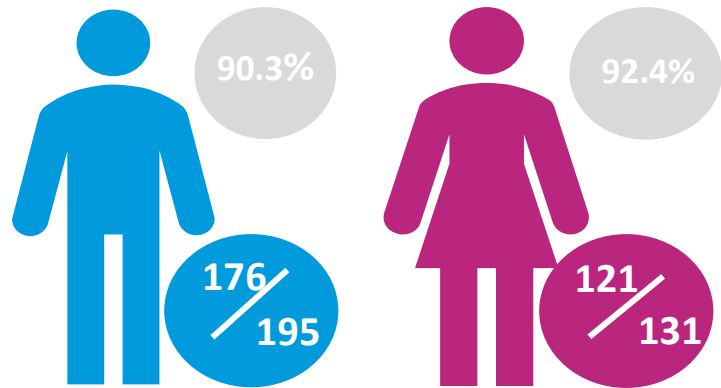


# Flextronics Global Services (Manchester) Ltd Gender Pay Gap Report 2021

Flex is committed to providing a workplace for all of its employees that provides equal employment opportunities and equitable compensation opportunities for all. We recognise the value in having a diverse and inclusive workforce and are committed to improving the diversity of our employees.

## Gender Pay and Bonus Gap

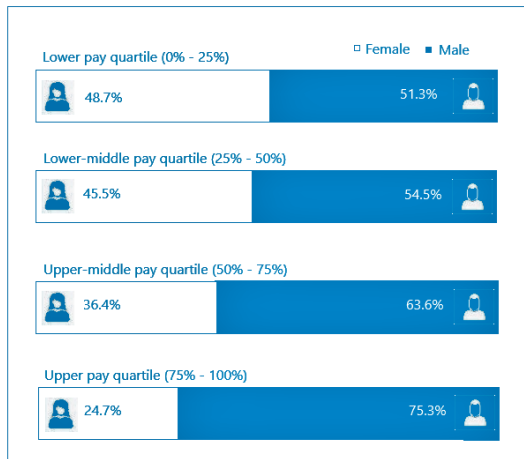
	MEAN	MEDIAN
Gender Pay Gap	23.6%	11.0%
Gender Bonus Gap	53.7%	72.4%



Our median gender pay gap overall in the UK is narrower than the UK Median National Gender Pay Gap in 2021 of 15.4%. The shape of our workforce drives our pay and bonus gap. Corporate function group in the UK continues to impact the overall gap with 85.2% of this population being made up by men. However, the median for the local operation is 6.7%, which is much better than the national average.

## Pay Quartiles

Proportion of males and females in each pay quartile



**Overall females account for 40.2% of our workforce and male 59.8%, which is a 5.8% improvement since we first reported our Gender Pay Gap in 2018.**

	2021	2020	2019	2018
Male	59.8%	60.6%	64.7%	65.6%
Female	40.2%	39.4%	35.3%	34.4%

## Observations

- Over the last year, our mean Gender Pay Gap in hourly pay has narrowed from 30.3% to 23.6% and our median Gender Pay Gap in hourly pay has narrowed from 18.1% to 11.0%
- Our mean Gender Pay Gap in bonus pay has widened over the last year from 49.1% to 53.7% but our median has narrowed from 77.5% to 72.4%
- The percentage of employees receiving a bonus is slightly higher for females at 92.4% compared to 90.3% for males
- The Lower and Lower Middle Quartiles are now almost equal with male and female employees. The Upper and Upper Middle quartiles are improving gradually
- Further analysis has shown that at site level our Median Gender Pay Gap for Hourly Pay is 6.7%, compared to the Company median of 11%
- The Mean Gender Pay Gap for Hourly Pay at site level is 8.4%, compared to the Company mean of 23.6%
- The Warrington site percentage split is 58:42, which remains static with 2020 data and is an improvement on 2019 data where 62% of our site population was male and 38% was female

## Areas of Improvement

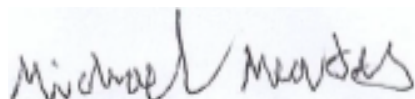
We are pleased to see that the positive changes we made in 2020 and 2021, detailed on our 2021 report, have had a significant effect on our Gender Pay Gap.

We have continued to make further positive changes that will impact our Gender Pay Gap but we acknowledge that we won't see the impact of these until the 2023 report. These include:

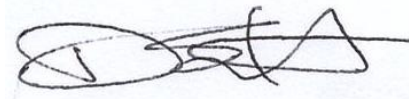
- We have promoted two females from our Operations department to Customer Care roles
- We have promoted four females within the Customer Care department to the roles of Senior Customer Service Representative, Senior Team Leader, Service Delivery Team Leader and Senior Account Manager
- We have recruited a female EHS Manager
- We have promoted a female to the role of Senior HR Advisor
- We have promoted a female to the role of Materials Team Leader
- We have promoted a female Team Leader to Manager in Materials
- There has been two new and two promoted females added to the Corporate function
- Overall, this has increased our proportion of females at Grade 26 from 25% to 39.3% since April 2020
- We have created a Repair Ladder Graduated Salary programme ensuring pay equality, giving a clear career progression pathway, attract new employees and retain current workforce
- Introduction of the StrongHER Corporate program – a series of supportive activities designed to empower women in Flex to achieve their full potential and be recognised for it
- Introduction of the Powerful Female Leaders Corporate program - an intensive course on how gender can impact on management and how to address this. Providing invaluable techniques to lead effectively and be a brilliant manager

We will maintain our commitment of working towards improving our Gender Pay Gap through the implementation of a Gender Pay Gap Action Plan during 2022 and continue with further internal analysis by department to monitor and improve understanding of the issues and how best we can achieve a long term, continuous improvement.

Our figures have been calculated in line with the regulations set out in the UK Gender Pay Gap reporting legislation. We confirm that these figures have been verified and are accurate.



Mike Meades  
Director



Dave Stewart  
Director