

## 2019 Gender Pay Report

### **Foreword by Declan Allen, Managing Director, HORIBA MIRA**

The people behind HORIBA MIRA are what drive our success as a business and we're proud of the passionate, innovative and diverse team that we foster here. By ensuring that everybody who works with us is treated fairly and given equal opportunities to progress, we are able to retain and recruit world-class people who drive our business forward.

As an automotive engineering consultancy, we're aware of the historic prevalence of men in the industry. Looking forward, with the constantly-evolving automotive technology development, our business is broadening to encompass both traditional mechanical engineering and new technologies such as automotive cybersecurity.

Through our technology development, we are attracting a balance of diversity and we're committed to selecting based upon the best talent. Everyone who works with us is treated fairly and each salary is dependent upon a person's role, responsibility and contribution to the business. We reward our people through fair and transparent pay review processes and have a good track record of talent development.

For us to grow as a business, we need to continue to access and secure the best people to build a strong team globally, whilst ensuring that we provide fair opportunities for all to progress.



### **Mean and Median Basic Pay by Gender**

As of 5<sup>th</sup> April 2018, there was a 20% differential between male and female mean basic pay, and a 23% differential in median basic pay. This reflects the wide sector of jobs and associated market rates that we recruit across, from administration and sales through to engineering and management roles.

In the time the data was recorded, we were still heavily recruiting automotive Technicians to enable the continuing expansion of HORIBA MIRA. In order to recruit and retain this population, there was a need to ensure that our offering was competitive within the market.

The high demand for skilled Technicians has driven a higher market rate across the industry. The high population of males in this role at HORIBA MIRA is reflected in the data. This is the main reason for the overall difference.

To address this, we've moved roles that have specialist skills into a sub-section of our company grading structure. This has enabled us to ensure our salaries reflect the market and we remain competitive, enabling us to attract and retain key skills for our business. Furthermore, as part of our company annual pay review, we have incorporated processes to review gender pay to ensure we continue to pay fairly.

## Bonus

Eligible employees receive an annual company bonus, reflecting and triggered by the company performance in the previous year.

Total reward packages received by commercial and senior management roles include a higher proportion of variable elements to reflect their responsibilities. Within this group there are fewer women which explains why there is a 34% difference in the average bonus payment between men and women.

The 89.9% female and 90.4% male gender pay proportion data shows that we apply the bonus scheme fairly to each population, but the discrepancy is driven by the fact that there are more men in our commercial and senior management roles. In the time the data was collected, everyone eligible for a bonus received it, 16% of these were women and 84% of these were men. In recent years we have seen a growth of female employees in this level of the organisation.

## Data

MEAN BASIC PAY BY GENDER		
Women	Men	Difference
£16.29	£20.27	20%

MEDIAN BASIC PAY BY GENDER		
Women	Men	Difference
£13.65	£17.75	23%

MEAN BONUS BY GENDER		
Women	Men	Difference
£1,462.00	£2,224.00	34%

MEDIAN BONUS BY GENDER		
Women	Men	Difference
£564.50	£852.60	34%

GENDER PAY PROPORTION BONUS	
Women	Men
89.90%	90.40%

PERCENTAGE BONUS BY GENDER	
Women	Men
16.00%	84.00%

## GENDER PAY QUANTILES

	Q1	Q2	Q3	Q4
	7.17 – 13.50	13.56 – 17.27	17.30 – 23.77	23.79 – 141.43
<b>Women</b>	44 – (30.99%)	16 – (11.27%)	14 – (9.86%)	15 – (10.56%)
<b>Men</b>	98 – (69.01%)	126 – (88.73%)	128 – (90.14%)	127 – (89.44%)

## Summary

At HORIBA MIRA the distribution of male and female employees in the company reflects the historic industry demographic, with more female employee numbers in the lower quartiles, (67% in Q1 and Q2 compared to 33% in Q3 and Q4).

We are committed to selecting the best people for our roles from a diverse population. We are working to profile ourselves as an excellent employer of choice to all professionals in the industry, but also continuing our interaction and partnerships with stakeholders across education and the public sector in the forms of the Local Enterprise Partnerships, Local Authorities and the Careers and Enterprise partnerships to promote diversity in all forms. Our recently opened MIRA Technology Institute (a partnership with ourselves, North Warwickshire and South Leicestershire College, Coventry University, Loughborough University and the University of Leicester) is also actively working with industry and professional bodies to promote diversity.

To encourage progression, positive case studies are communicated via various means including company presentations, website, social media and videos, and regular appraisals identify career goals and opportunities for development at HORIBA MIRA. A focus on opportunities and talent management encourages staff across the business to apply for a broad range of job and career opportunities.

Whilst there is still work to do to increase the number of females across the wider automotive industry, we are committed to ensuring all team members have equal opportunities to thrive and be rewarded.

## Case Studies

### **Felicity Palmer, Head of Global Business Development**

I started at MIRA in 2005 as a Business Development Manager with specific responsibility for several customer accounts. Over the years, my managers have been incredibly supportive of my career development and I'm now Head of Global Business Development, managing a team of Solution Leaders and responsible for providing commercial support and propositions to our global customer base.

No two days are the same for me! We have such a diverse customer base which means one week I can be travelling across the world to meet a customer, and the next working with my team here on an innovative automotive solution. The huge variety and constantly evolving capability makes HORIBA MIRA an incredibly interesting and forward-thinking place to work.



## **Kristy Thompson, Regional Head of Marketing Communications – Europe**

I joined MIRA in 2010 with the responsibility of developing the company's brand and raising its profile for our engineering and advanced technology capabilities. I vividly recall my line manager, saying to me on my first day: "don't change the company name, but everything else is up for grabs!".

In the nine years I've been here, I've worked hard to make Marketing an important central function; growing the team and educating the business about the importance of branding and communication. We've come a really long way and the services my specialist team offers are now in high demand. One day we might be putting together a marketing campaign to promote one of our key capabilities, the next we might be delivering a VIP event for a royal visitor, as we did last year.

My role has also evolved, and I've taken on a broader position within HORIBA, the company that acquired MIRA back in 2015. My role now sees me manage a bigger team of people based in the UK and Germany and together we're working hard to promote both HORIBA MIRA services and HORIBA products.



## **Bhavisha Lad, Resourcing Lead**

As Resourcing Lead, my focus is to manage all resourcing activities for the business both internally and externally, whilst showcasing the brand values and opportunities to support HORIBA MIRA in becoming an employer of choice.

With the exciting engineering and technology developments within the automotive industry, I'm working to ensure that we develop and empower our employees, recognising our talent within and progressing capability to match future demands. Alongside our Talent Lead and Skills Lead, together we're developing creative future talent pathways such as apprenticeships, industrial placements and graduate programmes to support the future of automotive engineering.

I can honestly say that HORIBA MIRA is a business like no other and to me, it's a company for life. Not only does it implement its philosophy and values throughout its culture, the site is also impressive. From the proving ground, to the test labs and the MIRA Technology Institute, they're all clear examples of the investment made to ensure we are supporting the evolution of the automotive industry. As I drove over the on-site bridge to my first interview, I knew I wanted to work here, and to this day I still have the biggest smile on my face driving over the bridge and feel privileged to work amongst such exceptional and supportive leaders.



## **Stephanie Haynes, Cybersecurity Apprentice**

I've learnt so much about automotive cybersecurity since I started as an Apprentice in April 2017. From technical know-how such as building and programming tools, to covering issues such as data privacy, as well as becoming familiar with automotive cybersecurity standards. Using the knowledge learned during my classroom training, such as networking and cryptography, I have been able to further my understanding on how these concepts are used within vehicles and learn about the challenges that securing modern vehicles presents.

Alongside my apprenticeship work, I've taken part in a variety of training courses from vehicle safety awareness through to communication, confidence and assertiveness workshops. The opportunities I've had, have allowed me to grow both technically and personally and I really feel that HORIBA MIRA invests in its people and helps them to succeed.

Through the support provided I completed my apprenticeship with a Distinction. Alongside this, I found out that I'm the first female cybersecurity achiever to complete this course in the UK! I'm hoping that I can inspire more women into a career in technology. You don't need a strong technical background or a particular 'personality type' to fit into the industry, if you're enthusiastic about your field of interest and love what you do, you will thrive.



## **Vanessa Lindley, Functional Safety Consultant**

As Functional Safety Consultant, I work in the System and Safety team in HORIBA MIRA's Engineering function. We provide specialist consultancy and services for customers looking to comply with the ISO standard for functional safety of embedded electronic systems in road vehicles.

I joined the team as an auditor for ISO 26262 in September 2017 and have a background in quality and organisational development across different industries. In the last 18 months, my role has developed to include process improvement for external customers and within HORIBA MIRA. I've been involved in safety assessments as well as audits for customers and have taken part in projects to support customers to embed ISO 26262 processes in their quality management system.

Every day is different and the exposure to different customer projects is diverse. There's also a great sense of teamwork that means I can draw on the extensive experience of colleagues to find the best solutions for customers.

