



Publishing the Gender Pay Gap data is an opportunity to foster deeper understanding among our teams around the Gender Pay Gap and an opportunity to show how the Business moves forward on equality issues.

When we have solid plans to narrow the Gap and a good level of communication with our employees, the Gender Pay Gap will stop being a problem and start being an opportunity.

We believe that the following data reflects our company demographics and that we pay every employee (male/female) fairly and comparably for doing comparable roles.

- Traditionally fewer females select a career in Engineering and we will continue to attempt to breakdown stereotypical barriers and beliefs that Engineering should be male dominated.
- Technical and Sales roles are the main cause of our results. The females with a Bonus are predominately internal Sales which commands a lower overall remuneration than external Sales, which are predominantly male.
- We have a lower representation of women in senior roles.
- We recognise that the closing the Gender Pay Gap will take some time to achieve and we are committed to attracting a workforce that is diverse.
- Benchmarking is one way to encourage and assist us to drive change in the Gender Pay Gap.
- Another initiative that we are working on to encourage women into the Engineering Sector is a **'Promoting Women In Engineering'** campaign that is sponsored by our local College.

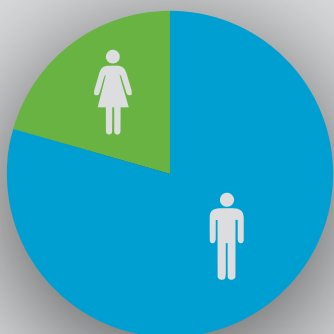
It's a topic that for 2018 I want to bring to the exec table and gain some commitment to implement initiatives to hire more women and close the pay gap.

Claire Gannon
Vice President
Human Resources EMEA

February 2018

GENDER PAY GAP REPORT 2017 - RESULTS

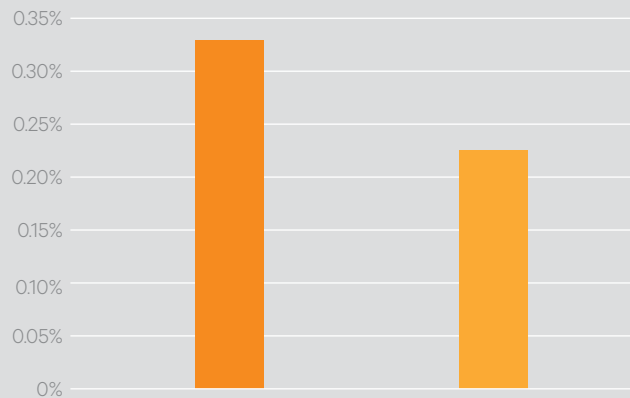
HEADCOUNT



Female
108

Male
424

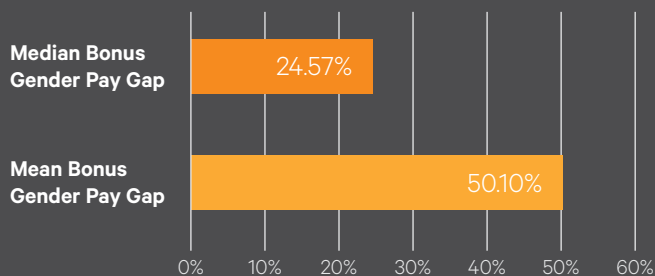
MEAN & MEDIAN GENDER PAY GAP



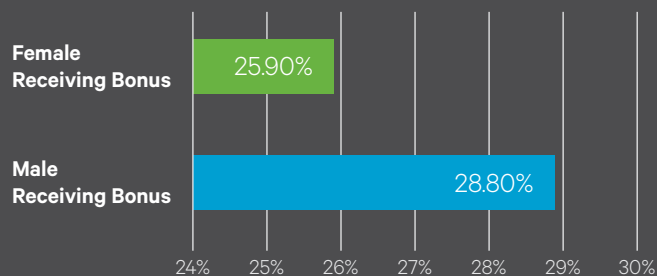
Mean
32.88%

Median
22.56%

MEAN / MEDIAN BONUS GENDER PAY GAP



MALE Vs FEMALE - BONUS



	FEMALE % OF TOTAL QUARTILE	MALE % OF TOTAL QUARTILE
Upper Quartile	8.4%	91.6%
Upper Middle Quartile	12.7%	87.3%
Lower Middle Quartile	18.8%	81.3%
Lower Quartile	41.0%	59.1%