



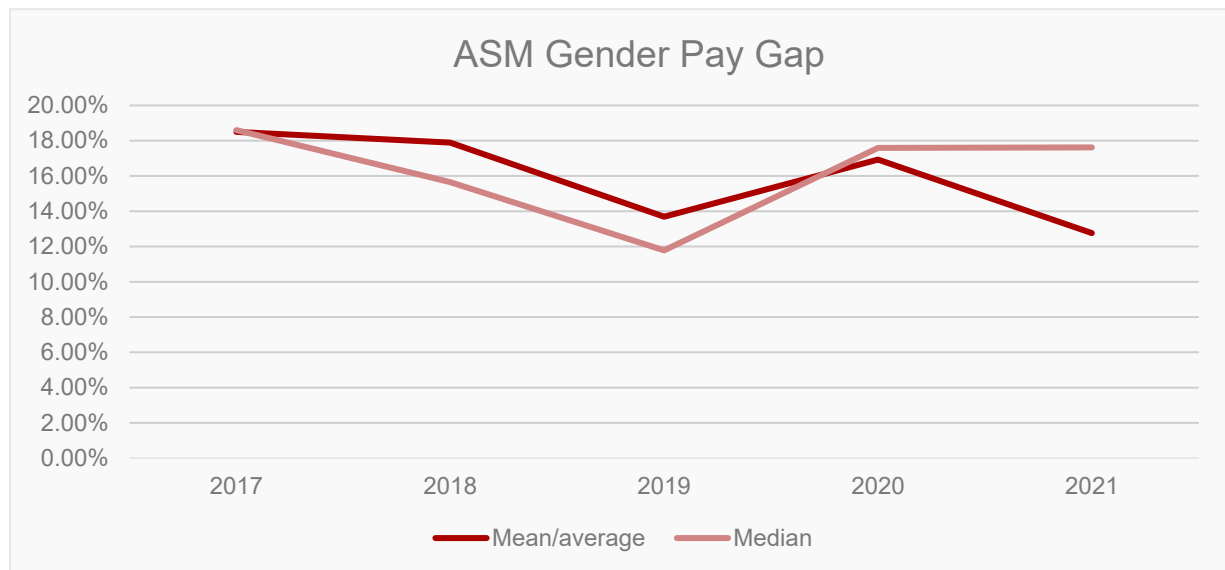
Gender Pay Gap 2021

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ASM Assembly Systems UK

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Gender Pay Gap



Introduction

ASM has learnt from the pandemic, but we are living in a VUCA world (volatile, uncertain, complex, and ambiguous). That means, we must be Future Ready – ready for change in the way we are working, change in our processes and that means that all ASM employees must be open to change. Over the last two years we have taken steps to ensure that our business is Future Ready, Agile and Resilient. Our People agenda is intrinsically linked to our Company strategy and goals: We make the best of our People so we Enable the Digital World.

“When the winds of change blow, some people build walls, others build windmills”

ASM Values

TOGETHER

We have the POWER and Agility to Drive Change

We deliver the highest value and innovative solutions to our customers through products and solutions with advanced technologies and excellent quality

We aspire to make ASMPT a great workplace, a great business and a great company built to last.

POWER Values



Agility at ASM

Addressing larger projects is never easy, many new topics, technologies and processes need to be considered. But where it usually all comes together (and where success is decided) is with our people. 'Change Management' is a perfect tool to address the impact of changes, projects, and new things on our people and therefore it increases the chances of success. Change Management is not a replacement for other tools like proper management or stage gates, it is an important add on to manage the impact of projects to people. During 2021 ASM has

provided 'Change Coach Network' sessions to refresh and upskill our employees. Around 150 people joined the 'Change Management Coffee Talks' – these informal gatherings provided a platform for interactive style sessions to share practical tips on initiating change management.

Our People are our Talent

It is important to us that we develop our employees so that we have the required talent to drive our company's future growth and profitability.

We work in a highly volatile, uncertain, complex, and ambiguous world where competition is fierce.

To ensure that we are not only successful, but we thrive in this competitive world we focus our talent management in 4 areas.

- High Potential Talent Development
- Leadership Development
- Succession Planning
- Talent Acquisition

We are focused on creating a company culture that promotes learning, focusing on talent and performance, as well as encouraging openness among employees about their development needs by assessing and addressing both the current and future skill needs of the business.

Through our talent management and performance review process we provide regular, consistent, and meaningful feedback on business issues and performance to all our employees. By supporting regular feedback conversations, we promote understanding, reinforce standards, and encourage performance improvements to ensure we are efficient in meeting our WIGs (Widely Important Goals).



We are committed to investing in training and developing our workforce to maximize the effectiveness of our business.

It is important that we continue to support the professional development of all employees and actively encourage internal promotion throughout the organisation wherever possible. During 2021, here in the UK we enrolled 18.5% on professional employment training including two cohorts on a two year Talent Development programme.

We actively support our talent pipeline by recruiting and developing new employees through structured development frameworks such as apprenticeships.

By utilising the capabilities of employees, we can allow employees to fulfil their career aspirations and realise their potential in ASM which in turn builds employer attractiveness and branding, talent acquisition, motivation, and retention of our talented people.

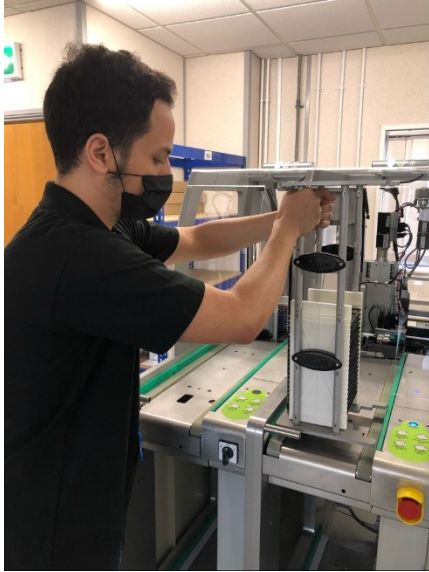
We identify and ensure that our critical jobs are filled by talented employees and have talented leaders to drive Company POWER culture and success.

Our People are our Future

Here at ASM we are keen to develop talent across the board. Historically, we have had great success with this model. The UK's Product Line Innovation Centre Vice President joined the Finance team 25 years ago, working in the UK and Switzerland before returning to Weymouth to take up his senior position as Vice President and Product Line Owner.

In 2021 we employed 20 students on industry placement. Other areas of the business support the more traditional apprentice training with day release to college. Additionally, we currently sponsor four Degree Apprentices.

Jacob – Degree Apprentice Mechanical Engineering



“I have been with ASM for 3 years as a Degree Apprentice in the Mechanical Engineering Department. Since May 2020 I have been working in the Mechanical Engineering Team as part of my placement year.

Each time I return to work again after a semester away it is quite strange to switch from university mindset back into the work mindset.... This time around it was even stranger! Logging on, setting up the VPN, getting Teamcentre and NX fired up along with skyping my mentor trying to remember how to rotate a model.... I was starting from square one again.

After a week of getting up to speed I began assisting on design work, along with a few easy bug fixes. Eventually, I was asked to design and work on a single project. Along with helping more experienced engineers the weeks turned into months. By January I was updating designs and working on new projects. In February I worked closely with my mentor and from March onwards, I began design work along with presenting at critical design review meetings to the wider business through to promoting new designs for prototype release. It was quite a jump in responsibility!

I would like to say a massive thank you to all who have helped me, particularly my mentor who always pushed me to achieve and exceed my goals.”

Talent Management is a key driver for the business globally. 2022 will see the further development of this programme, enabling the global organisation to share talent to secure the future of the business.

Over 120 employees have attended our 'POWERful' workshops the aims of which is to support awareness and skills across a number of development areas; improving safety, equality, respect and diversity; understanding rules and expectations, reviewing current custom and practice; reducing the impact of conscious and unconscious bias; ensuring including not exclusion so that we have a great place to work for everyone; and review of leadership options for action – working together.

ASM has a dedicated 'academy', all employees have entry to 24/7 online training.

Addressing the new Ways of Working

We recognise that in this new era, working remotely has benefits for our People and the business. We're working to ensure that our People can work wherever their job needs them to be. For some it means that their place of work is truly hybrid and for others many activities in the segment cannot be done remotely at all. We're also aware that there are activities where we must collaborate with and support each other directly. We also accept that meetings with customers, suppliers and partners require our physical presence. Additionally, we have considered our individual corporate culture, the collaboration beyond departmental borders, the mutual support, the social interaction, and the identification with our company values. Our shared corporate culture is what sets us apart from others, and the only way to experience this is by being together.

The 'hybrid' culture of working remotely on some days has been new to us in 2020 and 2021 and has required a change in the ways we collaborate and must adjust to going forward. Working successfully requires ownership and respect as well as a good portion of trust all of which align to our core values. We continue on this journey into 2022.

Our new Ways of working approach also combines the further development of our workspaces, employee wellbeing as well as developing our learning culture.

The results speak for themselves.

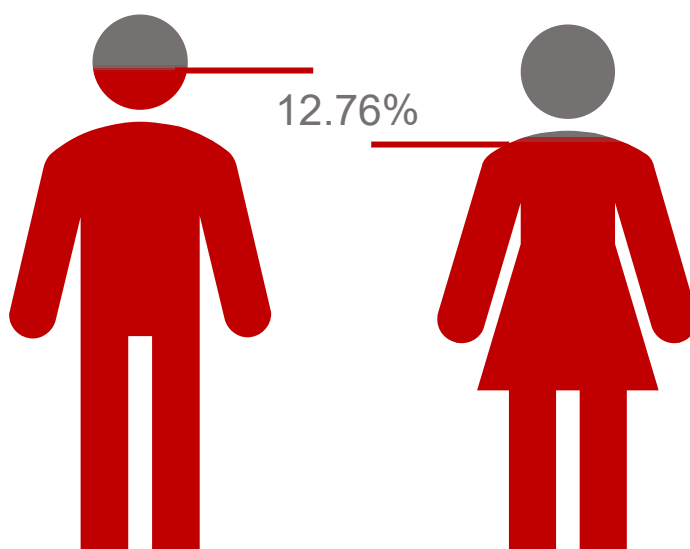
Much work was done during the 2021 annual pay review to address the imbalance between those working in the lower quartile range. The mean result is our best since reporting began, and reflects the work carried out to better support our lower paid colleagues over the past five years.

Each year we are actively working to close the gap. 2021 has seen higher than average turnover in the engineering sector of our business thus explaining the slight increase in median percentage over previous years.

We were pleased to be able to provide a bonus to 100% of our employees despite the many challenges that the pandemic has placed on all business finances.

Mean Gender Pay Gap 2021

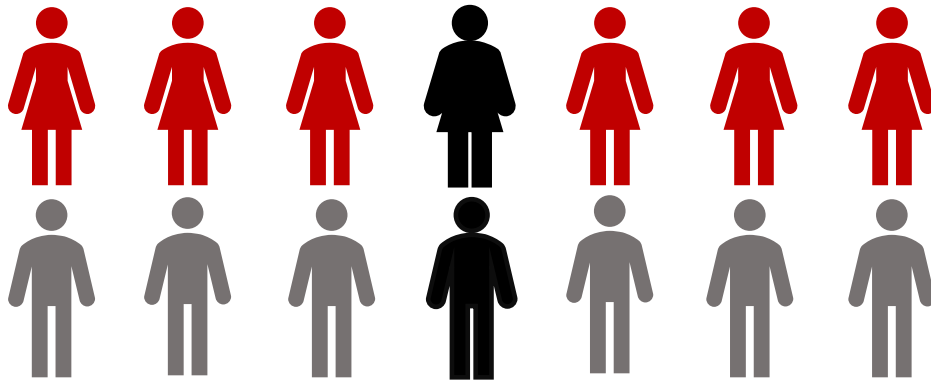
The mean gender pay gap is the difference between the average hourly earnings of men and women with the company.



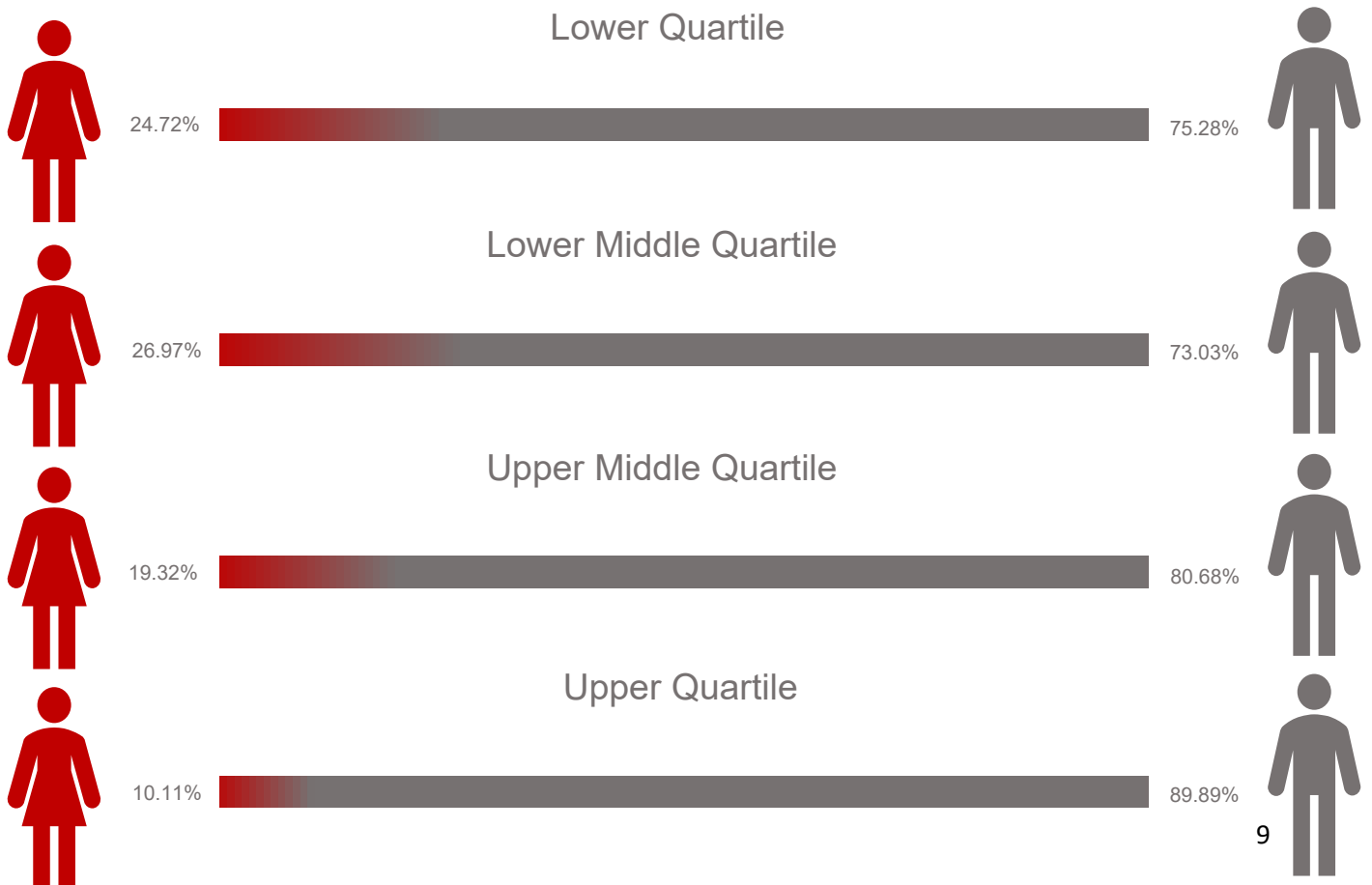
Median Gender Pay Gap 2021

The Median is the mid-point in a list of hourly pay rates of men and women, ordered from highest to lowest paid. The median pay gap is the difference between the middle full pay relevant woman and that of the middle full pay relevant man.

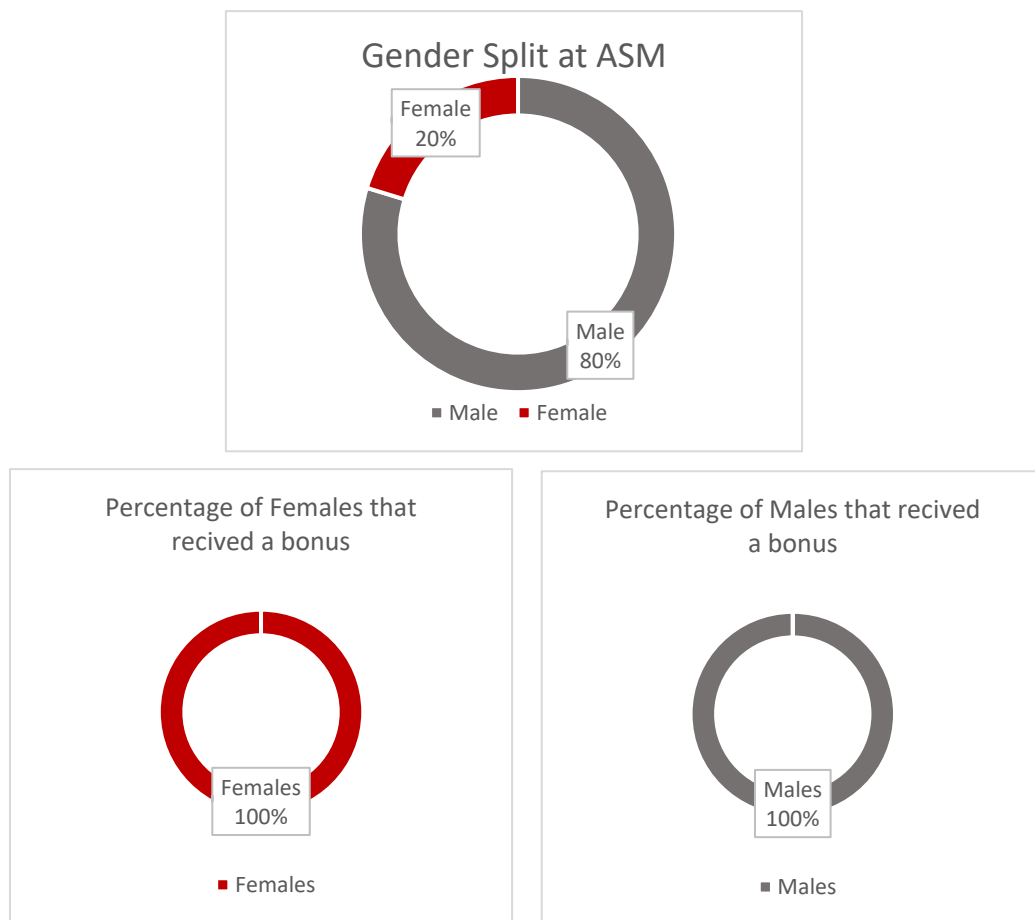
ASM's Median Pay gap is 17.62%



Pay Quartiles



Bonus Results



Conclusion

Over the last three years we have made progress to reduce the gender pay gap, however this is mostly being driven by more men in production roles and bringing down the average male hourly rate of pay. Whilst we continue to provide a fair and competitive compensation package for all our Employees, we continue to seek those who identify as Women into higher paid roles to our business. Through 2022 the further development of a global Talent Management approach will enable the identification of key talent within the business to support us to become Future Ready, Agile and Resilient, so we can continue to enable the digital world.

Signd.

Jon Maloney VP Product Line Owner, High End Printing