



# OPPORTUNITIES FOR ALL

Linde Creighton Ltd  
Gender pay gap report 2018

## Gender pay gap report 2018

As part of our commitment to build an inclusive and diverse business we are committed to fostering an inclusive environment and promoting equal opportunities for all. The Senior Leadership team in the UK has developed a detailed action plan outlining how we will build a more inclusive culture with a key focus on gender balance.

Under UK legislation that came into force in April 2017 we are required to publish data about our gender pay gap. Gender pay gaps relates to differences in average hourly male and female pay and bonuses and does not compare the pay received by men and women, or groups of people, for doing the same or equivalent work, known as equal pay.

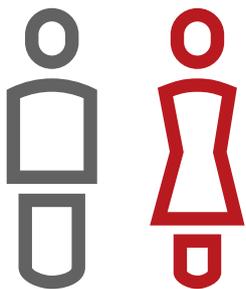


## Our results

Linde Creighton Ltd is one of a group of operational network companies and therefore a more representative picture is given by taking the whole group view. The results for the whole business consolidated under LMH total UK group provide mean gender pay gap of 15.7% and a median gender pay gap of 10.6%.

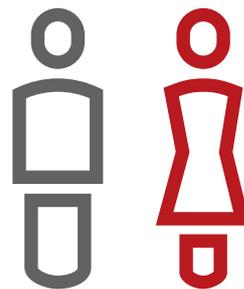
### Mean pay gap

The mean pay gap is the difference in the average hourly pay rate for all men employed by Linde Creighton Ltd and for all women employed by Linde Creighton Ltd.



LMH TOTAL UK GROUP

15.7%

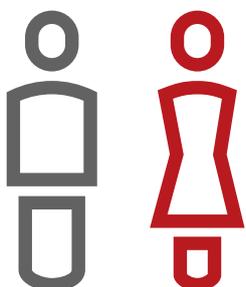


LINDE CREIGHTON LTD

13.7%

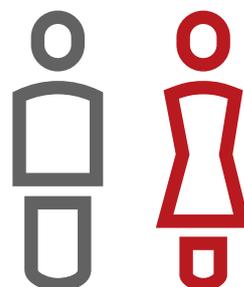
### Median pay gap

The median pay gap is the difference in the hourly rate between the pay of the middle female employee and the pay of the middle male employee when male and female employees are listed in order of hourly pay rate.



LMH TOTAL UK GROUP

10.6%



LINDE CREIGHTON LTD

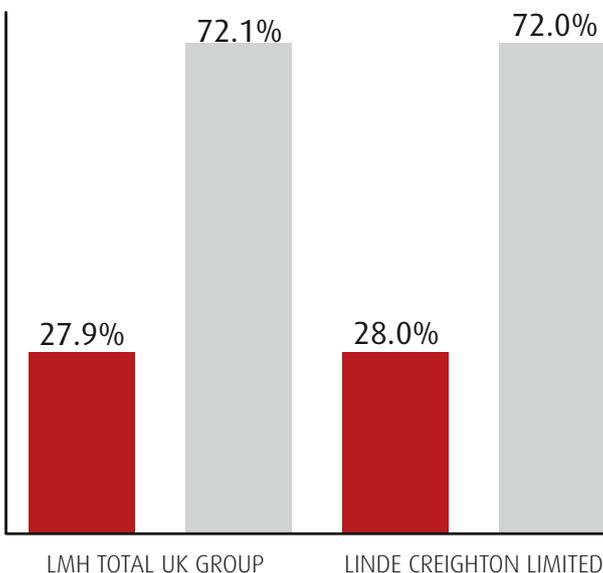
12.4%

## Quartiles

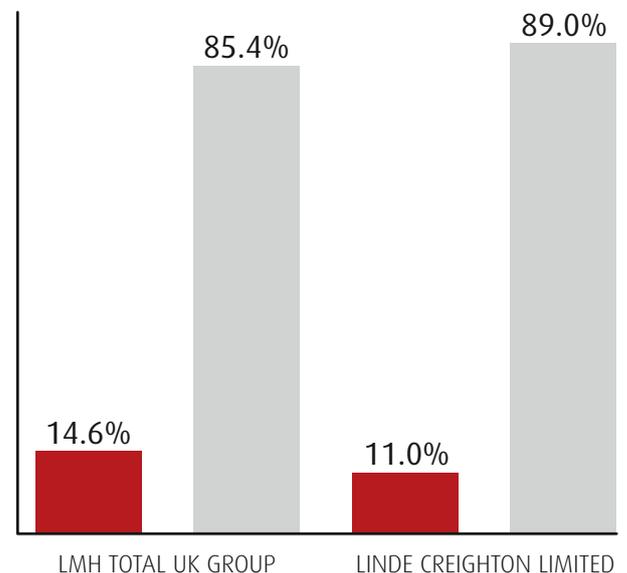
This shows the proportion of males to females in each pay quartile in the Company. All relevant employees are ranked from the lowest rate of pay to the highest, then the list is split into four equal sections and the percentage of male and female employees in each quartile is calculated. Positive progress has been made in moving females from the lower and lower middle ranges into the upper middle range.

The lower paid quartile has traditionally been populated by women, although this is still the case the proportion has declined. In each of these quartiles the percentage of females has reduced, but increasing in the upper middle

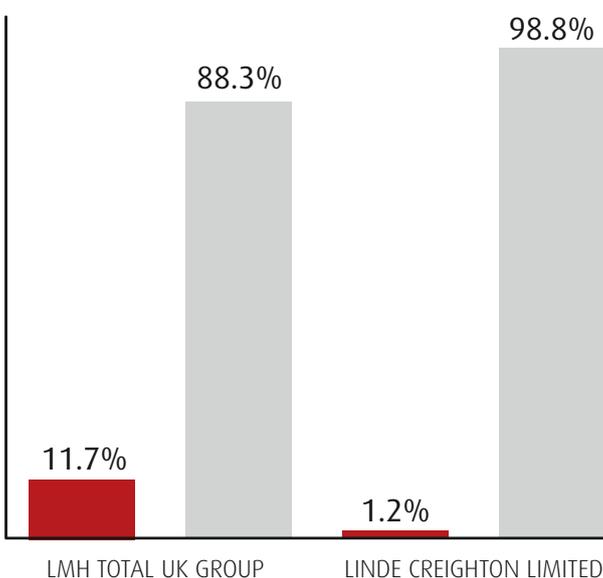
### Lower paid quartile



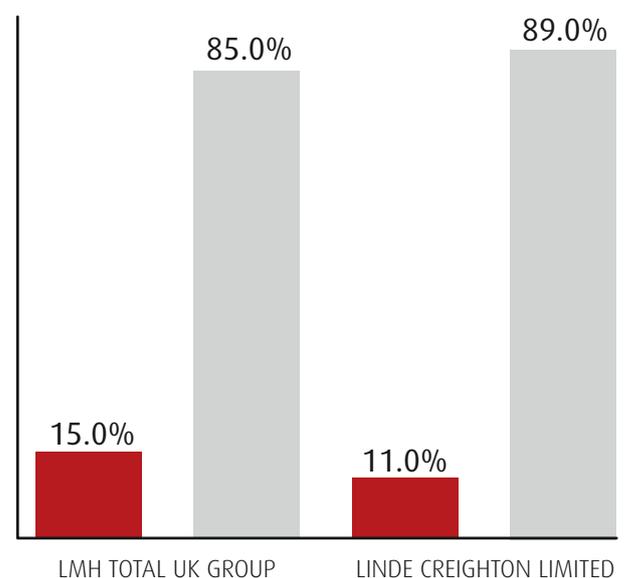
### Lower middle paid quartile



### Upper middle paid quartile



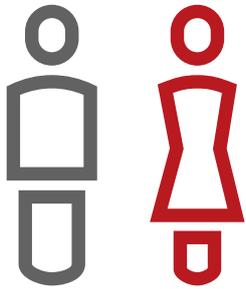
### Upper paid quartile



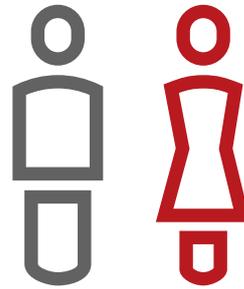
## Bonus gap

### Mean bonus gap

The mean bonus gap is the difference in the average bonus payment for men and women



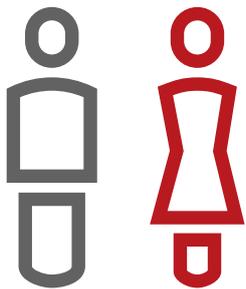
LMH TOTAL UK GROUP  
75.0%



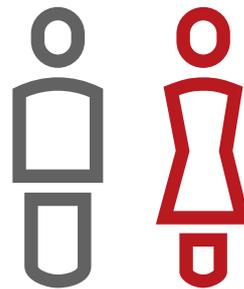
LINDE CREIGHTON LTD  
67.3%

### Median bonus gap

The median bonus gap is the difference in the bonus between the middle female employee and the middle male employee when male and female employees are listed in order of bonus payment.



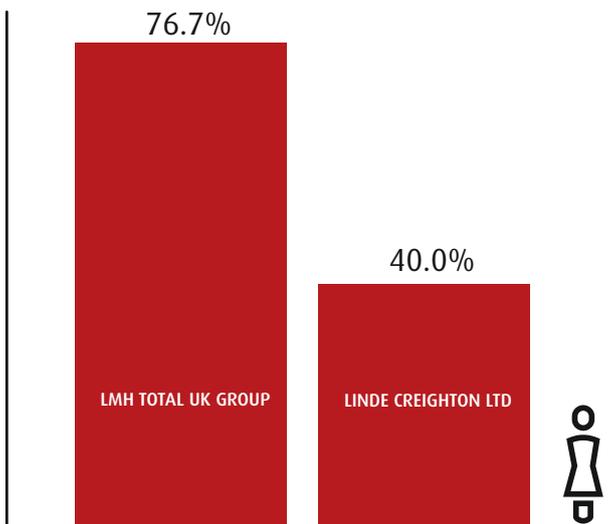
LMH TOTAL UK GROUP  
42.5%



LINDE CREIGHTON LTD  
87.8%

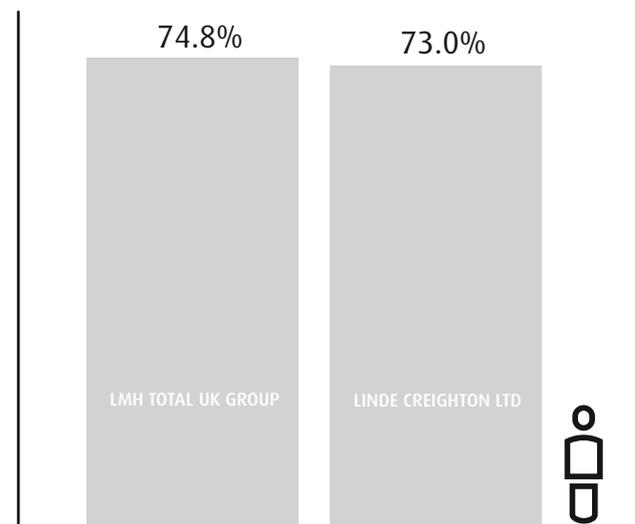
### Percentage of women who receive a bonus

This calculation shows the proportion of females that received a bonus compared to the total female population



### Percentage of men who receive a bonus

This calculation shows the proportion of males that received a bonus compared to the total male population.



At first glance, the difference in gender pay between men and women seems to be significant but overall this illustrates structural effects derived from our integrated business model and of the industry in which we operate rather than any pay inequality. We have however already seen the mean gender pay gap and the mean bonus gap begin to reduce.

The main drivers of this gap are as follows:

- The material handling industry in which we operate is a predominantly male environment with entry levels through service and sales engineering routes.
- There are more men than women in management roles. This, again reflects the experience gained in sales and service environments that are predominantly male.
- Linde Creighton Limited is a Sales & Service Centre where the majority of employees are Service Engineers. We employ 220 Engineers all of whom are male.
- The figures include sales commission, where most recipients are male, and management bonuses, where most recipients are also male.
- The basic salary figures are net of salary sacrifice contributions for pensions and child care vouchers that affect basic pay.



## Our commitment to closing the gap

Attracting talented women into our industry is a challenge but we are committed both to equality and encouraging a diverse workforce. We have developed initiatives which we hope will encourage more females into the industry and initiatives to address the gaps that have been identified.

- Our values and leadership principles contribute to driving a gender-neutral agenda to change the company culture. The gender-neutral appraisal scheme is embedded throughout the company continues to reinforce these values and principles.
- Over recent years we have increased the number of women managers and we will continue to develop more women managers as part of our succession plan.
- Continue to recruit from a wider range of industries to increase the talent pool and we have extended the training for new sales and service staff to integrate them into the business more quickly.
- Continue to monitor the differences in gender pay taking actions where appropriate. Consider initiatives to identify and remove barriers to female advancement. The introduction of the Talent Development Manager has ensured the widening of the talent pool in recruitment practices and the extension of the succession plan to include a wider range of hierarchical positions, of those identified.
- We continue to use competency based job descriptions and competency based interviews have been introduced to promote more effective gender-neutral recruitment.
- We have reviewed our bonus structures and have introduced a senior management grading system which is gender neutral.

I confirm that the contents of this report are accurate.



David Woodward  
Managing Director  
Linde Creighton Ltd