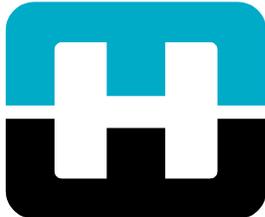


Linread Ltd

Gender Pay Gap Report 2020



**HOWMET
AEROSPACE**



Linread Ltd is a subsidiary of Howmet Aerospace Inc., a leading global provider of advanced engineered solutions for the aerospace and transportation industries headquartered in Pittsburgh, Pennsylvania, USA. The Company's primary businesses focus on jet engine components, aerospace fastening systems and titanium structural parts necessary for mission-critical performance and efficiency in aerospace and defense applications, as well as forged wheels for commercial transportation. Linread Ltd covers the Leicester / Redditch operations, which are part of the fastening systems segment.



Howmet Aerospace is a company of innovators and makers. We are transforming the future of flying and driving with high-performance engineered solutions that are paired with advanced manufacturing expertise.

Howmet's success depends on our ability to create innovative solutions that exceed our customer's goals. We can achieve this by fostering inclusive work environments that leverage the diversity of backgrounds, experience and thought within our organization.

We firmly believe that a diverse workforce is a key success factor for our organization and make all efforts to attract female and minority employees at all levels of our organization.

What is the gender pay gap?

A measure of the difference in the average pay of men and women – regardless of the nature of their work – across an entire organization, business sector, industry or the economy. It can be impacted by the shape of the organization, and by the number of both men and women across all roles.

Gender pay is not the same as equal pay which deals with the pay differences between men and women who carry out the same, similar or equivalent work.

We currently are required to report on the following 6 key measures:

Hourly pay

- Difference in the mean (average) hourly pay of male and female employees.
- Difference in the median hourly pay of male and female employees.
- The proportion of males and females when the workforce is divided into four groups or quartiles from the lowest hourly pay to the highest.

Bonus

- Difference in the mean (average) bonus pay of male and female employees.
- Difference in the median bonus pay of male and female employees.
- Proportion of male and female employees who have received bonus pay.

Our numbers and what it includes:

Pay as stated in the regulations this is (pay as at 5th April)

- Pay is based on earnings which include basic pay, any additional allowances including shift premium, bonus pay.
- Earnings that are not included: overtime pay, expenses, the value of any salary sacrifice schemes, benefits in kind, redundancy pay and tax credits.

Bonus (any bonus pay received during the period of 12 months to 5th April)

- Any payment that has been classed as bonus in our payroll system.

The gender pay gap at Linread Ltd:

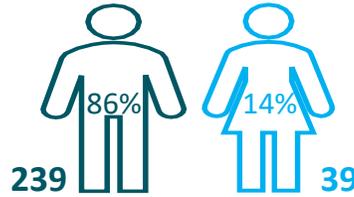
Our workforce is predominantly male (86%).

Our numbers continue to be impacted by too few females within our higher level roles and a majority of our female employees present in the lowest quartiles of the workforce, hence with lower pay.

Our numbers stay at similar level than the National and Manufacturing sector with a mean (average) pay gap of 13.2%.

Workforce composition

Based on population in scope



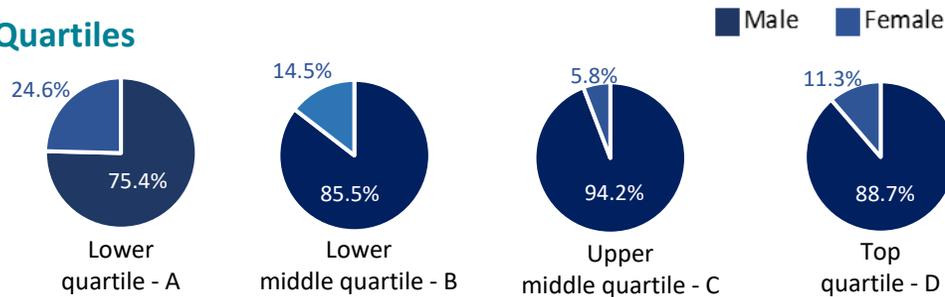
Pay gap	2020		2019	
	Mean	Median	Mean	Median
Hourly Pay	13.2%	13.0%	10.7%	15.5%
Bonus	29.8%	-2.9%	12.9%	12.2%

A positive percentage figure represents female employees having lower pay or bonuses than male employees. A negative percentage figure represents female employees having higher pay or bonuses than male employees.

Bonus



Quartiles



Linread Ltd vs. UK figures

Pay gap Hourly pay	2020	2019
UK mean*	14.6%	16.3%
Manufacturing sector mean*	11.5%	14.1%
Linread Ltd mean	13.2%	10.7%

* UK / industry sector figures are from ONS

Understanding the gap compared to the previous year

- We still see males or females over-represented in specific roles; administrative roles, which tend to be lower paid, are traditionally dominated by females.
- The majority of our female employees are in the lower quartiles where roles tend to be less technical and as a result lower paid regardless of gender.
- Our bonus schemes are gender neutral by design, but the shape of the workforce and the eligibility to participate in the global incentive compensation (IC) plan for higher level roles drives the mean bonus gap in the same way it does the gender pay gap.
- Majority of our bonus schemes are paid as a percentage of salary, so the higher the pay the bigger the payout.

Other considerations

- Analysis of the data demonstrates that the pay gap remains largely influenced by the structure of our workforce. There is limited female representation in the higher banded roles and in the higher paid specialist professionals within our organization.
- The manufacturing sector predominantly requires employees to work shifts, ca. 50% of our employees work set shift patterns, ca. 90% of these are male and whilst there is no occupational reason for male dominance in these traditional manufacturing roles, which offer little flexibility, it causes a challenge to attract females.
- Our pay award philosophy by design is for all based on pay for performance and same opportunity for the same job responsibility.
- We apply a structured approach to job sizing and attach pay ranges to our salaried roles within the business.

How we aim to make a difference

- Continue our effort to try and promote more of our female employees into managerial roles.
- Encouraging more young female to embrace careers in science, technology, engineering and mathematics (STEM), continuing closely working with schools, universities and youth organizations.
- Ensuring we encourage career progression for all in our business.
- Reward our people based on both their performance and individual contribution.

Final thoughts

We need to pursue our efforts in recruiting and encouraging more females to join our organization, and for them to continue their career progression into more of the senior roles within our business.

We confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Todd Andrew Emerick

Linread Ltd