

LEGISLATION & REPORTING

In accordance with Gender Pay Gap regulations introduced in April 2017, all UK employers with 250 or more employees are required to publish their gender pay gap on an annual basis. This report relates to Moog Controls Limited, Tewkesbury.

The definition of gender pay is a measure of the difference between the earnings of males and females across the company, irrespective of their role.

The Gender Pay Gap data contained in this report was calculated as at 5th April 2018 and bonus data for the period 12 months prior to this date.

The data will be published via:

- Our external website www.moog.co.uk/genderpay (to remain for at least three years)
- The Government sponsored website <https://gender-pay-gap.service.gov.uk/Viewing/search-results>

As at 5th April 2018 Moog Controls Limited employed **441** individuals of which **82.08%** were male and **17.92%** were female.

MOOG CONTROLS LIMITED GENDER PAY GAP



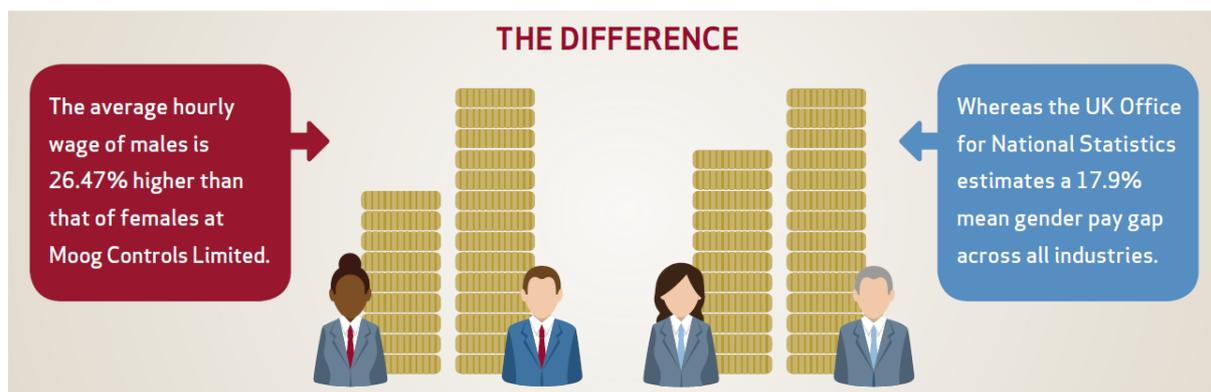
Definition	Median	Mean
	Pay of middle employee where all employees are ranked in pay order	Aggregate of all pay divided by the number of employees

The report shows the average hourly wage of males is 26.47% higher than that of females at Moog Controls Limited. Our female workforce represents only 17.92% of our total employee population, which demonstrates a direct correlation with the under-representation of females in the wider manufacturing industry.



Definition – The full workforce salary range divided into 4 groups, each with an equal number of employees.

The UK Office for National Statistics estimates a 17.9% mean gender pay gap across all industries, and whilst our mean gender average is above the anticipated national statistic, we understand this variance to be linked not only to the gender variances in our industry but also to the lower proportion of females in our senior management positions.



Moog is committed to equal opportunities for all employees, and therefore we believe we have robust pay structures and career ladders in place in defined areas of the business along with a consistent approach to salary evaluation.

HOW CAN WE IMPROVE OUR GENDER PAY GAP

MOOG's pay approach supports the fair treatment and reward of all staff irrespective of gender. Our senior leadership team are committed to fair pay and continue to build on actions and initiatives including:

- Continued support for women returning to work – through shared parental leave, job sharing, compressed hours, and part-time opportunities.
- Continued encouragement of female career progression – through ongoing development conversations and opportunities with their line managers. For example, talent management schemes including leadership development and developing future leader programmes. We already have a strong performance management culture in place and actively encourage regular 1.1's and performance reviews.

- Encouraging our male employees to take advantage of arrangements which enable them to fulfil their caring responsibilities, such as shared parental leave, part time working and compressed hours.
- Continuous improvement of the recruitment process – Development of apprenticeship and graduate programmes to attract a higher volume of female candidates. Working closely with emerging talent from local schools, universities and graduate programmes to attract a stronger female representation in our engineering and manufacturing workforce. Success will be monitored on an ongoing basis.
- Monitoring pay - to identify pay differences and take targeted action if appropriate. A gender pay gap strategy modelled on the points above will be implemented to ensure we focus on gender pay equalities as part of our core initiatives.

If you have any questions regarding this report, please contact Helen Buckland – UK Compensation & Benefits Manager: hbuckland@moog.com.



Mark Lawton
Site Director and Director of Operations – ACC

1st April 2019