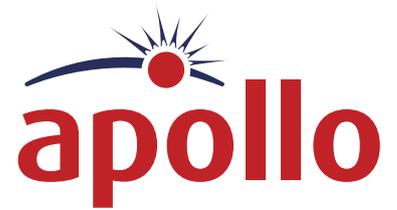


GENDER PAY GAP REPORT 2020

A black and white photograph of a woman with long dark hair tied back, wearing glasses and a dark jacket. She is smiling and looking at a laptop screen. The photo is framed by a large red circular graphic that overlaps the bottom left corner of the page.

**DIVERSITY &
INCLUSION
AT APOLLO**



DIVERSITY & INCLUSION

“
Becoming a diverse and inclusive company is not only the right thing to do, it is crucial to helping us to grow, attract talent and the engagement of our staff. We believe that having an inclusive workforce is truly critical to our long-term success.”

Wendy Osborne
Director of Talent & Culture

We continue to remain dedicated to achieving a better gender balance within under-represented teams at Apollo. Not only is it the right thing to do, we appreciate the value of diverse perspectives, and the innovation this brings, and know that becoming truly diverse and providing equal opportunities at all career paths is imperative to our future sustained success. Over the past year, we have taken some positive steps, we are now a director leadership team with a 57:43 female/male representation, we have introduced enhanced support for our employees when welcoming new family members, and we utilise targeted recruitment initiatives in areas of our business where we know we have some challenges. We feel we are still at the start of our journey, with still lots we can do, but we remain totally committed to driving positive change.



WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap is the difference in pay between men and women explained through various statistics. It is influenced by a range of factors, including the demographics of a company's workforce.

A positive number indicates that women on average earn less than men

The Gender Pay Gap is not the same as Equal Pay

'Equal Pay' is about a man and a woman receiving equal pay for the same or similar job. For our staff that are not in the trade union bargaining unit - Apollo is committed to fostering a fair working environment, rewarding employees based on their performance and has a robust, calibrated Talent Management process to enable an accurate assessment of our staff performance.

For our staff that are included in the trade union bargaining unit, pay is negotiated under a collective agreement between the trade union and the company.

MEAN PAY GAP

The mean gender pay gap is the difference in the average hourly pay for women compared to men, within a company.

MEDIAN PAY GAP

The median represents the middle point of a population. If you separately lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.



APOLLO'S GENDER PAY GAP RESULTS

Apollo EMEA consists of just over 430 permanent employees. Whilst the majority of our staff are in the UK, we also have colleagues based in Germany, India, Singapore, and Dubai. For the purposes of the gender pay gap, we only report on staff in the UK (398 employees as at March 2020).

Looking at our UK workforce our results are as follows:

GENDER PAY



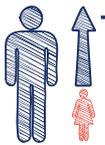
+27.0% The mean pay for men is **27.0% higher** than that of women.



+19.9% The median pay for men is **19.9% higher** than that of women.

Women earn 80p for every £1 that men earn when comparing median hourly wages

GENDER BONUS PAY



+55.8% The mean bonus pay for men is **55.8% higher** than that of women.

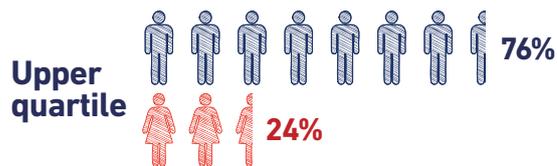
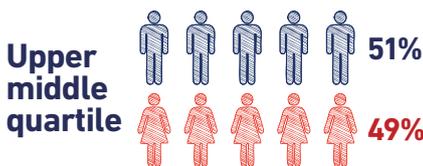
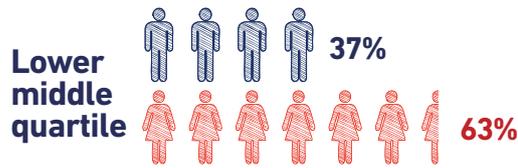
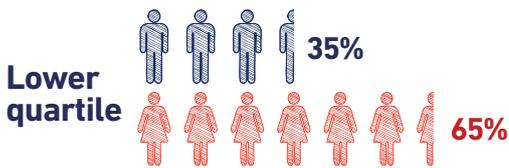


+16.2% The median bonus pay for men is **16.2% higher** than that of women.

THE PROPORTION OF MEN AND WOMEN PAID A BONUS



POPULATION BY QUARTILES



We have a 43:57 representation of male and female on our leadership team

- Median represents the midpoint in our UK workforce and is higher for men representing the fact that more of our production operative roles are held by females.
- Mean figures represent the average across our UK workforce, so are particularly impacted by the highest earners, generally senior management, engineering and sales roles, more of which are held by males. Whilst our leadership team's male/female ratio is currently 43:57, this will only be reflected within the gender pay gap report on a full year of reporting which will not be fully demonstrated until 2023.

APOLLO'S PROGRESS AND INITIATIVES

New initiative introduced October 2020, 14 weeks paid leave and a phased return for those welcoming new family members

We are committed to having a positive social impact alongside sustainable growth, so we see building a diverse workforce essential.

Whilst the current gender pay figures are still not reflected to where we want to be, we remain committed to providing and sustaining initiatives that will have a positive impact on attracting, retaining and engaging female talent to and within our business.

Our ambition is to achieve a diverse fully inclusive workplace in which all our employees can thrive, and whilst we are at the start of our journey we will endeavour to achieve this.

TALENT ACQUISITION

We want to make fully diverse talent pools the norm and embed diversity into Apollo's workforce.

In areas of our business where men have traditionally held more roles than women, we're introducing programs to help improve balance in these areas. These include:

- Close relationships with our agencies, educating them on our culture, our purpose and values, and diversity initiatives to promote to prospective candidates
- Using a gender decoder for recruitment advertisements to ensure that they are attractive to both genders
- Whilst we always base our recruitment decisions on skills/competencies we provide agencies with metrics to provide a shortlist of both males and females

We have STEM ambassadors (Science, Technology, Engineering and Mathematics) who visit local primary schools to conduct fun STEM initiatives with a particular focus on encouraging more girls to consider careers in these disciplines.

In January 2020, in partnership with a local technical recruitment agency, we ran an event called 'Women in Engineering'. The purpose of the event was essentially company branding and to build a network of potential female candidates in the local area.

OUR CULTURE

We are committed to building a culture where everyone feels included and we do this by interactive communication, involving our employees and listening to their feedback.

We have agile and flexible working practices. We have and look to introduce more job share opportunities where possible, promote working from home, and the ability to flex working hours, providing the ability to finish the working week by 1 p.m. on a Friday. We remain dedicated to identifying additional ways we can be as flexible as possible.



Our annual engagement survey and the bi-monthly employee forum, ViewPoint, promotes the ability for our staff to have their voices heard. Through these, we get to have an indication of where we are doing well, and where to focus on improvement initiatives. ViewPoint allows more regular, personal interaction between senior management and staff, to assist in breaking down hierarchical barriers where staff can raise suggestions and discuss topics in an effort to continually improve our working environment for all.

Our communication tool, Beekeeper, facilitates open inclusive communication allowing us to share business information, stories, and generic topics to ensure that we are all connected, and have relevant information in a timely manner.

WHAT'S NEXT?

We will look to further promote diversity making it a key topic on the agenda.

Our parent company's hub has a new section dedicated to diversity and inclusion that has interesting information and learning and development initiatives, which is accessible to all employees.

We will continue promotional campaigns highlighting aspects, and awareness of diversity and inclusion, deliver training modules, and actively encourage engagement with diversity and inclusion initiatives.

