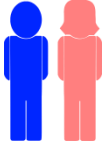
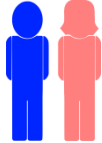


GENDER PAY GAP REPORT 2017

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

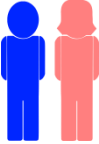
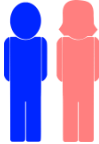
<p>MEAN PAY GAP</p> <p>The mean pay gap is the difference in the average hourly pay rate for all men employed by LMH UK Ltd and for all women employed by LMH UK Ltd.</p> <div style="display: flex; align-items: center; justify-content: center;">  <div style="text-align: right;"> <p>34.1%</p> </div> </div>	<p>MEDIAN PAY GAP</p> <p>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.</p> <div style="display: flex; align-items: center; justify-content: center;">  <div style="text-align: right;"> <p>29.8%</p> </div> </div>
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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.

Lower pay quartile	Lower middle pay quartile	Upper middle pay quartile	Upper pay quartile
<p>58.2%</p> <p>41.8%</p>	<p>37.3%</p> <p>62.7%</p>	<p>20.9%</p> <p>79.1%</p>	<p>13.6%</p> <p>86.4%</p>

BONUS GAP

<p>MEAN BONUS GAP</p> <p>The mean bonus gaps tells us the difference in the average bonus payment for men and women.</p>  <p>90.1%</p>	<p>PERCENTAGE OF WOMEN WHO RECEIVE A BONUS</p> <p>This calculation shows the proportion of females that received a bonus compared to the total female population.</p> <p>96.6%</p>
<p>MEDIAN BONUS GAP</p> <p>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.</p>  <p>81.8%</p>	<p>PERCENTAGE OF MEN WHO RECEIVE A BONUS</p> <p>This calculation shows the proportion of males that received a bonus compared to the total male population.</p> <p>96.6%</p>

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.

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 though 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 Material Handling UK is the head office environment where a lot of back office administration is concentrated, particularly in Finance. Reflecting a national trend, there are more women than men in lower level administration roles where remuneration levels will be lower.
- During the period considered for the calculation, given a change in practice, two sets of senior management bonuses were paid due to scheduling issues. This has distorted both the pay gap and the bonus pay gap. This occurrence is unusual and is not expected to be an issue in future years.
- The figures include sales commission where the recipients are all male and management bonuses where the majority of recipients are male.
- The basic salary figures are net of salary sacrifice contributions for pensions and child care vouchers that affect basic pay.
- There is no difference in the percentage of men and women receiving a bonus but the bonus pay gap shows that there are more males receiving higher bonuses than females.

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.

- Introduced a set of Values and Leadership Principles in a drive to change company culture and has launched a new gender neutral appraisal system based on these values.
- Over recent years we have increased the number of women managers and we will continue to develop more women managers as part of the succession plan. We have appointed 5 women as Project Managers for our key strategic development projects as development, one of whom has subsequently been promoted to a more senior position.
- Continue to recruit from a wider range of industries 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. We have created the new position of Talent Development Manager for the whole business to ensure its talent development processes are gender neutral.
- Over the last 18 months 11 female first line managers have received management training to further their development.
- Competency based job descriptions and competency based interviews have been introduced to promote more effective gender neutral recruitment.
- We have reviewed our bonus structures to be gender neutral.

I confirm that the contents of this report are accurate.



Massimiliano Sammartano
Managing Director
Linde Material Handling (UK) Ltd