



# Gender Pay Gap Report 2022 Republic of Ireland

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# 1 Diversity and Inclusion at BOC

At BOC, Inclusion is one of our core values and we celebrate diversity. Diverse ideas, perspectives and backgrounds create a stronger workplace and every employee at BOC must feel empowered to share their own experiences and ideas. Together, we are building a culture where every employee, from every background, can feel engaged and do their best work every day. Throughout the entire employee lifecycle, diversity and inclusion must be at the core of our policies and processes. Becoming a truly diverse and inclusive company is not just a moral case; it is a business case crucial to helping us grow and improve profitability, attract talent, and better serve our customers. We believe that having an inclusive workforce, which reflects society, is critical to our long-term success.

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Read more:

[www.linde.com/about-linde/diversity-and-inclusion](http://www.linde.com/about-linde/diversity-and-inclusion)



Inclusion is one of BOC's core values, and something we are striving to integrate into all that we do in our UK and Ireland businesses.

It is my belief that creating an inclusive working environment is critical to achieving the full potential of a diverse workforce where everyone is enabled and empowered to contribute their own unique experiences and perspectives.

Diversity creates the potential for different ideas, innovation and opinions – a safe and inclusive environment will allow this potential to be realised.

**Jim Mercer**  
Business President UK & Ireland



As one of our core values, Diversity and Inclusion is a key driver to BOC's success going forward. When we listen and celebrate what is both common and different, we become more inclusive and ultimately a better organisation.

We all have the ability to promote a culture of acceptance and inclusion and that is something I believe every leader has a responsibility to do.

I believe everyone has something positive to contribute and by listening to a diverse mix of voices it leads to better discussions, decisions, and outcomes for everyone.

**Sam Payne**  
Managing Director BOC Ireland

# 2 What is the Gender Pay Gap?

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The Gender Pay Gap is the difference in pay between women and men explained through various statistics. It is influenced by a range of factors, including the demographics of a company's workforce.



## How is the Gender Pay Gap Different from Equal Pay?

Equal Pay is about women and men receiving the same pay for the same or similar job. The Gender Pay Gap is a methodology defined by Irish Government regulations and is looking at the average hourly wage received by women and men, including incentives, irrespective of the job they do.



Women



Men

- A positive number indicates men on average earn more than women
- A negative number indicates women on average earn more than men



## What is the Mean Pay Gap?

The mean gender pay gap is the difference in the average hourly pay for women compared to men within a company. Calculating the Mean Average involves adding up all the pay received by men/women and dividing that result by the total number of men/women in the company.



## What is the Median Pay Gap?

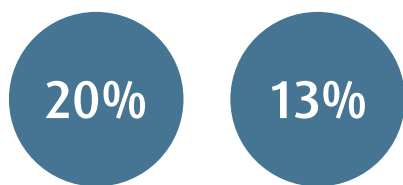
The median represents the middle point of a population. If you separately lined up all the women in a company and all the men in numerical order, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.



# 3 Our 2022 Results

## Hourly Pay

### Full-Time Employees



The mean pay for men is 20% higher than that of women

The median pay for men is 13% higher than that of women

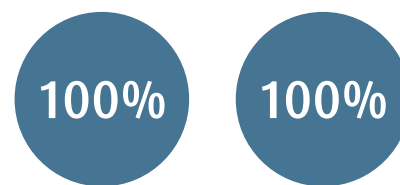
### Part-Time Employees



The mean pay for women is 100% higher than that of men

The median pay for women is 100% higher than that of men

### Fixed Term Employees



The mean pay for men is 100% higher than that of women

The mean pay for men is 100% higher than that of women

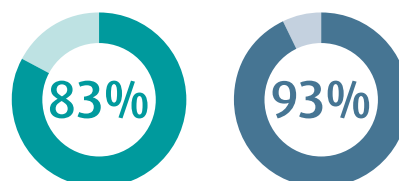
## Bonus Pay



The mean bonus is 2% higher for women

The median bonus was 335% higher for women

### Proportion of women and men receiving a bonus



Women

Men

### Proportion of women and men receiving benefits in kind

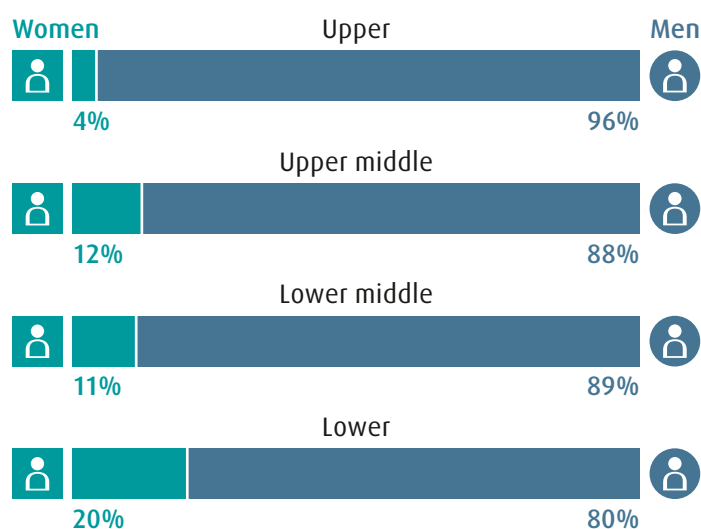


Women

Men

## Proportion of women and men in each pay quartile

Quartiles divide our workforce into four equal parts, with an equal number of employees in each section. The quartiles represent the pay rates from the lowest to the highest for our Ireland employees with the percentage of men and women in each quartile.



### Data footnote

The Gender Pay Gap Information Act 2021 was signed into law on the 13 July 2021.

Employers choose a 'snapshot' date of their employees in June 2022 and must report on the hourly gender pay gap for those employees on the same date in December 2022.

# Looking at Our Data

Our 2022 mean gender pay is 20% higher for men than that of women and our median pay for men is 13% higher than that of women.

This reflects the shape of our workforce and the fact that we have an uneven gender representation across the organisation, i.e. we employ different numbers of men and women at different levels of our workforce. Most of our manufacturing roles are held by men and there are still proportionally fewer women at our most senior management levels, where both pay and bonus are higher. We are working to reduce differences over time and recognise that this is a long-term representation challenge we need to address as part of our ambition to have 30% female representation in the professional workforce by 2030, our “30 by 30” programme.

We are working to reduce differences over time and recognise that this is a long-term representation challenge we need to address.

Our Diversity and Inclusion (D&I) strategy is an area of focus and priority for us. In 2022 we developed and implemented the following programmes and activities to support our “Attract, Develop and Retain” approach:

- We continued to implement training such as unconscious bias and conscious inclusion, to our leaders and line management community and are developing and trailing a new material focused on D&I education relevant to our region
- We have employed additional resource to manage our D&I programmes focused on our Attract, Develop, Retain strategy
- We have commenced a D&I champion group; volunteer employees have signed up for training in order to become locally deployed champions across the business divisions in 2023
- We have established the framework for our first Employee Resource Group (ERG) in region UK & Ireland; CARD represents Celebrating and Accelerating Racial Diversity at BOC, led by employees and sponsored at regional leadership level
- Our external job adverts have been updated to include our values on inclusivity in our recruitment approach
- We have incorporated a diversity view in all of our performance and talent review systems and processes, meaning we can now identify exceptional diverse talent and potential across our region
- We continue to deploy our market-based pay matrix, within one of our larger employee groups, applying a higher increase for those who are at the lower end of the salary band, with the objective of reducing pay gaps. This change benefits both men and women at the lower end of the band and has already created an improvement in pay equity in these groups since implementation in 2018

# 4 Our Plans

An inclusive culture embraces diversity and equality, where every employee feels valued, able to be themselves, all whilst recognising their differences and the contribution these differences make.

## Our Objectives

- To foster a more inclusive workplace
- To create wider opportunities to engage with our workforce on D&I topics and events
- To increase awareness of the D&I agenda, culture, language used and unconscious biases that exist in the working environment
- To promote best practice for the recruitment and development of an inclusive workforce

Our D&I strategy for Region UK and Ireland supports our “Attract, Develop, Retain” approach, and outlines workstreams across the business functions, employee groups and leadership teams to drive business ownership and accountability for D&I through annual plan development and quarterly tracking and reporting throughout our key businesses and functions.

### Attract



Focus on creating more inclusive recruitment practices and benchmark our policies and benefits to ensure we are an employer of choice.

We will work with external partners to position our company to a wider diverse audience, reviewing inclusive language in job adverts, sharing testimonials and statements from across our business and guiding our hiring managers on inclusive recruitment practices.

### Develop



We aim to provide all employees with equal opportunities to develop and grow in the workplace.

We will ensure that our D&I policies and processes will extend throughout talent development, training initiatives and performance management, building on the systems and training approach commenced in 2020.

### Retain



We aim to foster an environment where differences are valued and leveraged in order to increase the sense of belonging and enable our employees to perform at their best.

Together with our employee resource groups and D&I Champions we will create an employee led awareness culture, supported by our leadership teams. A communication and engagement programme will be integrated across our D&I activities.

## Long Term Goal

We want there to be no structural basis for a gender pay gap, based on consistent representation of women at all levels throughout the organisation. To achieve this, we have action plans across our regional business, aligned to our global teams, to improve representation and drive faster change. We know that this will take time to achieve but we are committed to getting there.

## Declaration

We confirm the information and data reported is accurate as of 24 June 2022.

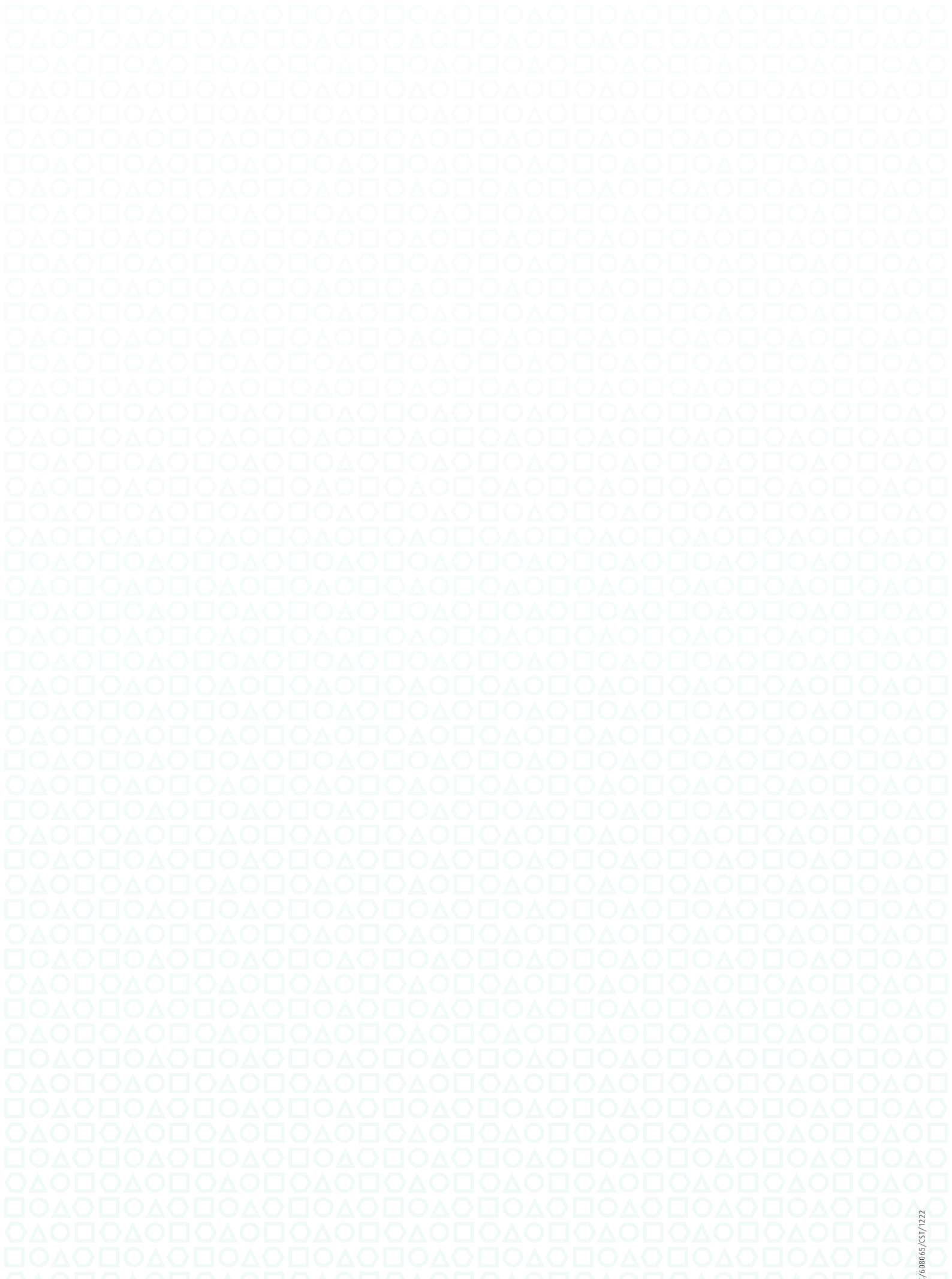
Sally Williams

Senior Director Finance & Control

Vic Hart

Senior Director HR





Participant selection was based on a variety of criteria, including, high performance and future development opportunity within Linde and BOC Ltd.

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