



Michelin Tyre PLC

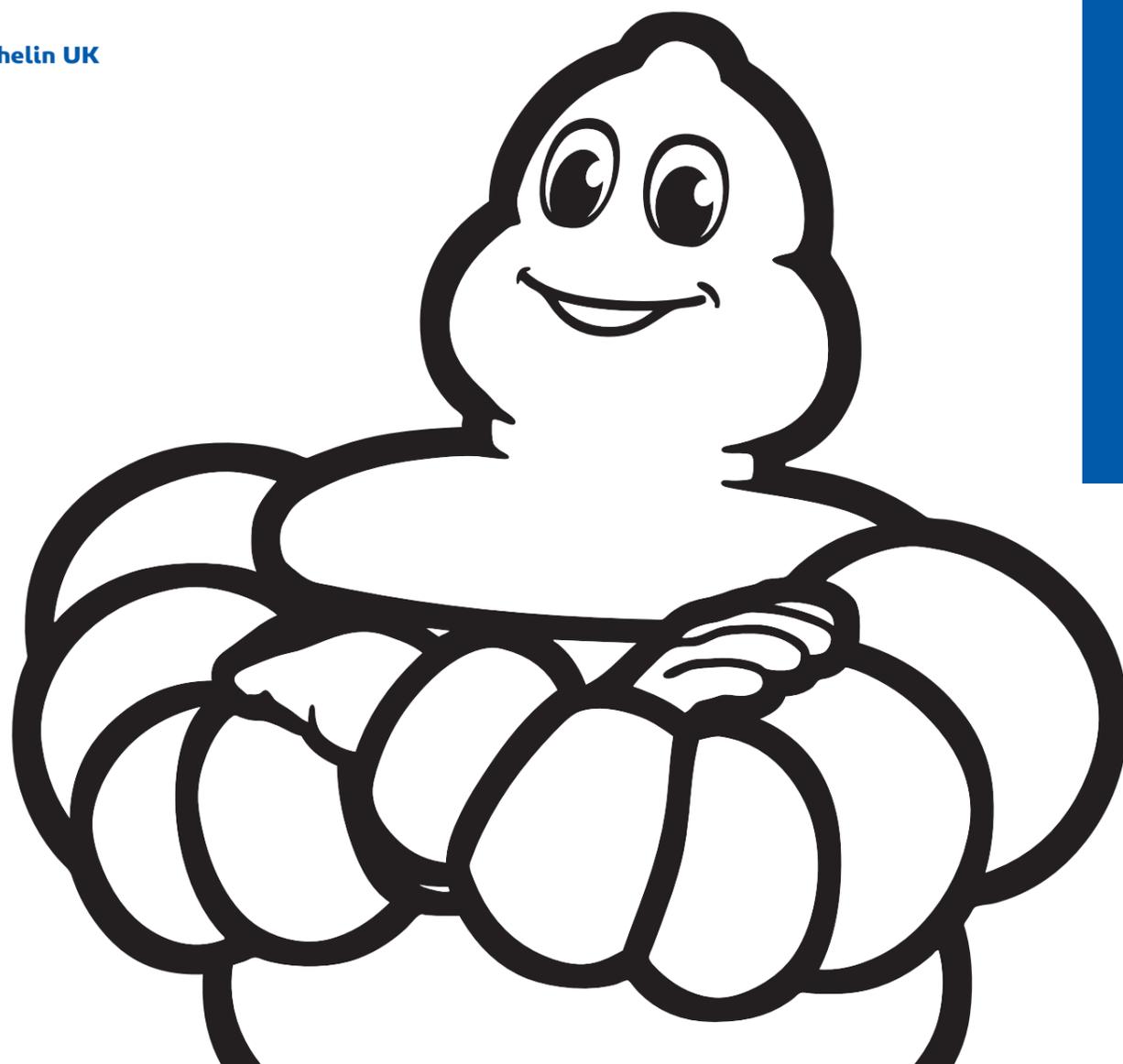
2020 GENDER PAY GAP REPORT

WELCOME TO MICHELIN UK'S 2020 GENDER PAY GAP REPORT

At Michelin UK we pay and reward people according to the nature of their job and their performance. We work hard to provide rewarding careers for all our employees and we endeavour to support career progression throughout the business, regardless of gender.

Although the percentage of female employees in the company continues to increase, the progressive run-down of our Dundee factory and loss of many lower-paid male employees has had a slight negative effect on our gender pay gap. The plant finally closed its doors in June 2020. The on-going work to minimise and close the gap further remains a key priority for us in the years ahead.

Chris Smith
Head of Michelin UK



OUR GENDER PAY GAP - HOURLY RATES AT APRIL 2020

Difference in
mean pay

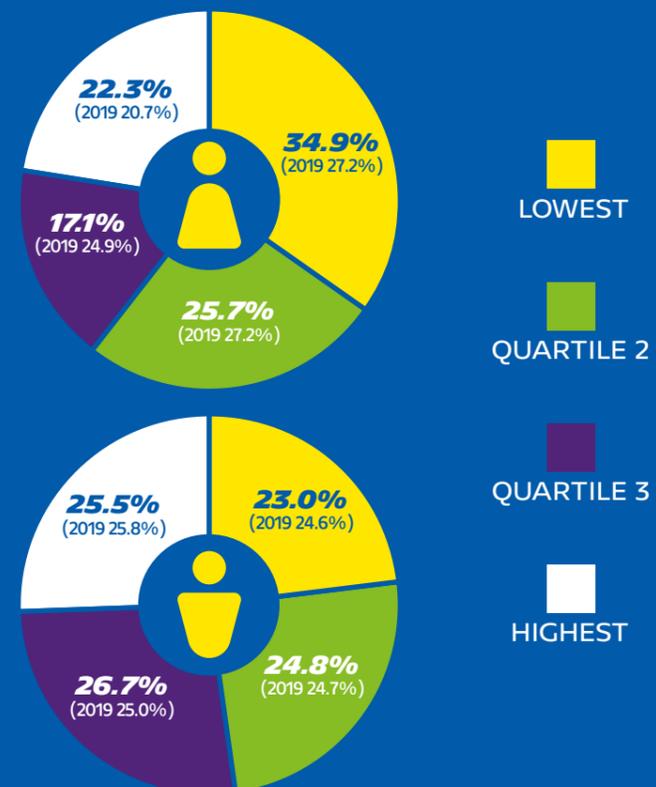
4.51%
(2019 3.0%)

Difference in
median pay

6.53%
(2019 1.42%)

QUARTILE RANGES

(PERCENTAGE OF GENDER
ACCORDING TO SALARY BRACKETS)



DIFFERENCE IN BONUS PAYOUTS (YEAR ENDING APRIL 2020)

97.33%
of men received a bonus
(2019 97.53%)



90.16%
of women received a bonus
(2019 90.50%)

MEAN BONUS GENDER PAY GAP

-0.13%
(2019 -8.79%)

MEDIAN BONUS GENDER PAY GAP

7.07%
(2019 5.54%)

THE PROPORTION OF MEN AND WOMEN WORKING IN DIFFERENT SALARY RANGES

The pay gap between males and females increased very slightly compared with the previous year. This was due to the approaching closure of Dundee factory, which saw a large number of lower paid male employees leave the Company.

However, the proportion of female employees in the topmost quartile improved since the previous year, and on average they were paid more than their male counterparts.

The ratio of women to men increased from **15.1% to 17.3%**, again as a result of so many male redundancies.

Following a year when the bonus pay gap between men and women closed substantially, this effect reduced this year but average bonus was almost equal for males and females in the 12 month reporting period.

THE FUTURE

The ongoing work in our business is to ensure we have a working environment that is equally attractive to our current and future employees, irrespective of gender.

We see this very much as work in progress, with clear opportunities to continue to improve ahead of us. The experience of the COVID-19 pandemic has taught us many things about the future of work. These conclusions need to be assessed and built into our future plans in order to maintain the progress we are making in this key priority.

