



**SIEMENS**

*Ingenuity for life*

## Siemens UK Gender Pay Gap Report 2018

"People at Siemens are thinkers, dreamers and doers. That's why we recruit people with more than just a passion for disruptive ideas – they also need the courage to bring ingenuity to life."

Juergen Maier, CEO Siemens UK

[siemens.co.uk/genderpaygap](https://www.siemens.co.uk/genderpaygap)

## 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 15,000 people, who everyday turn ideas into positive change.

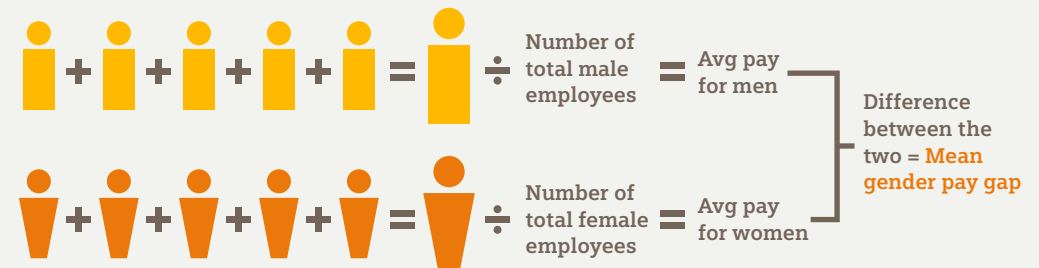
# What is the gender pay gap?

The gender pay gap is a measure of the difference in the average (i.e. mean or median) pay of men and women – regardless of the 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.

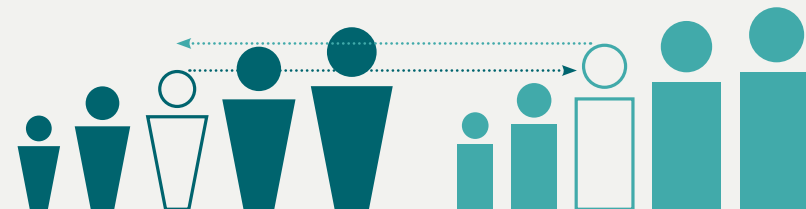
## Mean

The mean gender pay gap is the difference in the average hourly pay for woman 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.



A portrait of Juergen Maier, Chief Executive of Siemens UK, smiling. He is wearing a dark suit jacket over a light blue shirt. The portrait is set against a teal circular background.

# Juergen Maier

Chief Executive, Siemens UK

**“At Siemens, our mission is to shape the future by bringing ingenuity to life.**

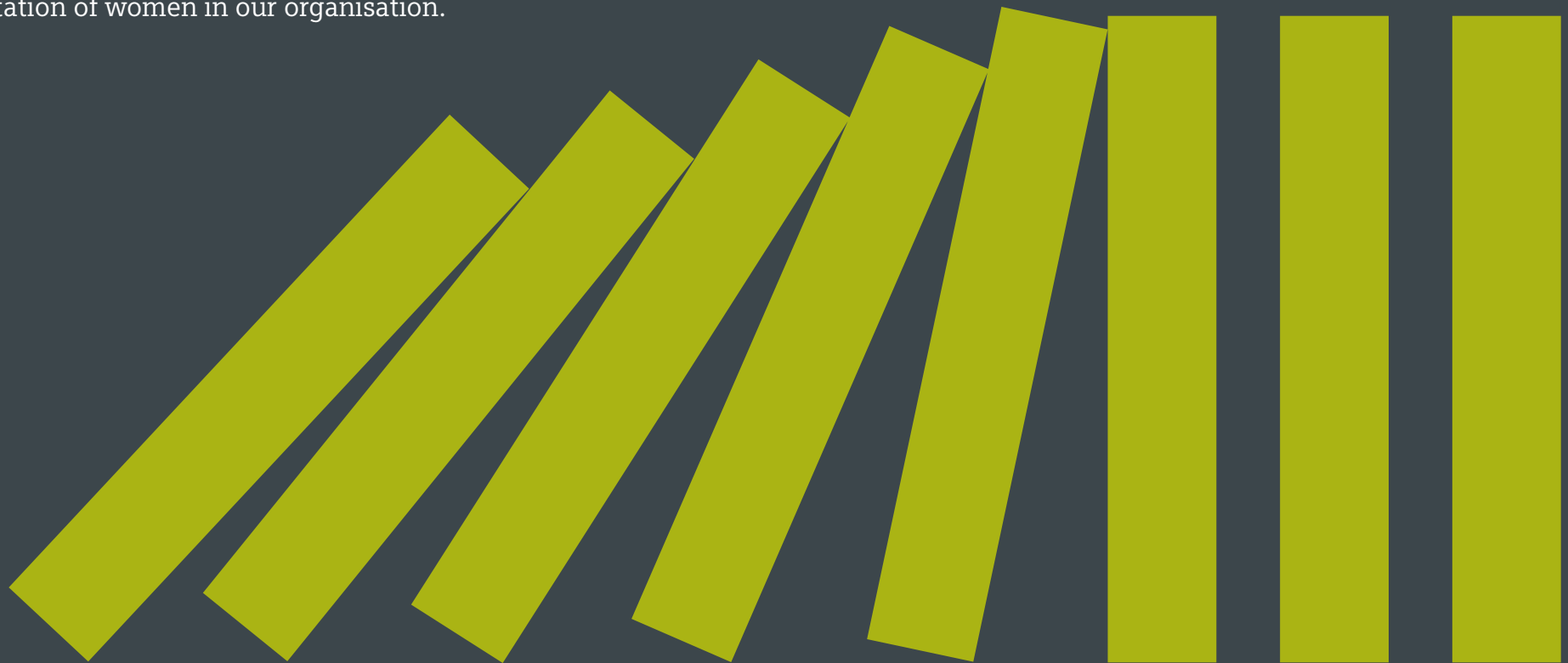
“Ingenuity flows through every sector of our global business and drives everything we do in the UK. From optimising productivity through digitalising factories, generating energy sources for UK businesses and homes, building trains and infrastructure for the future, to providing vital medical equipment to hospitals and the healthcare sector, Siemens’ businesses touch every part of our society.

“We want all our employees to help shape this future with us. To achieve our ambition, it is vital that we attract and retain the right people based on their skills and potential. I continue to be concerned by the gender pay gap at Siemens; despite concerted efforts and a wide range of initiatives, the ratio of men and women has not changed significantly. This is disappointing but, just as we need courage to bring ingenuity to life, we need the courage to demand actionable change from ourselves in order to address the barriers, both societal and internally to improve gender diversity and reduce our gender pay gap.”

# What if we could remove the gender pay gap from every department, 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. Gender and diversity initiatives put in place across Siemens are already beginning to improve the representation of women in our organisation.







What if we could identify the next generation of female senior leadership?

We have recognised and trained 48 women in our Women into Leadership programme.



What if we could double the amount of female apprentices in our business?

We increased female apprentice recruitment from 11% in 2017 to 22% in 2018.



What if we could give employees the freedom to work when they want?

Siemens already offers a wide range of flexible working opportunities and is pioneering a scheme for factories.



What if we could build a truly inclusive environment for all 15,000 UK employees?

Through ownership culture, we encourage responsibility and belonging for every single employee.

What if we became the top engineering company for attracting female talent?

We've kept 25% intake of female graduate trainees for the second year running in an industry where women in engineering remains low at 11%.



To find out more about our strategy visit:  
[www.siemens.com/diversity](http://www.siemens.com/diversity)

“While we have made some progress in improving the gender balance in entry level talent acquisition there is still room for improvement in middle and senior management.

“That is why we have chosen to focus our attention in the years ahead on four key objectives: **Talent Acquisition** and Succession; **Employee Led Flexibility** as an enabler for **Inclusive Culture** and **Women in Leadership**. Inclusion is a key for inventiveness and ingenuity for life.”

A portrait of Simone Davina, a woman with dark hair pulled back, smiling. The portrait is set against a light blue circular background. She is wearing a dark blazer over a light-colored top.

# Simone Davina

General Counsel at Siemens UK,  
Diversity & Inclusion Ambassador



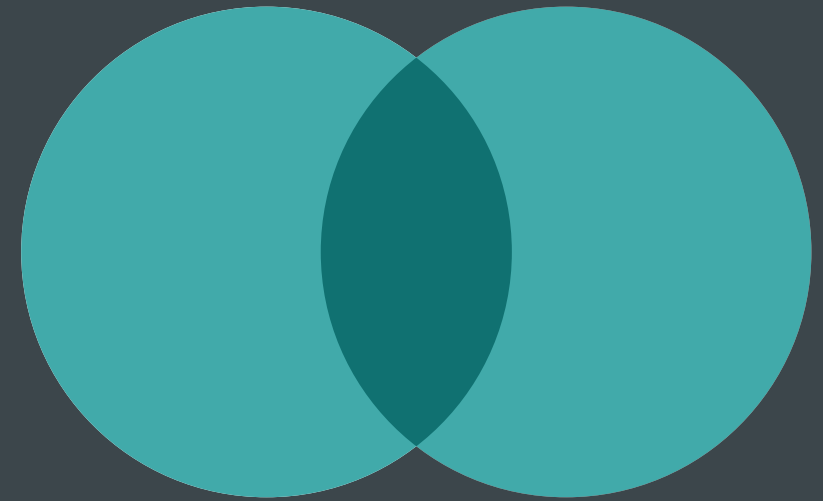
# 1. Talent Acquisition

“During my recruitment I had the opportunity to discuss the gender profile of the business and why diversity was a priority for Siemens. I believe the company values the changes that a diverse workforce is bringing.”



**Louise  
Harry**

Director of Environment,  
Health & Safety



Inclusive and transparent recruitment processes and reaching more female audiences will be key drivers in addressing the underrepresentation of women in Siemens.

## WE WILL:

- Ensure a visible job market
- Create diverse interview panels
- Train panellists to eliminate conscious and unconscious bias
- Promote opportunities to women returning to work
- Promote STEM entry level roles to female graduates

## 2. Flexible Working

"Being able to work flexibly means I can be there when my young children need me but also continue on the career path I started a long time before my children came along. I feel proud to work for a company that, through a flexible working arrangement, has given me confidence as a working mother and trust that I can deliver my work too."



**Emma  
Henderson**

Head of Employee &  
Leadership Communications



Siemens already offers excellent and varied options for working flexibly. But we need to nurture a culture where flexibility is accepted practise for employees at all levels and in all roles to help create equality of opportunity.

### WE WILL:

- Promote flexible working options
- Encourage employee led flexibility
- Review cultural factors and approaches that make flexible working a success

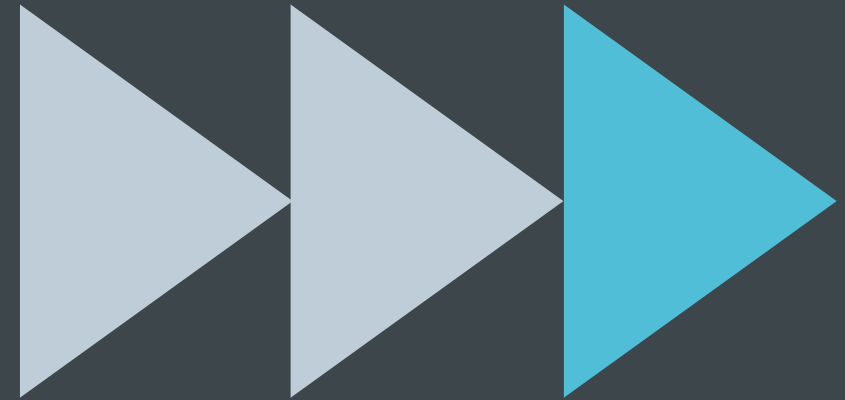
## 3. Women into Leadership

"The Women in Leadership programme has been instrumental in providing me with the confidence, drive and mind-set to use my varying expertise and the valuable skills that I possess as a woman, in my day-to-day work. The programme also supported my recent promotion into the Digital Industries senior leadership team."



**Nilam  
Akbar**

Head of Customer Business  
Centre and Business Excellence



Based on feedback from our employees and independent studies, we know that strong female representation across the business, including technical and specialist roles, can lead to, amongst other things, better business decision-making and great role models for younger employees.

### WE WILL:

- Develop a clear path to progression for women
- Provide one-to-one leadership coaching
- Offer senior management mentors

## 4. Ownership Culture

“Through the work that I do it’s clear to see that ownership culture behaviour is powerful in creating an inclusive environment, where everyone feels valued and can contribute to their full potential.”



**Sue  
Bagguley**

Head of Business Development



Our business has been built with employees at the heart of what we do. Therefore, Ownership Culture will continue to be an intrinsic part of Siemens’ DNA, so that everyone in the company understands they can make a difference and contribute to the success of Siemens.

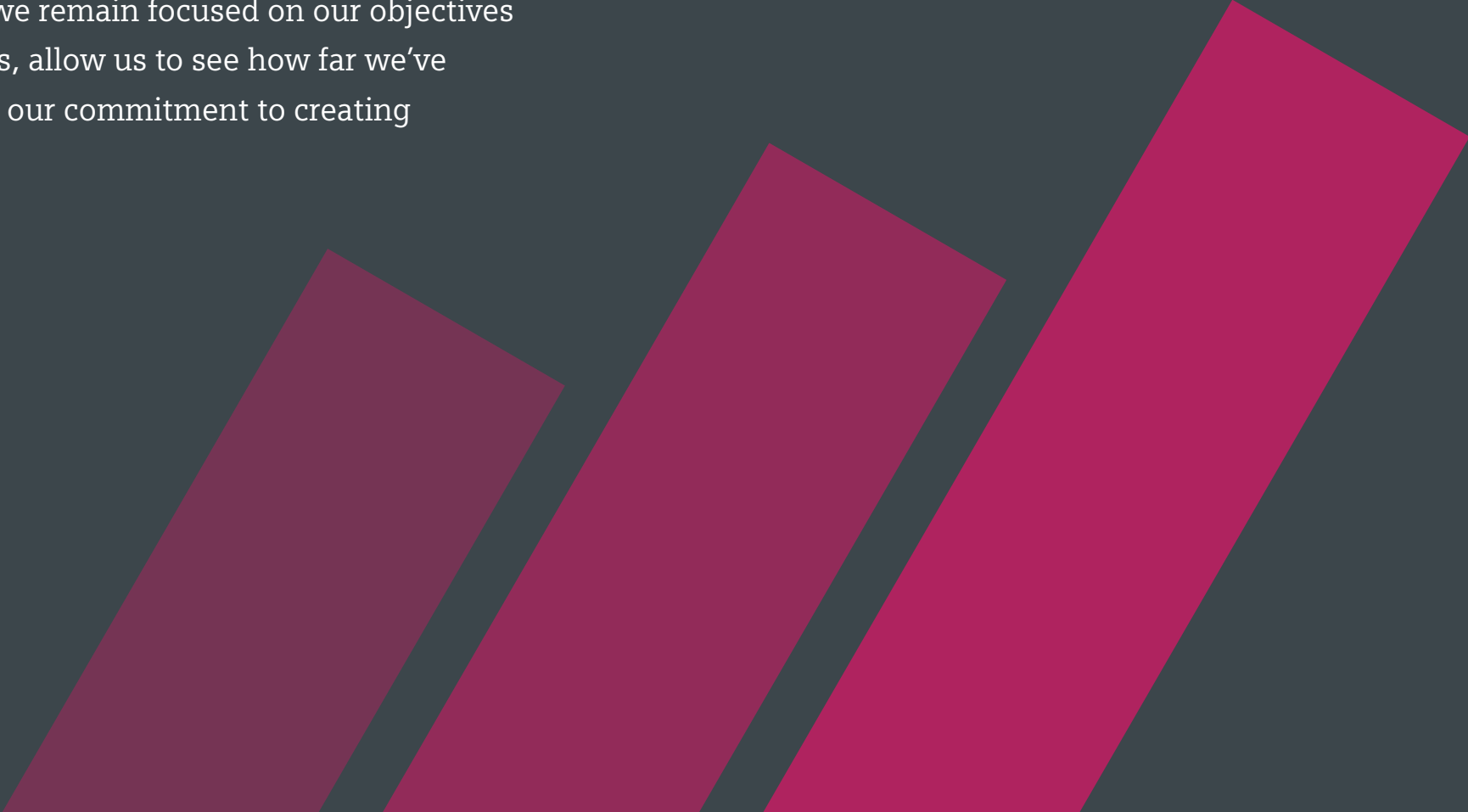
### WE WILL:

- Relaunch and strengthen our employee network of Ownership Culture champions
- Provide unconscious bias training to even more employees
- Continue to foster diversity and inclusion at all levels



# 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.



“We are beginning to make progress on improving gender diversity but there is more we need to do and more we can do. We are determined to use our position as a global leader in the digital and manufacturing sector to make a real difference, whether it be through our recruitment practices, brand strength or leadership on diversity and inclusion. It is only by approaching diversity with concerted and continuous action that we can achieve our ambition of gender balance in our company.”

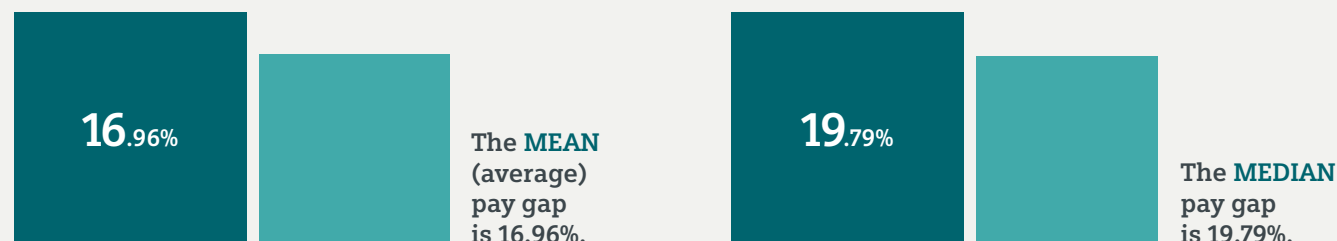
A portrait of Valerie Todd, a Black woman with long dark hair and glasses, smiling. She is wearing a dark blazer over a dark top. The portrait is partially covered by a large teal circle that contains her name and title.

# Valerie Todd

Human Resources Director,  
Siemens UK

# Gender Pay Gap Overall Results

## Gender Pay Gap

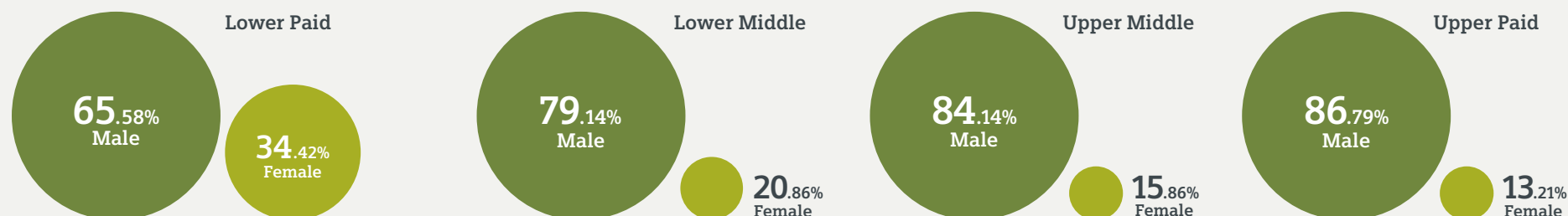


## Bonus Pay Gap



## 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 Gap	Median Bonus Gap	Receiving a Bonus		Quartile 1		Quartile 2		Quartile 3		Quartile 4	
					M	F	M	F	M	F	M	F	M	F
Electrium Sales Ltd	37.66%	35.96%	37.47%	30.66%	55.02%	23.48%	52.50%	47.50%	41.25%	58.75%	78.75%	21.25%	91.57%	8.43%
Industrial Turbine Company (UK) Ltd	19.81%	18.18%	19.50%	9.40%	100%	100%	69.14%	30.86%	85.19%	14.81%	86.42%	13.58%	93.90%	6.10%
Siemens Financial Services Ltd	39.96%	41.14%	61.79%	55.69%	100%	100%	32%	68%	32%	68%	46%	54%	80.39%	19.61%
Siemens Gamesa Renewable Energy Ltd	2.12%	5.06%	-26.46%	-19.21%	99.12%	98.83%	87.41%	12.59%	85.55%	14.45%	90.44%	9.56%	87.04%	12.96%
Siemens Healthcare Diagnostics Manufacturing Ltd	19.96%	11.38%	20.90%	10.16%	100%	100%	50.94%	49.06%	41.51%	58.49%	64.15%	35.85%	70.37%	29.63%
Siemens Healthcare Diagnostics Products Ltd	4.28%	-1.95%	20.17%	1.77%	99.24%	99.26%	59.57%	40.43%	77.66%	22.34%	61.70%	38.30%	70.53%	29.47%
Siemens Healthcare Ltd	10.25%	10.22%	6.91%	36.25%	99.02%	98.94%	60.71%	39.29%	88.57%	11.43%	80.36%	19.64%	78.01%	21.99%
Siemens Industry Software Ltd	33.99%	39.86%	66.50%	68.35%	81.82%	78.85%	52.63%	47.37%	72.81%	27.19%	91.23%	8.77%	92.11%	7.89%
Siemens Industrial Turbomachinery Ltd	15.14%	12.92%	49.06%	0.00%	99.53%	100%	72.21%	27.79%	87.47%	12.53%	83.11%	16.89%	92.39%	7.61%
Siemens Public Limited Company	15.84%	21.39%	21.31%	9.27%	97.05%	98.03%	63.84%	36.16%	77.65%	22.35%	85.66%	14.34%	85.31%	14.69%
Siemens Rail Automation Ltd	29.95%	32.45%	45.15%	29.28%	99.84%	99.66%	60.95%	39.05%	82.85%	17.15%	87.86%	12.14%	95.29%	4.71%
Siemens Transmission and Distribution Ltd	29.33%	31.89%	27.38%	18.21%	100%	100%	53.19%	46.81%	77.66%	22.34%	87.23%	12.77%	92.78%	7.22%



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.**