




UK Gender Pay Gap Report 2019

A person wearing safety glasses is focused on working on a metal frame in a workshop. The background is blurred, showing other people and equipment. The entire image has a warm, orange-toned overlay.

Siemens is founded on a powerful idea: a company focused on serving society through our technologies, products, employment practices and with everything we do.

Serving society, whilst doing successful and sustainable business, is at the heart of Siemens' strategy. It's our company's ultimate purpose and this is delivered through our people.

Carl Ennis, CEO Siemens GB&I

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Siemens in the UK

Siemens is a digital pioneer with a focus on automation and electrification across mobility, energy generation, smart infrastructure, digital industries and healthcare.

Established in the UK over 170 years ago, with offices and manufacturing operations throughout the country, Siemens UK employs over 16,500 people, who everyday turn ideas into positive change.

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What is the Gender Pay Gap?

The gender pay gap is the measure of the difference in the average (i.e. mean or median) pay of men and women – regardless of their nature of their work – across an entire organisation, business sector, industry or the economy as a whole. It can be driven by the different number of men and women across all roles.

The gender pay gap is different from an equal pay comparison, which is a direct comparison of two people or groups of people carrying out the same, similar or equivalent work.

Mean

The mean gender pay gap is the difference in the average hourly pay for women compared to men.



Median

The median is the midpoint when you separately line up women's pay low to high, and the same for men. The median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.





**Carl
Ennis**

“At Siemens, we recognise that diverse thought and inclusive mindsets make a significant contribution to our success, and that of our customers.

In reflecting on this report, we can clearly see the gap is stubbornly unchanged from 2018 – which is frustrating given all the positive actions we have made over the past year.

One of these actions I am proud of includes a very successful employee led flexibility pilot aimed at promoting and expanding the opportunities for employees to decide on their own best working pattern and encourage an inclusive work life. 94% of those who participated (& their line managers) had a positive experience.

As the new Chief Executive, I will continue to work with my colleagues across our organisation to drive a fairer, more diverse and inclusive culture and redouble our efforts on closing the gap.”

Carl Ennis – CEO Siemens GB&I

A woman with curly hair, wearing a grey and orange safety vest, is looking upwards and to the right. The background is a blurred industrial setting with various equipment and lights.

What if we could remove the gender pay gap from every business unit, office and factory in Siemens?

We're working on it.

Historically and traditionally, women have been under-represented in the manufacturing and engineering sectors. It is imperative that we address this imbalance of women in our organisation, continue to invest in our people and devise a strategy to attract and retain women at all levels in our business.

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Diversity Sparks Ideas

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Ingenuity for life

Building an innovative future relies on a diverse mix of people, ideas and opinions. We're working to make this happen by focusing on three key areas; our company **culture**, our **diversity** and our place in **society**.

Culture

Let's build an inclusive workplace, where everyone's contribution is valued.

- Our employee networks and **champions** are taking a lead on improving our business culture.
- **Working** and **communicating** in a more inclusive way and **challenging** non-inclusive actions.

Diversity

Let's create equal opportunity for our diverse workforce, to reflect our different skills, abilities and ideas.

- Using **data** to identify areas of change to deliver equality in our business.
- Attracting and **recruiting** the right talent, internally and externally, to support our goal.

Society

Let's work together with customers and partners to make our industry more diverse and inclusive.

- Working with our **customers** and **suppliers** to lead this change in our industry.
- Connecting with **partners** who can support and guide our activity.

We want to continue to be ingenious in the future.

True ingenuity happens when individuals, with a broad range of opinions, perspectives and ideas are brought together. We're setting goals to measure and report on our progress to carry this change to the heart of our business.

What if we could bring different opinions, perspectives and ideas together to deliver true ingenuity to our customers, our industry and society?

We're working on it.



Throughout 2019, we've worked hard across Siemens to build a more inclusive, gender balanced workplace. Our many Diversity & Inclusion Champions have led a variety of activities to positively impact and inspire female employees. Externally we've revised our recruitment drives to attract more women to Siemens, whilst encourage more girls to follow a career in STEM.

Despite this hard work, the ratio of men and women in our business has not changed significantly this last year. We know there's still a long way to go, but we're immensely proud of the efforts of our employees on this journey, who have created networks and lean-in circles to better support a more innovative and diverse future for our business.

What if we could make gender equality in our business and our industry a reality?

We're working on it.



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We're working on it



Valerie
Todd

HR Director, Siemens GB&I

Recruiting future talent

"I'm proud of the steps we've taken towards gender parity - we've hired 40% female graduates, compared to 29% in FY18, and 29% of our 129 apprentices in FY19 are female.

"We've invested in events like Future Females, sponsored engineering scholarships & bursaries through Horizons, enrolled our first Women Returners and commissioned photography of our female employees for our company content. Our job adverts are now more gender neutral thanks to the 'Textio' tool and supported by videos giving applicants an insight into life at Siemens."

[See how we're attracting female employees to Siemens>](#)



Simone
Davina

General Counsel & Company Secretary, Siemens GB&I

Inspiring tomorrow's engineers

"SeeWomen, an interactive show helping schoolgirls think about their careers, is inspiring the engineers of the future. Over 1000 schoolgirls attended the events across the country and 2400 teachers accessed supporting downloadable resources. SeeWomen has contributed to an almost 10% increase in female apprentices.

"We've rebranded SeeWomen to SeeMe for 2020 – we can see the opportunity to use this approach to encourage more diverse groups to consider careers in STEM."

[Learn more about our SeeMe initiatives here>](#)



Harriet
Padina

Diversity & Inclusion Community Manager, Siemens GB&I

A business culture for everyone

"Our Diversity & Inclusion Champions possess a real fire to drive change within our business. These groups of passionate volunteers have worked tirelessly this year in functions, business units and across sites to engage with employees.

"Through action, they show how an inclusive culture benefits us all. Among numerous initiatives, our Champions started an engineering culture programme, built a women's leadership programme and held lean-in circles at sites across the UK."

[See how they helped us in 2019>](#)

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Angela Noon

Chief Financial Officer, Siemens plc

Joining Siemens at 26 and rising to become Siemens UK's most senior woman in STEM, CFO and Siemens GB&I board member Angela Noon shares her experiences at Siemens and her enthusiasm for the positive changes underway in the business.

"I often think about starting my career at Siemens 20 years ago. At 26 years old, I was auditing industrial environments where it was unusual to find a young woman at work. But my senior leaders saw my potential and supported my development in the business. I was incredibly lucky because that support has proved invaluable throughout my career."

A changing business culture

"There has been huge cultural change at Siemens in the last 20 years. The support I received when I first started out was spontaneous – my skillset was recognised by the right people, who mentored me. Now I'm proud to say that we've created a much more structured and strategic approach - we're investing in our people. There are Diversity and Inclusion Champions in every region and business unit and we're pioneering new workplace policies to better support our employees."

Supporting female employees

"As a business there's still more we need to do. We have talented women who are capable of board-level roles, but many haven't wanted or felt able to make the move. Some feel that they're not equipped to take on more seniority or the roles just aren't there for them, whilst others see a step up as having to compromise on work-life balance."

"It's our responsibility to change that thinking and show our female employees that we want them at board-level, if they want to be there."

"Our mission is made more challenging by historical societal norms – UK women are almost three times more likely to work part-time than men¹ even though, on average, they are better educated.² This tells us that many are making sacrifices. It's our responsibility to arm these women with the confidence to take risks and also support their needs, recognising that they may need to juggle work alongside their other roles in life."

"So, where do we start? I think it's by supporting our fantastic pool of women in management roles, understanding the needs of future Siemens employees and empowering our employees to work in a way that's right for them."

Empowering future female leaders

"Our Women into Leadership programme focuses on helping senior women to be authentic, decisive and assertive, arming them with the tools to tackle conflict head on and make difficult decisions."

"I believe strongly that as a senior woman in the business, I need to be visible and openly talk about the challenges I've faced. I've experienced imposter syndrome in roles and doubted my abilities - this training gives senior women confidence to take the next step."

"Siemens' hiring policy for senior roles also supports this. To move to interview stage, we must ensure we have a diverse selection of candidates. Fundamentally, employees with differing perspectives and experiences will help us build a more diverse and ingenious business."

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Encouraging employees to work their way

“In 2019 we ran a number of flexible working pilots across the business. With schemes like these, there’s always the risk that they might not work for either the business or the employee, but I’m so pleased to say that the results so far have been amazing.

“The process relied on employees taking responsibility for their role, their deliverables and backfilling when they were not in the office.

“The results show a considerable increase in employee morale and productivity.

“Empowering our people in this way has improved the work life balance of so many - it’s so important that we understand how our people work best.

“Thanks to this result, we’re looking into ways to deploy this initiative across other parts of our business.”

¹ [Women and the Economy](#), House of Commons Briefing paper
(Authored: Andrew Powell)

² <https://www.bbc.co.uk/news/education-41066973>

An exciting future for our business

“We know there’s a long way to go, but believe me when I say, we are working towards a more inclusive business for all.

“The employee insight we’ve received has been valuable. Our board now has an agenda of policy and directives to implement, which will help to create a truly diverse culture in our business.

Even more positive change is coming.”



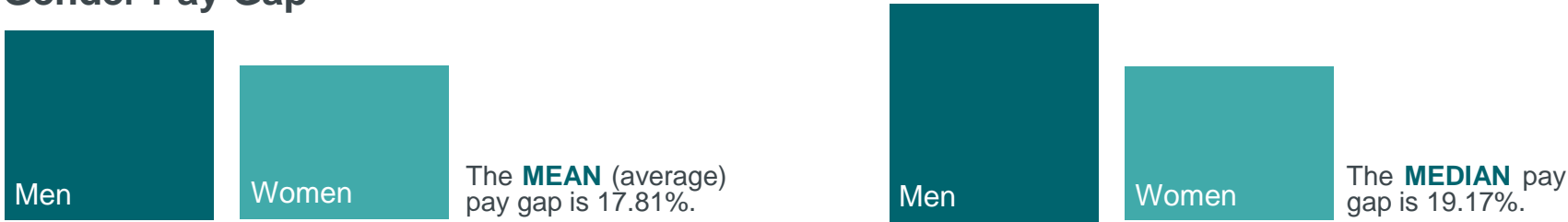
Imagination can take you anywhere. Ingenuity will actually get you there.

We're in the business of bringing ingenious ideas to life, not just developing them. And when you apply that ethos to the gender pay gap, our mission is to shape the future for women in the workplace and make gender equality in Siemens a reality. Measuring our progress in gender diversity will ensure we remain focused on our objectives over the coming years, allow us to see how far we've progressed and show our commitment to creating positive change.

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Gender Pay Gap Overall Results

Gender Pay Gap

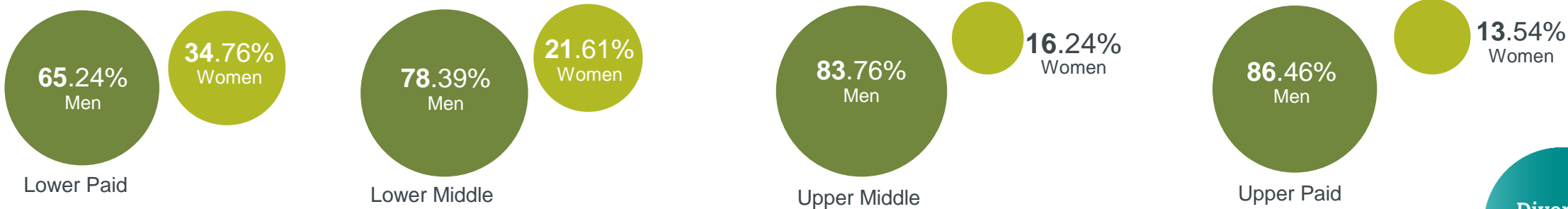


Bonus Pay Gap



Gender Breakdown

Quartiles represent the distribution of men and women in four equal groups from lowest to highest.



Siemens UK Gender Pay Gap Results														
Employing Entity	Mean GPG	Median GPG	Mean Bonus GPG	Median Bonus GPG	Receiving a Bonus		Lower Paid		Lower Middle		Upper Middle		Upper Paid	
					M	F	M	F	M	F	M	F	M	F
Electrium Sales Limited	32.53%	35.25%	65.33%	57.56%	84.62%	93.28%	56.32%	43.68%	42.53%	57.47%	78.16%	21.84%	88.76%	11.24%
Industrial Turbine Company (UK) Limited	18.14%	19.43%	44.82%	29.54%	94.00%	86.76%	65.93%	34.07%	81.32%	18.68%	87.91%	12.09%	91.40%	8.60%
Siemens Bank GMBH, London Branch	27.08%	56.88%	23.53%	83.41%	100%	87.50%	37.50%	62.50%	87.50%	12.50%	100%	0.00%	77.78%	22.22%
Siemens Financial Services Limited	33.44%	28.15%	55.21%	47.14%	95.28%	96.64%	37.31%	62.69%	32.84%	67.16%	41.79%	58.21%	76.47%	23.53%
Siemens Healthcare Diagnostics Manufacturing Ltd	17.71%	10.39%	29.49%	9.71%	91.25%	94.50%	56.72%	43.28%	44.78%	55.22%	62.69%	37.31%	73.53%	26.47%
Siemens Healthcare Diagnostics Products Ltd	10.62%	2.26%	25.41%	9.13%	97.00%	98.56%	52.00%	48.00%	75.00%	25.00%	65.00%	35.00%	75.00%	25.00%
Siemens Healthcare Limited	7.29%	5.15%	17.39%	47.43%	92.06%	87.23%	66.27%	33.73%	83.13%	16.87%	78.61%	21.39%	77.48%	22.52%
Siemens Industrial Turbomachinery Limited	16.74%	14.07%	59.41%	53.58%	35.37%	26.16%	70.22%	29.78%	86.60%	13.40%	83.62%	16.38%	91.60%	8.40%
Siemens Mobility Limited	22.96%	26.44%	30.86%	30.79%	93.79%	92.88%	64.51%	35.49%	82.25%	17.75%	88.73%	11.27%	90.50%	9.50%
Siemens Public Limited Company	18.78%	22.23%	33.50%	28.03%	91.81%	92.38%	60.20%	39.80%	73.69%	26.31%	82.27%	17.73%	82.98%	17.02%
Siemens Transmission and Distribution Limited	24.67%	30.60%	28.39%	21.54%	93.99%	94.95%	56.07%	43.93%	71.96%	28.04%	90.65%	9.35%	89.91%	10.09%
Siemens Gamesa Renewable Energy Limited	3.13%	5.47%	-27.05%	-19.76%	89.26%	83.83%	83.93%	16.02%	89.26%	10.74%	89.26%	10.74%	87.89%	12.11%
Siemens Industry Software Ltd	37.95%	35.15%	67.31%	60.96%	84.09%	77.95%	58.50%	41.50%	71.10%	28.90%	87.90%	12.10%	93.00%	7.00%

What if we could empower and provide equal opportunity to every apprentice, graduate and employee to create innovations that benefit millions of lives?

We're working on it.