

Stats	Mean/average	Median
2017	18.5%	18.6%
2018	17.89%	15.65%
2019	13.69%	11.78%
2020	16.93%	17.59%

## Introduction

As we embarked on 2020 no one could have imagined the challenges that we would face in the coming 12 months but as a business we were able to record successes along the way where others in our industry were failing. So, what accounts for this (positive) difference?

- Why were we able to hire new people while other companies had to lay employees off?
- Why were we able to maintain our supply chains so successfully and keep all production sites functioning?
- Why could our sales teams win new customers while being unable to travel?
- Why were our service colleagues able to keep providing first-class support to our customers while other companies ran into problems?
- Why did we manage to successfully release new R&D by the end of the year, despite difficult working conditions?
- And why did we work so well together within departments even though we lacked so much personal and direct interaction within teams?

Guenter Lauber, CEO of SMT Solutions Segment believes the reasons for all of this:

1. We were well positioned with our global organisation and our product portfolio
2. Our processes and tools, especially our IT, proved to be stable
3. Our managers demonstrated 'smart' leadership, focusing on output targets, rather than checking who is present in the office
4. We simply accepted the situation and made the best of it
5. All employees quickly found their way in these new circumstances and clearly demonstrated ownership
6. We did not complain but rolled up our sleeves and faced the challenges every day with flexibility and agility.

We earned as a society and as a company that we are not invulnerable. We did not waste time asking ourselves 'what is the virus doing to us?' but changed course very quickly to 'how do we respond to the pandemic?' and taking the appropriate measures.

## 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 ASM PT a Great Workplace, a Great Business Partner and a Great Company Built To Last.

PASSION – to be the #1 ‘Go to Partner’

OWNERSHIP – of actions and behaviours

WIN – with our customers

EXCELLENCE – in all that we do

RESPECT – for one and all

## Building a talent pipeline

### The early years ...

Whilst the pandemic prevented our physical attendance at events held by local schools, we have continued to foster the link between education and our industry.

Our Young Enterprise advisor has continued to help prepare young people for interviews with virtual meetings.

Local schools have included ASM employees in career development seminars via zoom.

### University Work Placements

During 2020 we said goodbye to our on-site students and wished them well for their final year of university.

Meanwhile, we were not deterred by the lockdown restrictions and welcomed a new cohort of 15 work placement students into the fold. Despite the on-site experience being limited feedback from the 2020/21 students has been good with ASM meeting all the requirements to make the placement worthwhile.

Applications for the 2021/22 placements is up by 70% with over 600 interested parties. All placements have been filled with preparations well underway for the new cohort.

Positive feedback from past students strengthens our resolve to invest in future talent.

We continue to build on our previous success in this area of talent development having welcomed many students back to ASM to take up permanent employment opportunities following graduation.

### Internally

We have a 'Career Development Programme' for those aspiring to progress within ASM.

For those identified as potential 'future leaders' we provide a talent development programme that enhances technical skills.

Off-site and away from the pressures of the business our future leaders are guided in

- Leadership
- Resilience
- Team Dynamics
- Communication
- Decision Making
- Team dysfunction

Each category involves a two-day programme of upskilling whilst underpinning the POWER values and company ethos.

But not everyone aspires to be a leader so for those people who wish to focus on personal development we have the ASM Academy. This online training tools provides 100s of courses from time management to technical information. Courses, pod casts and webinars range from just a few minutes to an entire course of several hours and weeks.

## Success through diversity

### Diversity Advocates

Our team of nine Diversity Advocates continue to support the business and 'champion' diversity.

The project aim is to create an inclusive and respectful workplace through holding workshops and training sessions. This helps us along our journey of creating a workplace culture that is fit for the future and feels safe and welcoming for all.

Our diversity advocates are a team of trusted colleagues that are promoting the project and culture change.

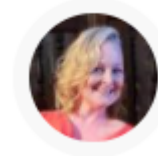
We are beginning to make progress on improving gender diversity and our POWER values remain at the core of our talent development programmes which will in time allow us to address the imbalance in gender pay. It is only by approaching diversity with concerted and continuous actions that we can achieve our goal of gender balance in ASM SMT UK.

### Change

2018 saw the introduction of a dedicated Process Improvement Manager. Since being appointed to this role Fiona has also embraced the opportunity to be a 'change practitioner'.

Heading up various projects across the business Fiona champions diversity and is currently working closely with the Head of UK HR to redress the gender balance across the site.

ASM exists in a male dominated world of engineering, but this is a historic legacy and one that we are actively working to change during recruitment, with training and by enhancing our family friendly policies.



**Fiona Campbell, Change Coach & Learning and Development Specialist**

Fiona started her career in the financial services sector working for one of the 'Big Four' banks in the UK and quickly earned her way on the organisations internal leadership development programme, learning key skills such as leadership, strategy, coaching, change management, communications, operational excellence, and continuous improvement where she became the lead in rolling out a companywide Continuous Improvement programme. During her time in the leadership programme, she gained her CIPD qualification in Learning and Development, this is where she fell in love with people development talent management and in particular coaching.

Fiona joined ASM in 2007 as a HR trainer where she was responsible for UK learning and development, she developed and implemented the UK training needs analysis process and system and wrote and delivered a variety of both online and face to face training courses, she revamped the onboarding programme and managed the apprentice scheme. Moving

back into the commercial world Fiona became the Alternative Energy Sales Office Manager and was accountable for managing the solar line sales process from customer enquiry, to ensuring the customer received their equipment, managing their contract and receiving payment, Fiona was responsible for the customer experience. Moving onwards and upwards to become Weymouth PLIC Commercial Manager where she was responsible for the sales order process for UK capital equipment business this included Alternative Energy Lines and SMT Machines.

As the business changed Fiona saw an opportunity to do what she is passionate about and became the Process Improvement Manager and Change Practitioner, during this time she also became a qualified project manager, this role her allowed her to improve business processes and coach staff and managers through the people side of 'change' to make real and lasting improvements.

In her most recent role as UK Change Coach and Learning and Development Specialist Fiona works closely with the leadership advising them on how we can improve change capability in our business, she is responsible for all leaning and development and is currently rolling out a High-Performance Culture programme and

for fun she has written the UK internal communication strategy document and is reinventing how we communicate internally across our UK business.

### **Strengthening our leadership capability**

2020 saw the appointment of our first female Director, Karen Symons.

As Director of Software, Karen pro-actively encourages the recruitment of your people, particularly women, into all disciplines of Engineering.

ASM is a multigenerational company with employees from teens to 70s. Underpinning our leadership capability is the recruitment of young talent. ASM recognises that whilst we are embracing women into senior positions, we must also encourage the next generation of leaders to join us. More recently there has been a shift in pressure for young people to attend university and here at ASM we are delighted to have colleagues straight from school to join our team and train 'on the job'. However, this is no easy option for those who are prepared to work and study at the same time.

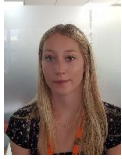


- **Spotlight on Karen Symons**

Karen read Micro Electronics at Bournemouth University and worked as a placement student in the Engineering Department during her undergraduate years. After finishing her degree, she joined the company full time in 1999 and has since worked her way up through the Software team structure.

Of late, Karen has headed up the development of the Alternative Energy software and then more recently Karen has been leading key projects for sustaining software as well as developing new software to support our products.

When not focused on software Karen is a key member of our Sports and Social Club committee.



**- Spotlight on Amelia Luff**

I joined ASM almost immediately after completing my A-Levels and have now been with the company for two years. At sixth form I looked through different university courses and apprenticeships which left me with two options: a Business/ Human Resources degree course in Uni with the benefits of time away from home and making new friends or an apprenticeship with ASM, a respected employer, with the benefit of achieving the same qualifications whilst being paid.

I initially decided to become an apprentice for two main reasons: invaluable work experience and the financial aspects. I wasn't sure what my long-term plan was, just that my interest was in Human Resources, and by choosing to complete an apprenticeship with ASM I was able to get on the job training while simultaneously completing my qualifications. This puts me at a huge advantage when it comes to future employability because in comparison to those that attended university, I have an equal level of qualifications along with the

addition of experience working in a global company.

I've discovered that during my time with ASM that those initial two reasons for deciding to become an apprentice should have been four: invaluable work experience, the financial aspects, personal development, and social aspects. My apprenticeship has developed not only my academic skills but soft skills such as communication, teamworking, project management and time management, I don't believe that university would have developed those skills to the extent that would've prepared me to work in an in-office environment. Making the decision not to go to university was hard, especially when all my friends left Weymouth to embark on their new university experience.

**2020 Covid-19 Pandemic Challenges**

As with most companies in the UK, the challenges of the Covid-19 pandemic were upon us with little time for organisations to prepare. However, the Business Continuity Team at ASM did not miss a beat before hitting the ground running to meet all the challenges. The success of our business in 2020 has been driven by a strong leadership team who worked tirelessly to

protect employees and adapt to new ways of working.

Whilst juggling 'all things Covid-19 related' the team continued to develop their own skills as leaders. Training course attendance by our leadership team remained high throughout the year despite the many additional requirements put upon them.

## Reward & Recognition

Closing the gender pay gap is something we are passionate about at ASM.

During 2020 we worked tirelessly to recognise the efforts of all our employees during exceptional circumstances.

100s of rewards were shared amongst our employees throughout the year. Despite the financial constraints during the pandemic, we carried out a full annual salary review. Where we discovered a gender discrepancy in pay, we took action to address the issue.

Following a review of our working arrangements, policies related to home, family and work life balance were updated. Our updated parental leave policy was launched during the year providing new parents with enhanced benefits with respect to time off and pay.

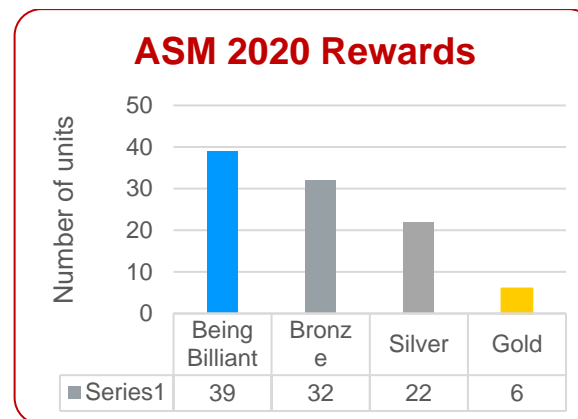
ASM introduced both a Group Income Protection Plan and a Health Cash Benefit Plan to better support employees. Our aim is not just to close the gender pay gap but also to be recognised as an employer of choice. These two new benefits add to our existing portfolio of EAP, dental and PMI plans.

We continue to sponsor employees with vocational training.

2020 saw the MX Awards postponed due to COVID-19 restrictions. However, ASM will once again engage with this initiative during the coming months. The acceptance criteria for the Manufacturer MX Awards requires tangible proof that we:

- ✓ Training & develop all employees
- ✓ Respect and value their contribution
- ✓ Value our customers & wider public
- ✓ Attract highly qualified people for jobs with us, regardless of gender

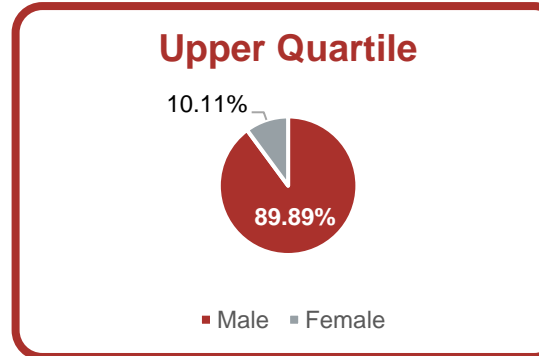
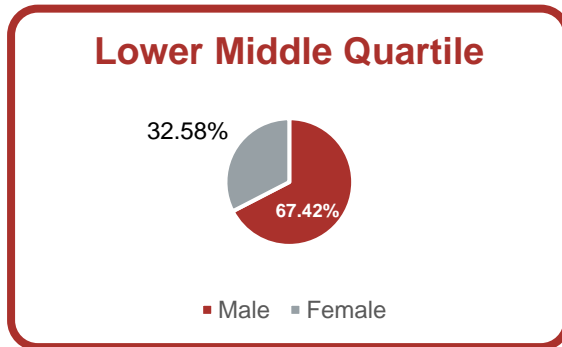
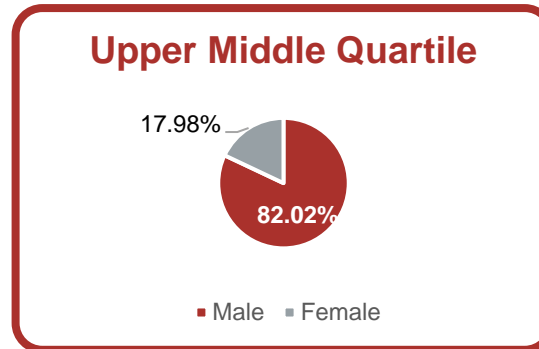
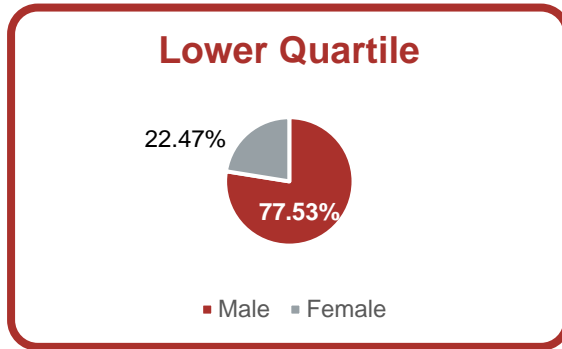
Gold awards displayed in our restaurant



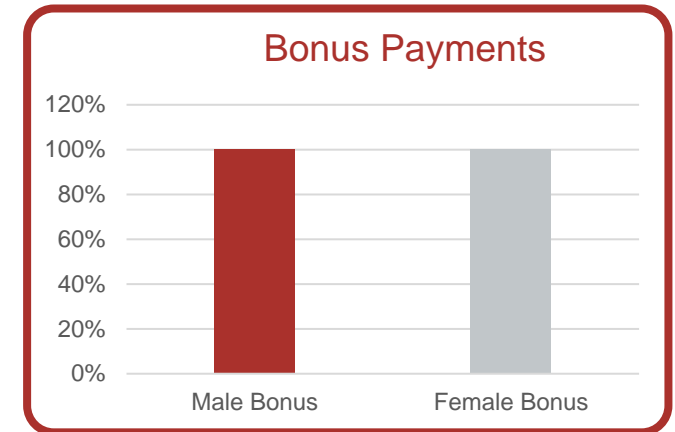
Being Brilliant awards are issued as a 'thank you'. Bronze and silver awards are achieved when employees go above and beyond their regular role with gold awards being the most prestigious and only awarded to those who achieve excellence. Since the scheme was launched ASM has rarely had this number of awards to distribute in one year.



What the results show ....



Despite the challenges faced due to the unprecedented pandemic ASM was able to ensure that all eligible employees received a bonus.



The graphs show ASM SMT UK's results for the 'snapshot' 5<sup>th</sup> April 2020.

Hourly fixed pay

Mean Gender Pay Gap	16.93%
Median Gender Pay Gap	17.59 %

### Transforming the business

We continue to actively work to narrow the Gender Pay Gap. Our talent development programme ensures that we have well trained and future leaders, particularly women. Despite the restrictions of 2020 we continually reach out to local schools, maintain our contact with universities and continually review our family policies to ensure that our female colleagues are given the best opportunity to succeed at ASM. Our global 'Go Far' programme has been introduced during 2020 which will help us to be more agile and more resilient for the future. One of the eight pillars of the programme is dedicated to people development: new ways of working in the post pandemic world, talent development, high performance behaviour & change management, smart leadership, and employer attractiveness.

ASM's openness to flexible working has encouraged the entire workforce to think outside of the box and show flexibility in working arrangements. This in turn strengthens our ability to ensure that particularly women can continue with family responsibilities whilst striving for a long and successful career with ASM.

### Conclusion:

2020 has seen an unexpected spike in our Gender Pay Gap. However, this is attributed to the more women on maternity leave than we have previously experienced with this impacting our senior role category of employees. We readily acknowledge that we have a much higher ratio of men than women in our engineering world with efforts directed at developing our current workforce so that in the future we have a better balance of men and women.