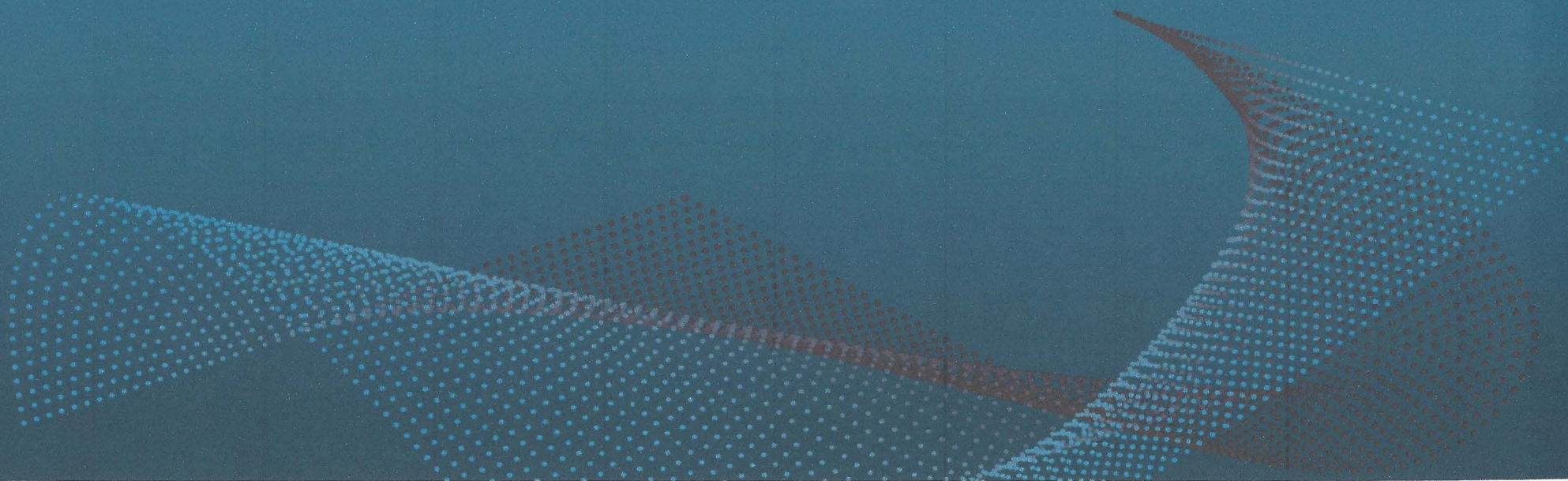




ZF GROUP UK GENDER PAY GAP REPORT 2021



Forward

ZF is a global technology company and supplies systems for passenger cars, commercial vehicles and industrial technology, enabling the next generation of mobility. The Group has a global workforce of 149,000 with approximately 230 locations in 40 countries.

ZF's vision for the UK is to create a place to work which values diversity; where employees are recognised internally and externally as competitive and innovative and are valued for excellence.

Companies are by law required by law to report their gender pay gap for legal entities in the UK with 250 or more employees.

In this report, we provide our gender pay gap information for staff that are employed at various locations throughout the UK.

Employees are involved in engineering, manufacturing, R&D and various corporate functions.

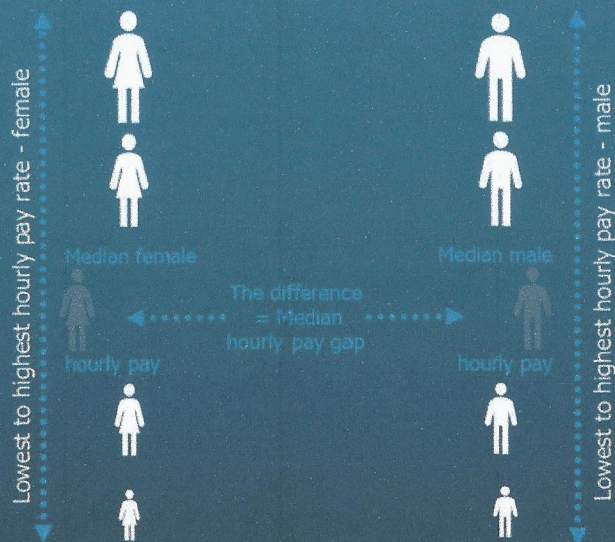


Internal

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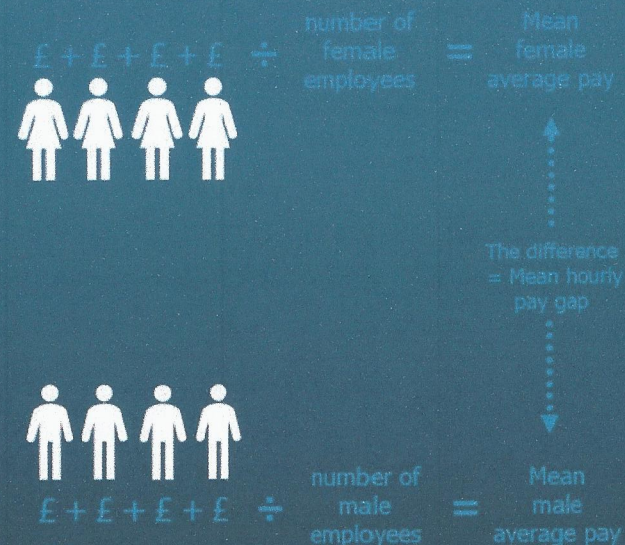
Measuring the pay gap

The gender pay gap is a measure of the difference between men's and women's average earnings across the whole organisation. It is expressed as a percentage of men's earnings. It is important to note that the gender pay gap is not the same as 'equal pay' – Equal pay means that men and women performing equal work must receive equal pay, as set out in the Equality Act 2010.



Companies are by law required by law to report their gender pay gap for legal entities in the UK with 250 or more employees.

At the time of the data analysis, ZF employs 350 people



Statutory disclosures

At the time of data analysis, April 2021 ZF employs 270 people within UK

Median hourly pay gap	3.4%
Mean hourly pay gap	4.4%
Median bonus pay gap	64.0%
Mean bonus pay gap	39.7%

	Female	Male
% employees approx	19%	81%
Upper quartile	13%	87%
Upper middle quartile	18%	82%
Lower middle quartile	22%	78%
Lower quartile	21%	79%
Proportion of each gender receiving a bonus payment	22%	13%

.....(Quartiles are based on hourly pay rates).....



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Comments

- Significant headcount reduction between 2019 and 2021.
- Coronavirus impact on bonus pay out for non managerial grades.

I the undersigned, confirm that ZF's reporting for its UK Gender Pay Gap calculations
(for the legal entity ZF Services UK Limited) is accurate.

Signature. *Chris Adair*

Title: Managing Director



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