

# Gender pay gap report.



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At Linde, our ambition is to become the leading global gases and engineering company, admired for our people who provide innovative solutions that make a difference to the world. We are driven by a core belief that successful businesses are those that harness the benefits of a truly diverse and inclusive culture.

Under the UK Government's new Gender Pay Gap regulations, companies must report their gender pay gap for all legal entities in Great Britain with more than 250 employees.

We welcome the UK Government's requirement for large companies to be more transparent on gender pay. In this report, we provide the gender pay gap information for our UK businesses, identify the reasons for the pay gap and provide an outline of our plan for closing this gap. We are clear about our ambition to go further and will seek out opportunities which encourage diversity and a better gender balance, ensuring BOC in the UK (A Member of The Linde Group) is a company that both women and men will want to work for.

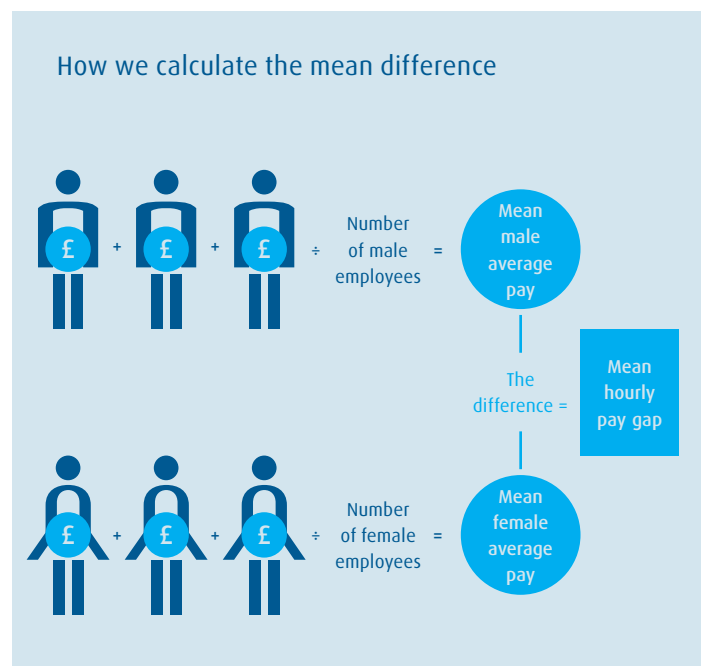
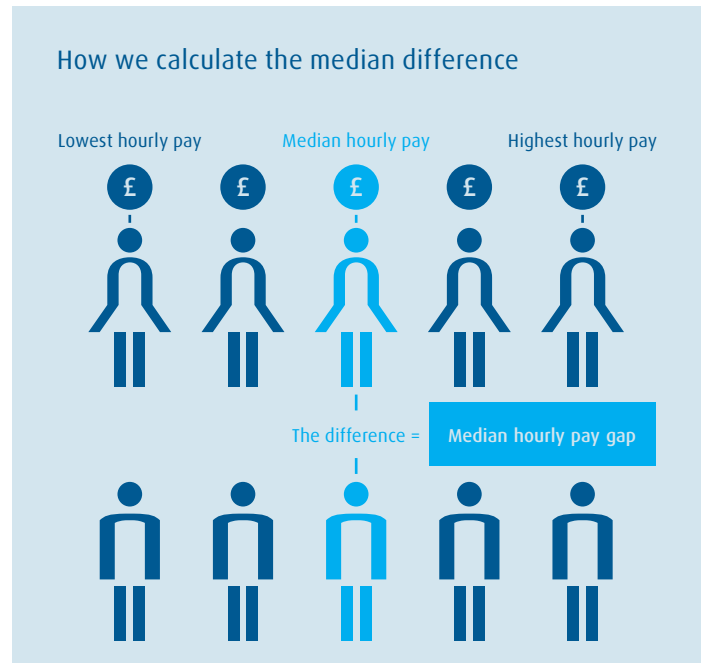
The gender pay gap is not the same as equal pay. Equal pay provides for male and female employees receiving the same pay for carrying out the same or equivalent work. The gender pay gap is a simple average figure for all employees as defined by the UK Government's gender pay gap regulations, irrespective of the job that they do.

## Calculating our numbers

On the snap shot date of 5 April 2017, BOC Limited employed 2,673 people in Great Britain who were within scope of the regulations. Our figures exclude our employees in Northern Ireland, as Northern Ireland is not covered by these reporting regulations.

In this report, we share the median and mean (average) pay gaps between male and female employees' hourly pay and bonuses.

## Understanding our pay gap calculations



## Results

The median pay for employees across our business was 12% higher for male employees. The mean pay was 7% higher for male employees. The gap was primarily driven by the large number of roles held by male employees, which is consistent with other similar companies in our industry.

Our median bonus was 14% higher for male employees which reflected the higher proportion of males in roles that attract larger bonuses. The mean bonus was 17% higher for female employees, however our analysis shows that this figure is influenced by outliers in the data which had a disproportionate impact on the calculation.

Median pay gap 12%	Mean pay gap 7%
Median bonus pay gap 14%	Mean bonus pay gap -17%
% receiving a bonus payment	



## Closing the gap

One of the challenges in our business is attracting female employees into a traditionally male-dominated industry. Our company is proactively tackling this challenge in several ways:

- BOC actively supports and participates in events such as the International Women in Engineering Day
- A number of our employees are involved in complementary initiatives that include Student Liaison and STEM ambassador roles to encourage young people to consider careers in Science, Technology, Engineering and Mathematics
- We actively encourage female graduate engineers into our organisation through our graduate recruitment and training programme.

Our analysis shows that the reported gap in pay is primarily a product of gender mix and length of service, rather than the result of pay differentials between female and male employees of a similar pay grade. Our ambition is to close the gap, but we acknowledge that this is likely to take some time. We are committed to attracting, engaging and developing women, as well as other under-represented groups, and we plan to establish a working group approach to further increase our focus on diversity.

## Statutory disclosures: BOC Limited UK (Part of The Linde Group)

% male/female employees 80%/20%  
 Median gender pay gap 12%  
 Mean gender pay gap 7%  
 Median bonus pay gap 14%  
 Mean bonus pay gap -17%  
**% males/females receiving a bonus payment 72%/68%**  
 Upper quartile\* (male/female %) 82%/18%  
 Upper middle quartile (male/female %) 87%/13%  
 Lower middle quartile (male/female %) 88%/12%  
 Lower quartile (male/female %) 63%/37%

\*Quartiles are based on hourly pay rates

## Declaration

We confirm the information and data reported is accurate as of 5 April 2017.

Sally Williams  
Head of Finance

Vic Hart  
Head of HR

# BOC – turning ideas into solutions

BOC is a member of The Linde Group, the leading global gases and engineering company. BOC is the UK's largest provider of industrial, specialist and medical gases, as well as related products and services. As a leader in the application of technology, we are constantly looking for new ways to provide our customers with high quality products and innovative solutions.

At BOC we help our customers to create added value, clearly discernible competitive advantage and hence greater profitability. To achieve this we have a comprehensive range of products, services and technical support, which can be customised to meet the individual requirements of our clients.

To keep ahead of the competition in today's market, you need a partner for whom quality, service, process and productivity optimisation are an integral part of customer support. We are there for you and with you, helping to build your success.

BOC's reputation has been forged through partnerships – with customers, with relevant regulatory authorities and with key suppliers. In this way, we deliver comprehensive and consistent benefits to you.

**BOC – world-leading knowledge and resources adapted to local requirements.**

## **BOC Limited**

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