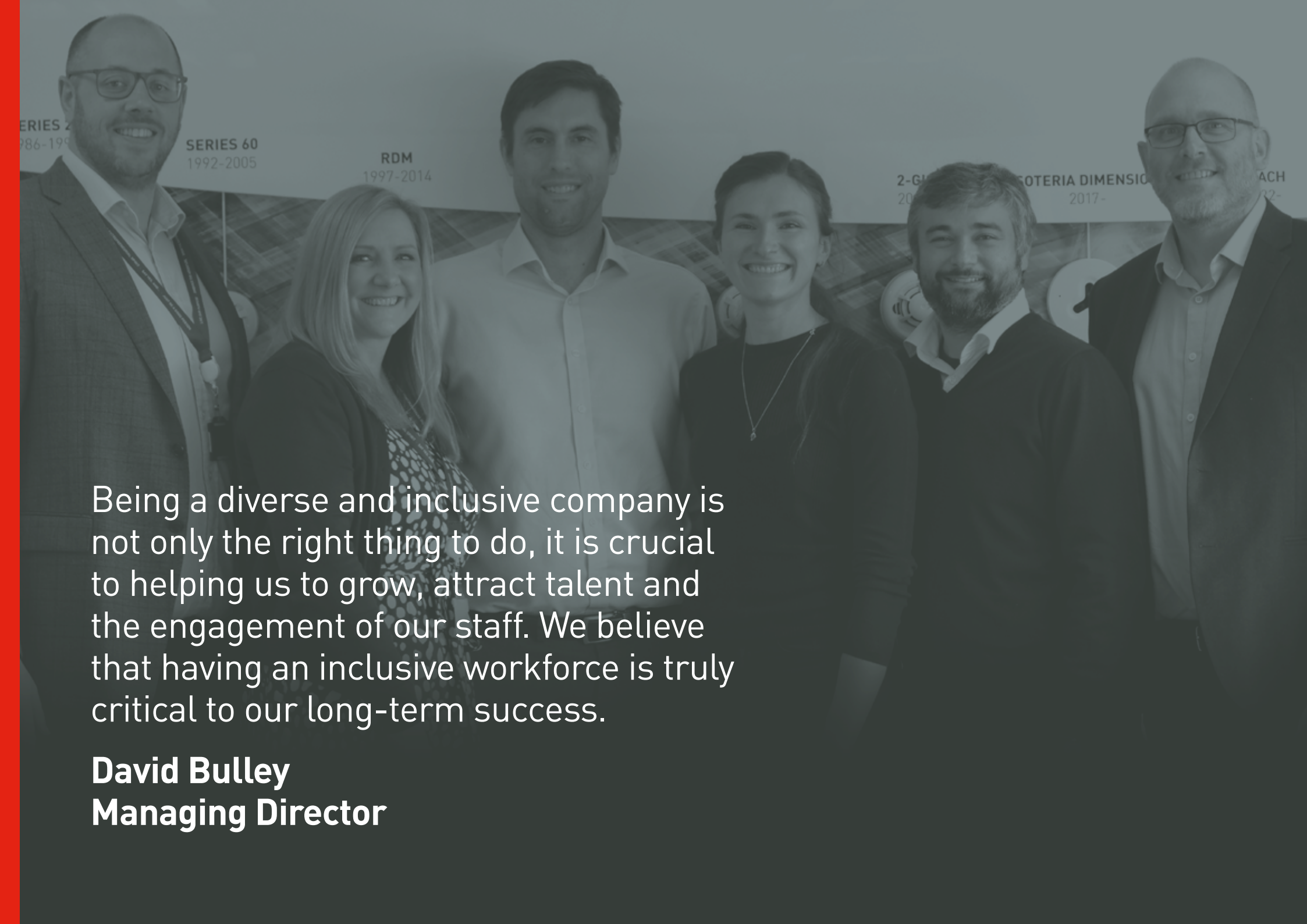


GENDER PAY GAP REPORT 2022



DIVERSITY & INCLUSION AT APOLLO





Being a diverse and inclusive company is not only the right thing to do, it is crucial to helping us to grow, attract talent and the engagement of our staff. We believe that having an inclusive workforce is truly critical to our long-term success.

David Bulley
Managing Director

DIVERSITY & INCLUSION

We remain dedicated to achieving a better gender balance in under-represented teams at Apollo. Not only is it the right thing to do, it's also that we appreciate the value of diverse perspectives and the innovation this brings, and know that being truly diverse and providing equal opportunities at all career paths is imperative to our future sustained success.

We continue to take positive steps to achieve our goal. This last year we were in the finalists for 'Diversity Champion' in the Women in Fire Safety Awards, and we sponsored the Women in Fire Engineering event, which was attended by all our female engineers. In addition, we launched our menopause initiative, provided inclusivity training to all staff, and launched our 'Authentic Self' campaign.

Each year we review our current initiatives, adapting and identifying new additions in our drive to achieve our goal, demonstrating our continued commitment to gender diversity.

David Bulley
Managing Director



WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap is the difference in pay between men and women explained through various statistics. It is influenced by a range of factors, including the demographics of a company's workforce.

A positive number indicates that women on average earn less than men

The Gender Pay Gap is not the same as Equal Pay

'Equal Pay' is about a man and a woman receiving equal pay for the same or similar job. For our staff that are not in the trade union bargaining unit - **Apollo is committed to fostering a fair working environment, rewarding employees based on their performance and has a robust, calibrated Talent Management process to enable an accurate assessment of our staff performance.**

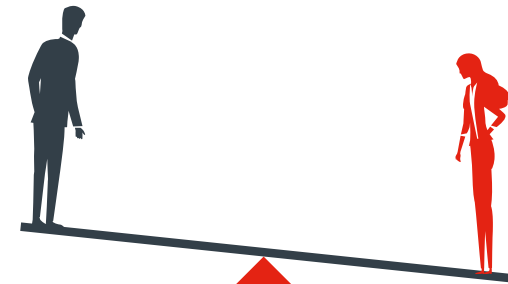
For our staff that are included in the trade union bargaining unit, pay is negotiated under a collective agreement between the trade union and the company.

MEAN PAY GAP

The mean gender pay gap is the difference in the average hourly pay for women compared to men, within a company.

MEDIAN PAY GAP

The median represents the middle point of a population. If you separately lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.



**IN 2023 WE WILL HAVE A
57:43 REPRESENTATION
OF MALE & FEMALE IN
OUR DIRECTOR TEAM**

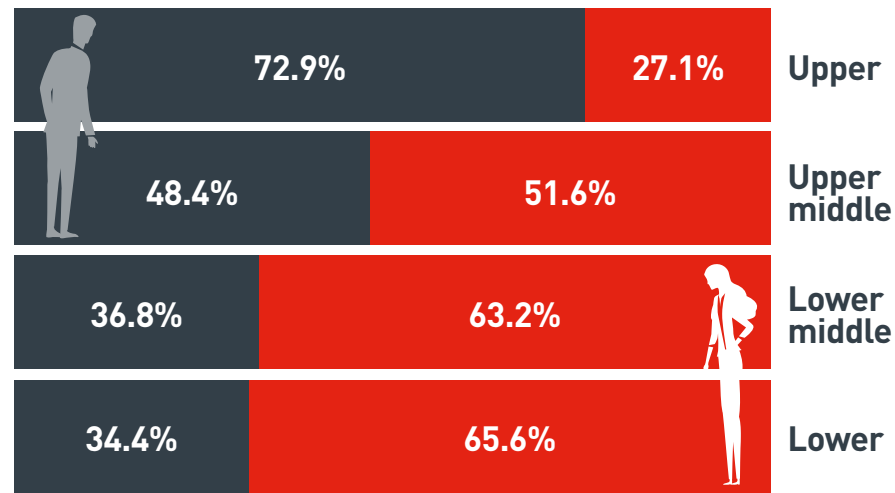
APOLLO'S GENDER PAY GAP RESULTS

Apollo EMEA consists of just over 400 permanent employees. Whilst the majority of our staff are in the UK, we also have colleagues based in Germany, and Singapore. For the purposes of the gender pay gap, we only report on staff in the UK (388 employees as at March 2022).

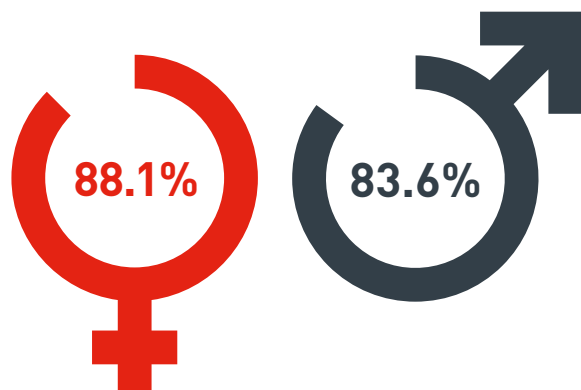
Looking at our UK workforce our results are as follows:



POPULATION BY QUARTILES



THE PROPORTION OF MEN & WOMEN PAID A BONUS



- Median represents the midpoint in our UK workforce and is higher for men representing the fact that more of our production operative roles are held by females.
- Mean figures represent the average across our UK workforce, so are particularly impacted by the highest earners, generally senior management, engineering and sales roles, more of which are held by males.



FAMILY TIME IS
IMPORTANT, SO
WE PROVIDE 14
WEEKS PAID LEAVE
AND A PHASED
RETURN FOR THOSE
WELCOMING A NEW
FAMILY MEMBER



OUR GENDER BALANCE PROGRESS

We are committed to having a positive social impact alongside sustainable growth, so we see building a diverse workforce essential. Whilst the current gender pay figures are not reflected to where we want to be, we continue to provide and sustain initiatives that will have a positive impact on attracting, retaining and engaging female talent to and within our business.

Our key initiative for last year was our focus on Menopause. Going beyond a policy, we introduced mandatory training for all managers to help stamp out the stigma attached to menopause, we pay our employee's HRT medication, and as no private health scheme supports females transitioning through this period of their life, we partnered with Clinic51 (a well woman clinic) to provide our own menopause private health package.

Our ambition is to achieve a fully inclusive workplace, extending further than just gender to all aspects of diversity in which our employees can thrive. Whilst positive progress may be slow, we continually endeavour to achieve this.





GENDER DIVERSITY IN TALENT ACQUISITION IN APOLLO

We want to make fully diverse talent pools the norm and embed diversity into Apollo's workforce.

In areas of our business where men have traditionally held more roles than women, we have initiatives to help improve the balance in these areas. These include:

- Close relationships with our agencies, educating them on our culture, our purpose and values, and diversity initiatives to promote to prospective candidates
- Using a gender decoder for recruitment advertisements to ensure that they are attractive to both genders
- Whilst we always base our recruitment decisions on skills/competencies we provide agencies with metrics to provide a shortlist of both males and females
- To help stop the perpetuation of a gender pay gap whilst moving between jobs, we do not ask a candidate for their current salary

OUR CULTURE

To achieve a culture where everyone feels included and we engage in interactive communication, encourage employee participation, apply active listening, and recognise and reward positive action.

We have agile and flexible working practices comprising of diverse shift patterns, permanent hybrid working arrangement for office staff (50:50 working at home and at the office), and the ability to flex working hours, which allows staff to finish the working week by 1p.m. on a Friday.

Initiatives such as our annual engagement survey, forums, and suggestion scheme promote the ability for our staff to have their voices heard and help make a difference within the company and to business growth. Through these we get an indication of where we are doing well, where to focus our improvement activities and to get some really great suggestions.

Our regular 'breakfasts with the directors' allow for a more personal interaction between staff and the director team.

Directors also sponsor strategic projects, and manage initiatives that provide staff with mentoring and coaching, as well as backing improvement campaigns which all go towards breaking down hierarchical barriers and improving our working environment for everyone.

Our communication tool, Beekeeper, facilitates open inclusive communication allowing us to share business information, stories, and generic topics to ensure that we are all connected, and have relevant information in a timely manner.

Finally, we recognise and reward our employees for a job well done, or sometimes just for being a good person through our new 'Achieving Cultural Excellence – ACE' platform





WHAT'S NEXT?

We always look to further promote diversity, keeping it a key topic on the agenda.

For 2023 we will continue to sponsor events that promote females in engineering. We will also revive our STEM (Science, Technology, Engineering, and Mathematics) ambassador program in which we work with local primary schools, organising fun STEM activities with a particular focus on encouraging more girls to consider careers in these disciplines.

And finally, we will continue our 'Authentic Self' campaign delivering information, training and promoting individual's stories to embed a culture of acceptance, and support.

