

Invented for life



Gender Pay Gap Report 2023



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Foreword – Vonjy Rajakoba

In 2023 Bosch UK & Ireland celebrated the 125th Anniversary of our founder Robert Bosch setting up his first sales office outside of Germany.



Activities and initiatives celebrating our heritage, inspiring the future, and reinforcing our commitment to continuing to invent and innovate for the generations to come were the foci. These included a classic car motorcade through central London before the unveiling of a commemorative blue plaque at Tottenham Court Road, a gala dinner at the Guildhall in London and our Igniting Minds Exhibition at Cromwell Place showcasing products from throughout our history. Additionally, we celebrated 125 Acts of Kindness, charity challenges across the UK, and tree planting initiatives for the future representing the diversity of our business.

At the heart of everything, reflecting the values of our founder, were our associates past, present and future.

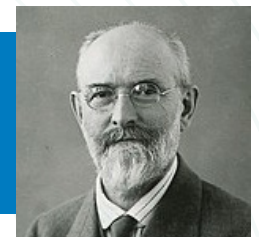
We are proud of the progress that we are making towards reducing our gender pay gap, and this year's results represent strong improvement across our businesses. We acknowledge nevertheless that our journey continues, and we need to ensure our initiatives remain relevant and effective to secure our success.

We recognise that there is huge competition for talent acquisition and retention in the industries in which we operate, and this is heightened for female and diverse talent. However, through our schools' initiatives such as our national partnership with IET First Lego League including running several regional events across the country and our university relationships and outreach activities, we are also building the pipeline of future associates. Our development activities to upskill associates through the Bosch Future Skills Academy and Female Talent Programme a further enabler for the future.

Development of women in our organisation is part of a wider diversity, equity, inclusion and belonging strategy that will equip Bosch with a wider mix of associates at all levels within the business to be fit for future success for the next 125 years.

“Each job is important, even the smallest one. No one should make the mistake of thinking that their work is superior to that of their employee. Everyone should work for the good of the whole.”

Robert Bosch, 1861-1942



Gender Pay Gap Reporting - Explained

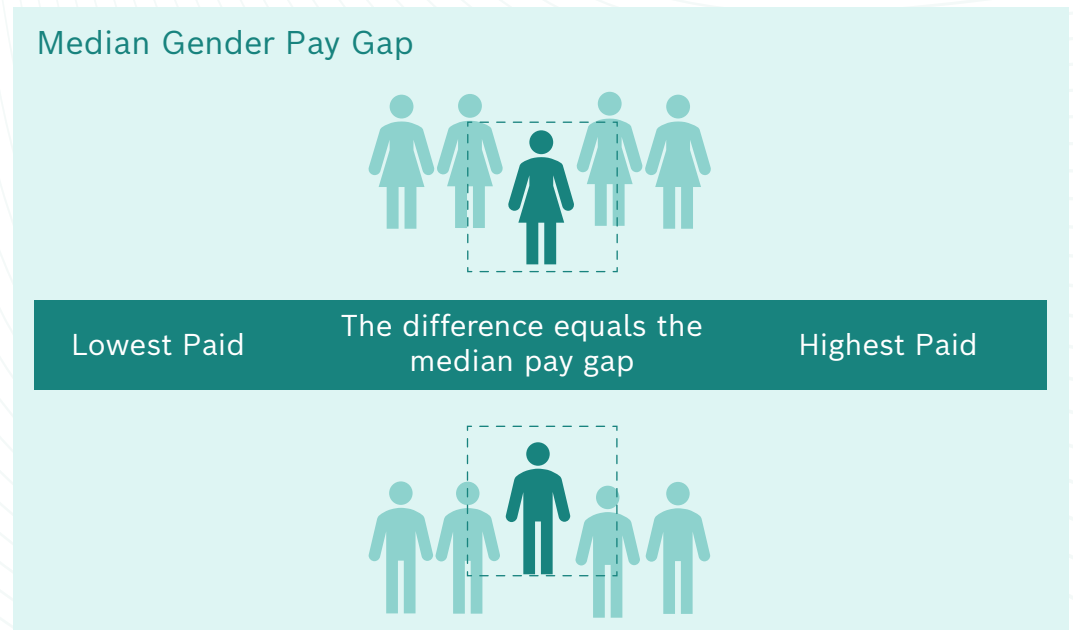
Gender pay gap is the difference between the average (mean and median) earnings of men and women in an organisation. It is calculated using hourly rate of each associate.

The process of calculating and analysing our gender pay data helps us to understand the root causes of the gap and focus on the steps we need to make to reduce our gap.

What is the difference between gender pay and equal pay?

Equal pay is a man and a woman being paid the same for doing the same job, or a job of equal value. This is a legal requirement, and has been since the Equal Pay Act was introduced over 50 years ago. This is something that we closely monitor to ensure adherence.

Fairness, equity and transparency are key factors in reducing gender pay gaps, and with our annual salary review process, job and compensation banding systems and regular alignments to market data we can be confident in our methodology.



Mean Gender Pay Gap

$$\text{♂} + \text{♂} + \text{♂} = \frac{\text{Total hourly rate of all men}}{\text{Number of men}}$$

mean (average) hourly pay men

$$\text{♀} + \text{♀} + \text{♀} = \frac{\text{Total hourly rate of all women}}{\text{Number of women}}$$

mean (average) hourly pay women

Our Results

The Bosch Group has 13 diverse businesses in the UK and employs over 6,500 associates.

It is a statutory requirement to report gender pay gap for any entity with > 250 associates and for us that means reporting for the following entities:

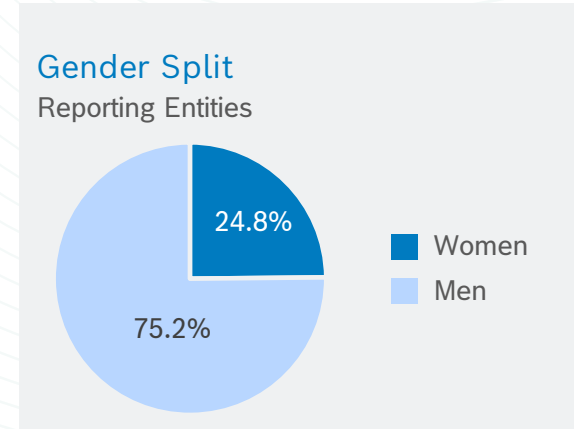
Robert Bosch Limited, Bosch Thermotechnology Limited, Bosch Rexroth Limited, BSH Home Appliances, Protec Fire Detection PLC and, for the first time this year Hydraforce Hydraulics Limited, a recent addition to our Bosch Rexroth portfolio.

Submission of results for these entities covers 5,650, or 86% of our total associates.

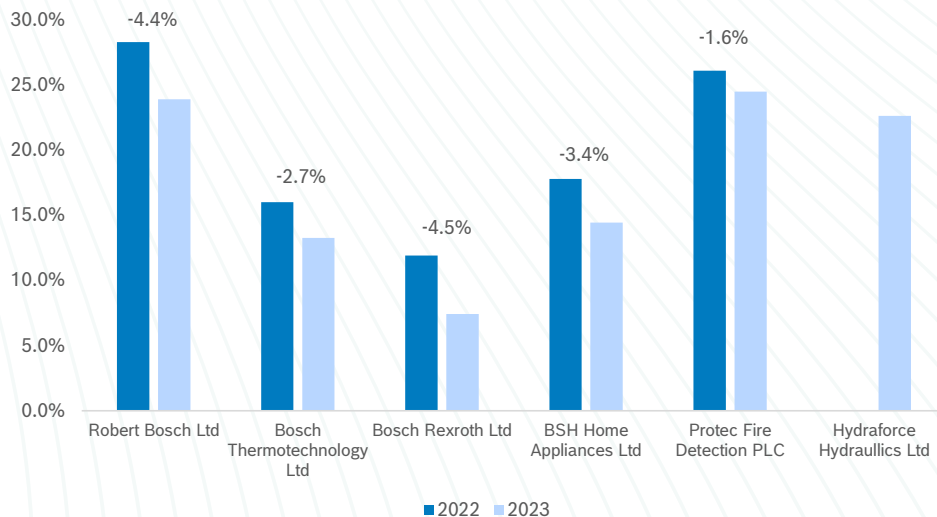
Positive gender pay gap developments show the progress that we are making and the impact that our initiatives are having. However, our pay gap remains significantly above the UK median in most businesses and highlights that there is still further improvement to be made.

Our gender pay gap exists because women hold fewer senior positions than men across the organisations, and a higher proportion of lower paid and banded non-technical roles.

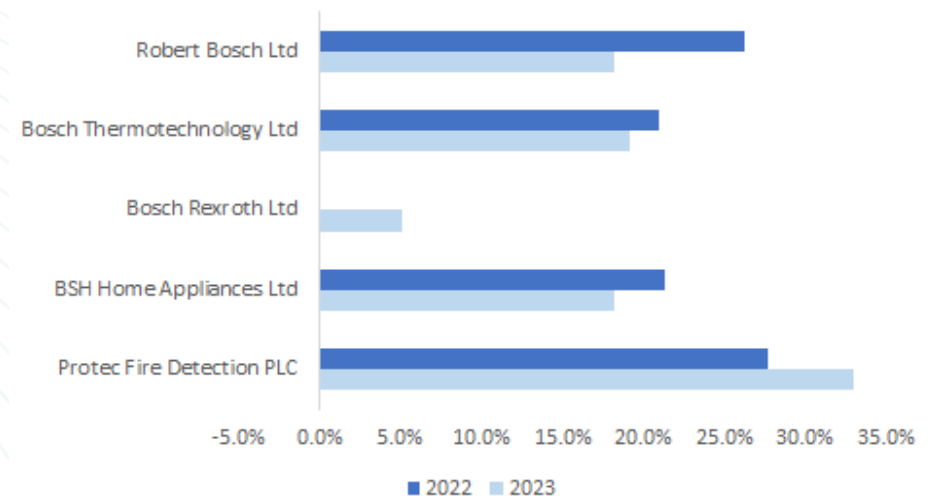
Additionally, our engineering, software, technical and sales roles continue to be dominated by men, reflecting industry norms but nevertheless contributing to gender pay gap.



Median Gender Pay Gap

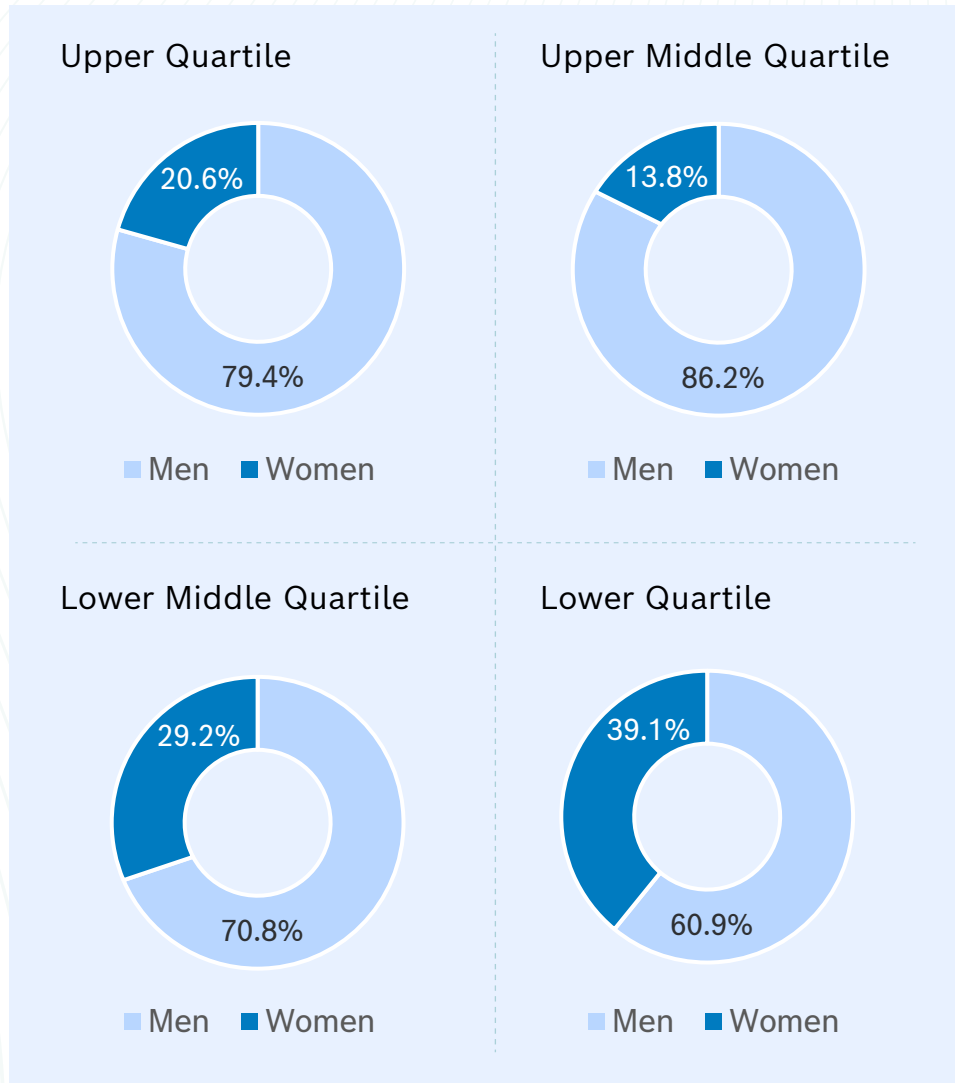


Mean Gender Pay Gap



Our Results

In addition to the mean and median gender pay gap, we also look at the ratio of men to women in each pay quartile alongside bonus payment data



	Median	Mean
Gender Bonus Pay Gap	29.6%	24.2%
% in receipt of bonus men	92.13%	
% in receipt of bonus women	92.79%	

The quartile data shows us that compared to the 24.8% of female associates in total, the upper and upper middle are underrepresented, driving our pay gap. Nevertheless, there has been a significant improvement in female representation in the upper quartile since last year, with an increase of over 6%.

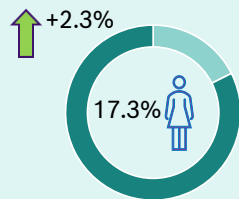
Bonus payments are made in all of our reported entities, but schemes differ business to business to reflect industry and types of associates.

Bonus pay gap again reflects the disproportionate representation of women in senior positions as bonus entitlement as a proportion of salary accelerates in the upper quartiles.



Bridging Our Pay Gap – Women in Leadership Positions

Senior Leadership Positions



As a measure of our progress, it is important to track the development of women in senior leadership positions.

An increase of 2.3% has been recorded in the past 12 months.

Women remain under-represented in proportion to total workforce but alongside progress in gender pay gap, we also see positive development in this metric.



People Conference



Our newly implemented Diverse People Conference process offers our leaders and HR business partners the opportunity to share insights, discuss our talents strengths, development needs as well as agree on measures which will support associates career ambitions.

Constructive feedback is captured and discussed with associates, with an emphasis on successful entry onto the next stage of their career advancement path.

Additionally, associates have the possibility to nominate themselves for discussion at the people conference.

Talent Pool Members & Nominees



In order to create and strengthen our pipeline of future female leaders, it is important that women are represented in talent pool.

Across all levels of future leadership there are a growing number of women in talent pools.

It is also positive to see that through the self-nominating process more women are putting themselves forward for consideration, reflecting the culture we are creating in empowering women to drive their careers in a positive direction.



Bridging Our Gap – Female Talent Programme

Launched in 2023, the female talent programme pilot has been designed to give female talent the opportunity to reach their potential and to become female leaders of the future leaders.

With a range of modules specially curated for women including; an impact and presence masterclass, managing inner perfectionist and embracing delegation, leveraging networks & finding balance & boundaries through working smart not hard, alongside personalised coaching, a sponsor in the business to boost visibility and the opportunity for a cross-divisional peer group to enhance and widen their personal network.

Two of our inaugural participants shared their thoughts on the programme.



*Alice Cribb, Finance Business Partner,
Bosch Service Solutions*

“The Female Talent Programme has taught me the importance of soft skills which I have failed to focus on in the past.

I have learnt that having a positive mindset is key to success for example, re-framing unhelpful beliefs to give myself confidence in the work that I do.

I think it's good for Bosch to have such programmes as it allows you to step back from everyday work and put a real focus on improving communication, mindset, balance, and other important topics”



*Cassi Davis, Calibration Engineer,
Robert Bosch Limited Mobility Division*

“Bosch's Female Talent Pool programme has been a fantastic opportunity for me to connect and learn.

Networking with women from diverse backgrounds and job roles across the UK business has provided me with valuable insights and perspectives.

The coaching really helped me analyse situations and develop actionable plans, while the group learning areas addressed relatable challenges that affected all of us in the group.

This empowering programme supports our growth and success, and I'm enjoying every moment of it.”

Bridging Our Pay Gap (1/2)

Through the introduction of appropriate company policy changes and a range of internal and external programmes and events we can acknowledge and address the challenges that face women in the workplace throughout their careers.

Industry Collaboration

NAIC Event

Bosch Mobility UK were joined by customers and other partners at the University of Warwick, National Automotive Innovation Centre in Coventry for a 2 day event titled “Shaping the Future of UK Mobility”

After keynote speeches and panel discussion on the first day 200 students from local schools and colleges arrived to take part in activities Arun Srinivasan, Head of Mobility in the UK said “Day two was about inspiring the next generation, and these are the people who we will start recruiting in five years’ time. It’s so important to show them what the automotive industry is all about and to give them an idea of the breadth of companies and industry groups that will shape what mobility is like in the future.”

Connect.Share.Inspire – Women’s Conference

Bosch joined forces with Schneider Electric, BASF, Bilfinger, Bouygues and Henkel for a Women’s network event to celebrate the contributions of women in industry as well as inspire female talent. Featuring keynote speakers, and panel discussions the opportunity to learn from organisations in a similar position and encourage our female associates was described as invaluable.

Policies

Through our Smart Work, Family Friendly, Menopause and DEI policies we are able to create an environment for our associates from entry to retirement which is flexible and supportive.

Bridging Our Pay Gap (2/2)

Internal Activities

With our annual Talent Day where talent pool members are invited to network and take part in activities with senior leaders, we are creating visibility of talented associates and future leaders. The Bosch Future Skills Academy in conjunction with Imperial College Business School and Corndel, offers upskilling opportunities to associates through a range of courses tailored to the skills we as an organisation require in the future. The Bosch worldwide Women in Business programme offers a suite of learning and development opportunities for women at all stages of their careers.

External Activities

Through engagement with our wider communities, we can create our pipeline of future associates. This starts with schools and IET First Lego League and our STEM ambassadors supporting with career days, and moves on to work experience opportunities, summer work placement scholarships and University PhD sponsorship.

Diversity at Bosch

Our **values** – what we build on

- Future and result focus
- Responsibility and sustainability
- Initiative and determination
- Openness and trust
- Fairness
- Reliability, credibility, legality
- Diversity, Equity and Inclusion**

Running alongside initiatives around bridging our pay gap is a broader business focus on around diversity, equity and inclusion in the organisation.

Diversity, Equity and Inclusion has been a core Bosch value for a number of years, and in the past 12 months we have taken this to the next level of focus in the UK by introducing DEI Champions to UK business to drive the DE&I programme.

These associates from across the business, together with the support of 4 senior leader DEI sponsors, are building awareness of the benefits of DEI to the organisation, engaging associates with the key topics that affect them as individuals or their close colleagues, striving for certification as an inclusive employer and creating an enhanced culture of respect of differences.

Bosch UK have encouraged this to be an associate driven bottom-up approach to encourage everyone to have a voice and share ideas and input. This leads to generating engagement and rewards for all.



Meet Our Champions



Stephanie

Senior Safety Calibration Engineer

"In a lot of situations in an engineering context I have been the only person of colour in the room, the only woman and I feel that bringing diversity into these topics will bring engineering forward."



Betty

Supply Chain Coordinator

"For me DEI is important because when I was younger I wanted to be a car mechanic and because I was a girl I was told I shouldn't be, can't be, why would I want to be?"



Melis

Acquisition Manager

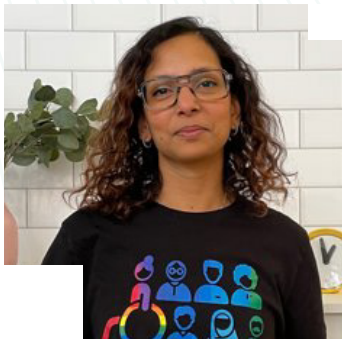
"For me it is very important that we come to Bosch everyday and we feel like we belong. We spend most of our time with our colleagues and I want everyone to be themselves."



Gemma

HR Project Leader

"Within Bosch, people are our biggest strength. If we can create an environment where they can thrive, we're going to be a better company. The more diverse experience we have, the better decisions we can make as an organisation."



Tahsina

Sustainability Coordinator

"DEI is important to me because having grown up in a multicultural background in London and studying mechanical engineering I have seen the impact a diverse environment can have on your work and also on your mindset."

Diversity at Bosch

Alongside the DEI initiative is the focus on the sense of belonging. It is important for everyone to feel and perceive to be visible, heard, recognised and valued in the workplace.

We have numerous inclusion networks across Bosch, in the UK and worldwide for associates to join, such as Women@Bosch, Women in Technology, LGBTQIA+ & BeAdept, a network for promotion of disability inclusion.

Sharing associate stories, and starting conversations around more challenging or “taboo” subjects helps to engage our associates and embed diversity. With our associate brand stories and a broad range of lunch and learn and BeFit sessions we have developed this over the past 12 months. This has created a platform for future years of enhanced involvement, and development of an environment where everyone is comfortable to be their authentic selves.



Women at Bosch is one of the oldest associate groups and remains active across multiple sites in the UK, bringing women and their allies together for career development discussions and support, to introduce new narrative via guest speakers, to celebrate International Women’s Day and to develop networking opportunities.

With a primary focus on associate health and wellbeing, both mental and physical, BeFit also contributes to creating a culture of belonging within the organisation through the topics that it focuses on.



Sessions on mental health awareness, caring for elderly relatives, family and friend carers, building successful relationships by understanding others give associates a platform to share and exchange experiences and stories and gain a sense of belonging.



Kari shared his transition story, reflecting on the innovative and inclusive spirit at Bosch, the support he received from the company and his colleagues, the challenges to drive change that makes the workplace a more inclusive place and how he felt safe to pioneer change for associates at Bosch.

“Being the first person to tread a path is not easy - change often happens slowly and then all of a sudden, you start to see a shift. It’s my hope that by bringing to light the daily difficulties faced by people who don’t neatly fit the conventional boxes, the culture of an organisation changes – I can see this change across Bosch, with active support groups for the LGBTQIA+ community, and more people sharing their stories. Things can always be better, but it feels like there’s growing momentum and appetite at Bosch (and in the world more broadly!) to keep paving the way forwards.”

Elliot shared his story and how his concerns about standing out in a traditional engineering environment if he was open about having a long-term male partner were unfounded.

Bosch was a safe environment for him to be his true, authentic self; a place where everybody wanted to make a positive change regardless of their gender or sexuality.



Continuing the journey



Martina McGrath, HR Director for UK & Ireland

Bosch are committed to regularly monitoring and reporting on pay developments across our businesses. We recognise that much needs to be done to close our gender pay gap and are determined to continually challenge ourselves and be held accountable for our progress.

We acknowledge that even with the initiatives that are in place, and those in the pipeline, we need to keep driving forwards to achieve our targets. Fostering our transformation through uniting our associates and progressing key topics will significantly contribute to our success. Continuation and expansion of our schools, university and STEM outreach programmes supports our ambition to pay forward for generations to come.

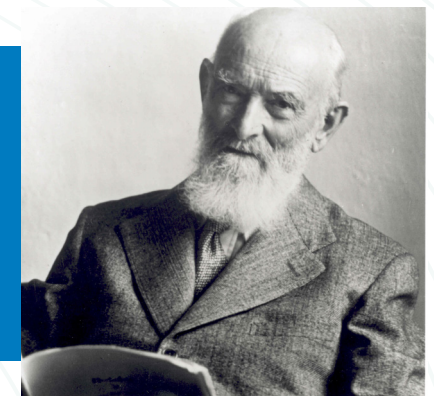
We will focus on talent acquisition and retention while our DEI Champions continue to build on growing awareness and engagement across the business.

In addition, we will explore broadening our data analysis of our workforce to encompass ethnicity reporting and harnessing the benefits and reducing the barriers of neurodiversity in the workplace.

Ultimately, achieving true DEI and closing the gender pay gap requires sustained commitment and collaboration from all stakeholders. By continuing to focus on these topics, we can create a more equitable and inclusive organisation where everyone has the opportunity to thrive and generate in inclusive future for all.

"We should all strive to improve on the status quo: none of us should ever be satisfied with what has been achieved, but should always endeavor to do better."

(from: address at the opening of the Robert Bosch Hospital, quoted in: Bosch- Zünder, 22 (1940), p. 49)



Appendix – Statutory Disclosures

Legal Entity	Gender Pay Gap		Gender Bonus Gap		Percentage of population receiving bonus		Percentage of Male & Female Associates in pay quartiles							
	Mean	Median	Mean	Median	Male	Female	Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile	
							Male	Female	Male	Female	Male	Female	Male	Female
All Legal Entities*	17.8%	22.4%	39.4%	24.3%	89.3%	88.8%	60.0%	40.0%	69.5%	30.5%	84.3%	15.7%	80.5%	19.5%
Robert Bosch Ltd	23.9%	18.2%	48.8%	32.9%	87.7%	78.3%	52.2%	47.8%	76.6%	23.4%	81.0%	19.0%	86.1%	13.9%
Bosch Thermotechnology Ltd	13.3%	19.2%	19.7%	0.0%	94.8%	93.6%	70.4%	29.6%	77.9%	22.1%	84.7%	15.3%	88.6%	11.4%
Bosch Rexroth Ltd	7.2%	5.1%	-7.2%	-407%	90.9%	88.8%	78.9%	21.1%	93.1%	6.9%	90.6%	9.4%	88.7%	11.3%
BSH Home Appliances Ltd	14.4%	18.1%	32.6%	38.6%	95.9%	97.2%	33.0%	67.0%	73.8%	26.2%	86.5%	13.5%	60.1%	39.9%
Protec Fire Detection PLC	24.5%	33.0%	60.1%	55.8%	23.0%	19.4%	49.3%	50.7%	81.6%	18.4%	94.5%	5.5%	92.5%	7.5%
Hydraforce Hydraullics Ltd	22.6%	12.1%	54.7%	13.8%	97.5%	98.0%	42.4%	57.6%	56.7%	43.3%	64.7%	35.3%	72.7%	27.3%

* All UK Legal Entities includes Bosch UK entities where there are fewer than 250 associates and therefore no statutory reporting is required