.

Signatures

Gary Moynehan,
Managing Director,
Marshall Land Systems.

Daney Wilkinson,
Chief People Officer,
Marshall.

Our Gender Balance



Gender Pay Gap



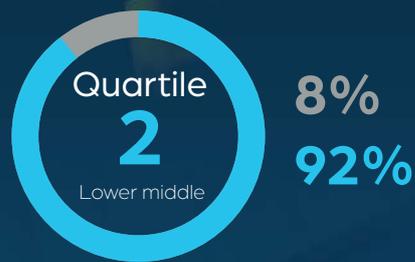
Bonus Gap



Proportion receiving Bonus Payment



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