

# Air Products UK Gender Pay Gap Report 2017



Being an Inclusive employer is a fundamental part of our business strategy, led from the top of our organisation. Our CEO Seifi Ghasemi explains:

“We need to create an atmosphere of respect for everybody, no matter where they come from. If you hire people who look like you, talk like you, and think like you, how do you find the unique perspective? How do you challenge the status quo if everyone on the team sees the world the same?”

### Leading the way

The unique perspectives, experiences and skills of our people gives us a competitive edge, enabling us to meet the needs of our customers through understanding and innovative solutions. It is by recognising and harnessing this diversity that we will maintain our position as the world's leading industrial gas company.

### Taking action to make a difference

Our goal is to be the most diverse and inclusive industrial gas company.

One way we will track our progress is by increasing the representation of women throughout Air Products, at all levels of the organisation.



## Gender pay gap is **NOT** unequal pay

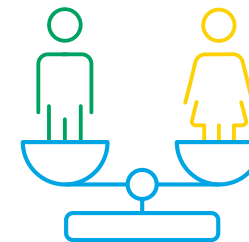
The gender pay gap shows the difference in average pay between men and women. Equal pay, relates to what men and women are paid for in the same, or similar jobs or work of equal value.



“At Air Products we are working hard to foster a dynamic business environment, where everyone can realise their full potential. This is key to ensuring diversity and gender balance at all levels of our organisation. Over time, this will eliminate our gender pay gap, and just makes great business sense.

Our focus now is on making progress as quickly as possible.”

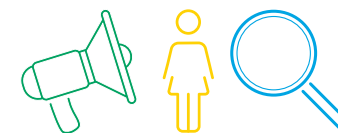
**Tim Hulbert**  
Vice President –  
UK and Ireland (UKI) Industrial Gases



# 50%

### Gender balance

We have a **50% gender balance** within our UKI Industrial Gases Leadership team. A good practical demonstration that we're taking action.



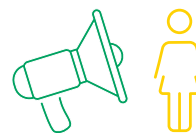
### Attracting and selecting strong female talent

Whether it's driving our own strategic initiatives or working with organisations such as University Technical Colleges, we're committed to increasing the number of women entering (and staying in) STEM careers.



## What we're doing right now...

### Attraction



#### Science Ambassador Programme

Aligned with the National Curriculum our people perform impactful, educational demonstrations to children of all ages and levels.



#### Promote new thinking

Using equally balanced representation, we actively talk to women through exhibitions and conferences, which helps us challenge traditional, gender-biased perceptions associated with STEM careers and offers an insight into the opportunities available.



#### Strategic partnerships

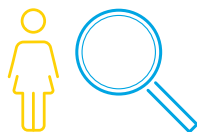
We link-up with organisations such as University Technical Colleges (UTC), which allows us to run programmes with both male and female students that matches theory with real-life, industry scenarios.



#### Mentoring future talent

Encouraging our colleagues to act as positive female role models in the community.

### Selection



For us it's about getting the right people in the right jobs. In 2017 60% of our UK graduate intake were female. Furthermore, if we look at the entire group of graduates hired since 2013, we have a 50/50 male/female balance.

Our focus is now on tackling the relatively low number of female applications.

**60%**  
female graduate  
intake for 2017



Since 2013,  
**50%**  
of our graduates  
are now female





## Culture



We want to become the most diverse industrial gas company in the world. To do that we are committed to fostering a collaborative and respectful work environment by:

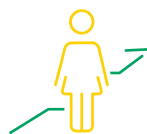
- Having **zero tolerance** towards discriminatory behaviour.
- Supporting our vibrant **Women's Success Network**, which drives mentoring programmes, speed networking events, coaching circles and the sharing of knowledge.
- Offering **flexible work arrangements** to help our people manage when and where they get their work done most effectively. Between 2016 and 2017 the number taking up our flexible work options increased by **11%**.
- Operating a **Peer to Peer recognition programme** that rewards those who go above and beyond daily work and those who take action to foster an inclusive working environment.

**ZERO TOLERANCE**



**Thanks!**

## Progression



We help our people realise their full potential everyday by providing them with key tools and support:

- **Talent Management and Development** – strong processes are in place that foster personal growth, address unconscious bias and embrace diversity.
- **Leadership Development** – diverse talent with leadership potential have increased exposure to senior management and helped to develop strategies and skills to enhance their professional development.
- We shine a light on inspirational female and male leaders encouraging two-way dialogue through tailored events and other communication opportunities.

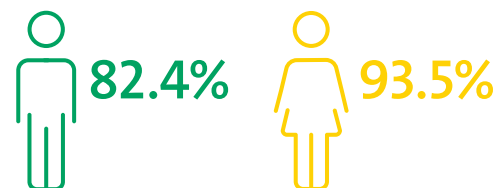


**Flexible work arrangement levels increased by**

**11%** from 2016-2017

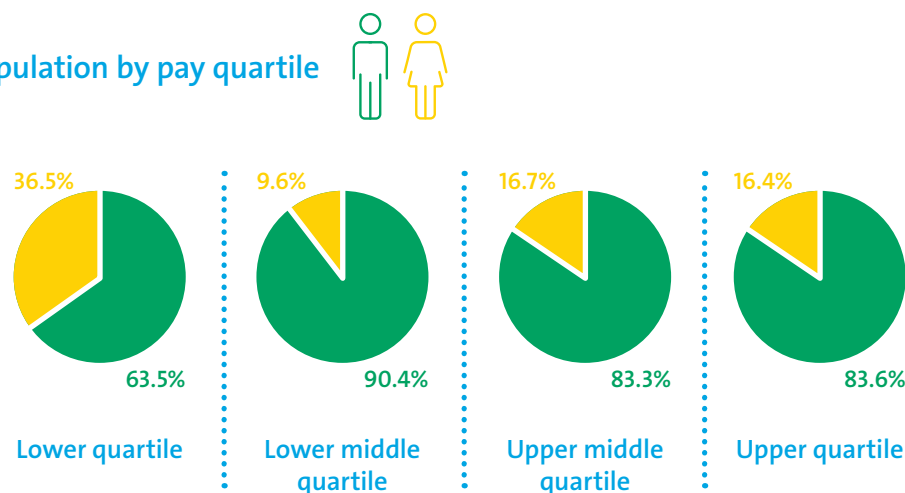
## Our Stats

### Portion of people paid a bonus\*



	Air Products	UK National
Mean gender pay gap	16.4%	17.3%
Median gender pay gap	14.5%	18.1%
Mean gender bonus gap	42.6%	Not reported
Median gender bonus gap	38.1%	Not reported

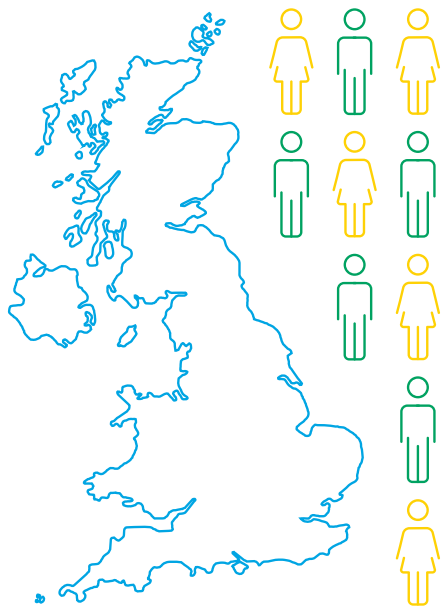
### Population by pay quartile



## Details behind the calculations

Companies need to report their gender pay gap for all legal entities in UK with more than 250 employees.

The salary gap is a snapshot as at 5 April 2017 and the bonus gap captures all payments made in the 12 months prior to this date.

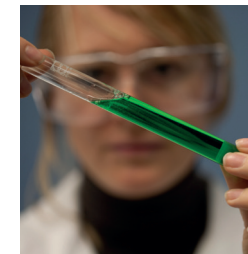


The calculations use two types of averages:

- A **mean** average involves adding up all the numbers and dividing the result by the number of numbers in the list.
- A **median** average involves listing all the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

A **positive** percentage figure means, that overall, female employees have lower pay or bonuses than male employees.

We understand that for some people categorising gender as either 'male' or 'female' does not represent their identity; however, this is the definition required for this report.



### Pay

Pay includes basic pay, allowances, and shift premium. Benefits and shares are excluded.

Pay does not include amounts relating to overtime, redundancy or termination of employment.

### Bonus pay

Bonuses include anything that relates to profit sharing, productivity, performance, incentive and commission. They must be received in the form of cash, vouchers, securities, options or interests in securities. Bonuses paid in securities are included at the time when the employee incurs a charge to income tax.



### The proportion of males and females in each quartile pay band

This calculation requires us to show the proportion of male and female **full-pay relevant employees\*** in quartile pay bands. This is done by dividing the workforce into four equal parts, ranked from the lowest hourly rate of pay to the highest.

This list is then divided into four sections (called quartiles) with an equal number of employees in each section (or as close as possible to this). The quartiles (from the lowest to highest) are called the lower quartile, the lower middle quartile, the upper middle quartile, and the upper quartile.

### Comparing our data

To give further context, we have shown the mean and median gender pay gaps for UK business overall. These figures are provisional results from the 2017 Annual Survey of Hours and Earnings published by the Office of National Statistics.

\*A full-pay relevant employee, is an employee who was paid their full usual pay during the period of analysis. If the employee is paid less than their usual rate, because of being on leave, for example, they are not counted as a full-pay relevant employee.

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