



Bosch UK

Gender Pay Gap report 2022



A message from Vonjy Rajakoba

Managing Director, Bosch UK&I

Bosch UK has always been an organisation driven by its values since our founder expanded into the UK in 1898. An entrepreneur and a philanthropist, Robert Bosch understood the importance of fair treatment and celebrating differences when creating a workplace where people can thrive.

Tackling prejudice, ending stereotyping, and championing access and opportunity are all principles that are firmly embedded in our values. For years we have been building our Diversity, Equity & Inclusion (DEI) strategy across the Bosch Group. More recently we have tailored our efforts for the UK and Ireland, which helps us foster a local culture where DEI is embedded in how we think, what we say and how we feel every day at work. Bosch UK has appointed five representatives at board director levels with clear responsibilities by having four management sponsors and 40 team members across the business.

As we reflect on the business in our 125th anniversary year, I am encouraged by the steps we are taking towards better equity and inclusion. However, we will not be complacent, as we still have some work to do in closing our gender pay gap.

Just over three quarters of our UK workforce is currently male (77%). Even though it is representative of the sector as a whole, it is far from being satisfactory. Indeed, the landscape is changing, with the types of roles we offer and skills we need evolving as technology and society changes the way we operate.

Our focus now must be on empowering diverse perspectives, championing fair opportunities, and facilitating learning and development to build the environment that allows women to achieve their full potential within our business - unhindered by factors outside of their role.

We are working with our associates to build a compelling vision for the future that drives decisions and actions for our business. Our goal is to continue to lessen the gender pay gap at Bosch, and I am inspired by our associates to lead the company to achieve this over the years to come.



The gender pay gap is a measure of the difference in the average pay of men and women across an organisation, regardless of the nature or level of their work. For this report, our data aligns with the reporting requirements requested by the UK government for all UK companies with 250 or more employees. The data and information in this report are taken from a snapshot date of 5th April 2022. They are based on 4,888 total relevant associates (2021: 4,031) across 35 sites working in many of our business areas, including mobility solutions, industrial technology, consumer goods and energy & building technology.

Relevant associates (employees)

Bosch Division	Number
Robert Bosch Limited	484
Bosch Thermotechnology Ltd	1729
Bosch Rexroth Ltd	736
BSH Home Appliances Ltd	1135
Protec Fire Detection Plc	804

4,888, total relevant associates in 2022 (2021: 4,031)

Gender Composition

Bosch Division	Male	Female
Robert Bosch Limited	73.6%	26.4%
Bosch Thermotechnology Ltd	81.0%	19.0%
Bosch Rexroth Ltd	86.7%	13.3%
BSH Home Appliances Ltd	62.8%	37.2%
Protec Fire Detection Plc	80.2%	19.8%

2022 Average m/f ratio excluding Protec 76%:24% - including Protec 77%:23%

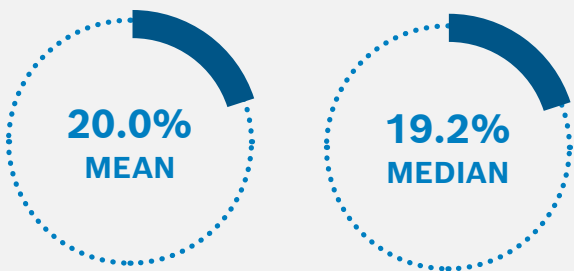
Our gender pay gap data

This is the fourth year we have reported our gender pay gap and several measures have been implemented to reduce our gender pay gap over time. Bosch acquired Protec Fire and Security Group Ltd on 30th November 2021; the gender pay gap results are incorporated in the 2022 reporting, which has negatively influenced our overall impact due to the nature of the business.

In recent years we have further developed our efforts to implement new measures to reduce our gender pay gap over time - see page 4. The success of these initiatives and activities is being monitored regularly.

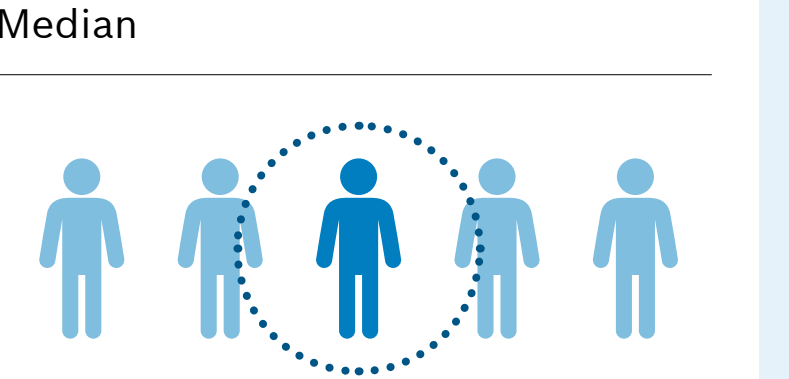
Bosch Division	Mean Pay Gap	Median Pay Gap
Robert Bosch Limited	28.3%	26.3%
Bosch Thermotechnology Ltd	16.0%	21.0%
Bosch Rexroth Ltd	11.9%	0.0%
BSH Home Appliances Ltd	17.8%	21.3%
Protec Fire Detection Plc	26.1%	27.7%
Average	20.0%	19.2%

We calculated the difference in the average hourly pay rate between women and men at Bosch, expressed as a percentage of the average male earnings and found that: our median hourly gender pay gap is 19.2% and our mean hourly pay gap is 20%.

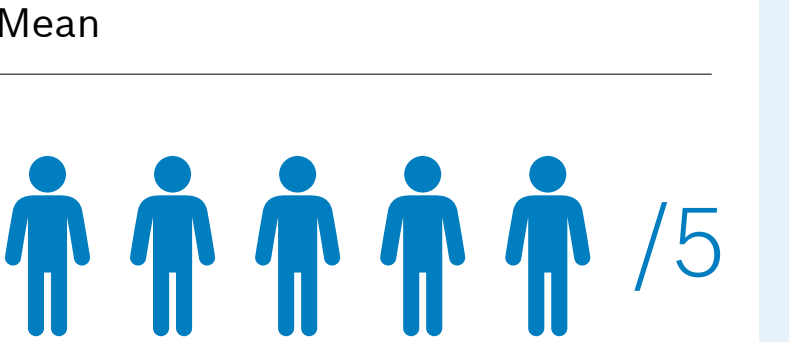


A note on gender identity – Following the current statutory requirements for gender pay gap reporting, gender must be reported in a binary way, identifying the pay gap between males and females. As a result, our report does not differentiate pay data for associates that identify with other gender identities, such as those who are non-binary, gender queer, intersex or any other identity within LGBTQ+. The data we have used for the calculation for all our associates, is based on binary gender, which would normally be taken from either a passport or birth certificate. For the purpose of this report, we have used the terms ‘male’ and ‘female’ when reporting on our data. We acknowledge this may not provide an accurate record for those who do not identify in the way they have been categorised in this report.

What is the difference between median and mean figures?



The median gender pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary.

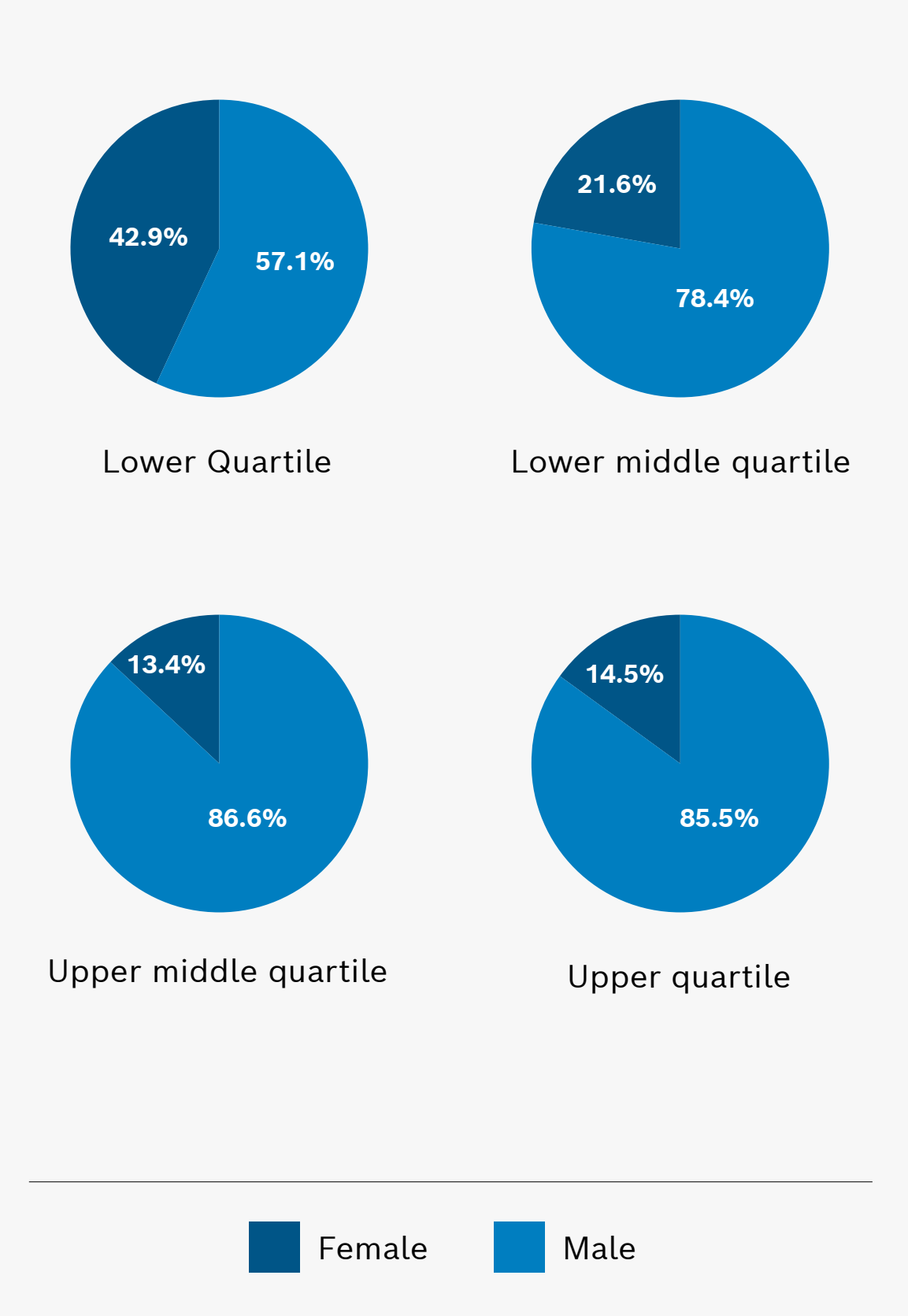


The mean gender pay gap shows the difference between the average hourly earnings of men and women. This is also affected by the different numbers of men and women in various business roles.

Pay Quartiles

Pay quartiles show the percentage of male and female associates in four groups of equal size based on their hourly pay. Pay quartiles indicate women’s representation at different levels of the organisation.

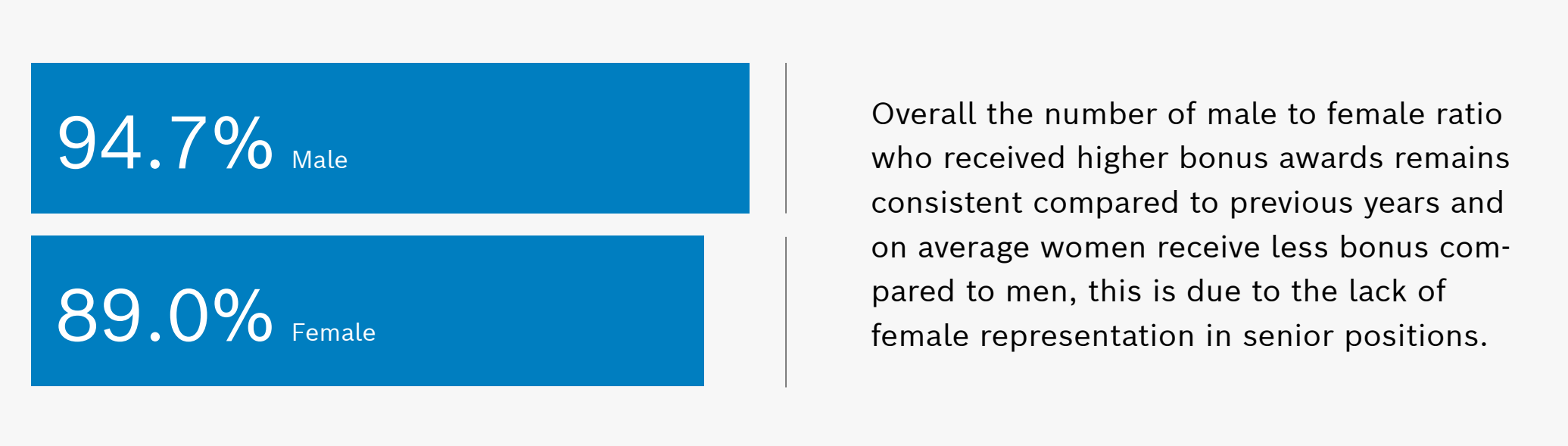
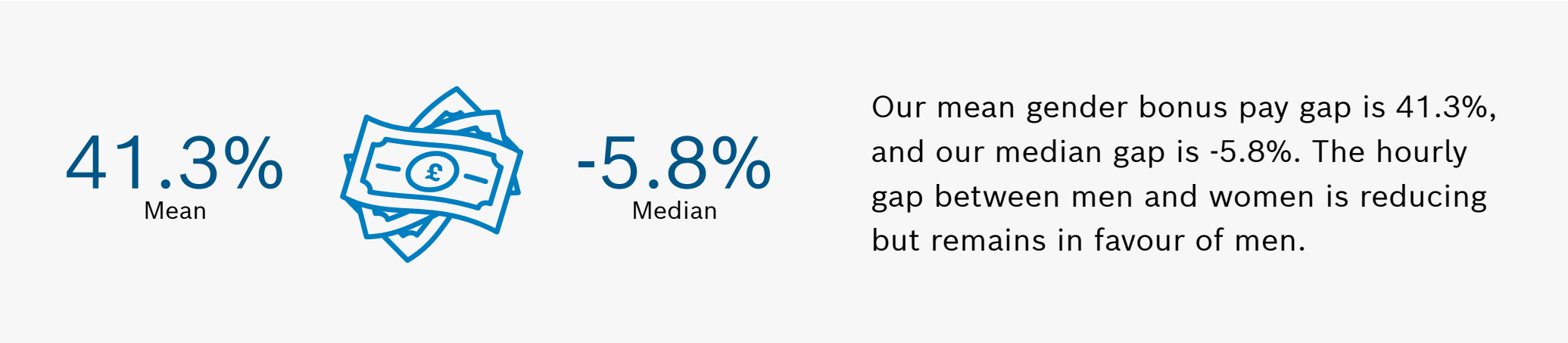
On average, across Bosch UK, there is an under-representation of females in senior (higher paying) grades and an over-representation of females in junior (lower paying) grades.



Our bonus pay gap

Men and women at Bosch have equal opportunities to earn a bonus. However, those in senior leadership positions receive a higher bonus than others. The under-represented percentage of women in senior leadership and technical roles, therefore, contributes to our bonus pay gap and our overall pay gap.

Bosch Division	Mean Bonus Gap	Median Bonus Gap	Males Received in Bonus	Females received in Bonus
Robert Bosch Limited	52.5%	32.9%	94.7%	79.7%
Bosch Thermotechnology Ltd	21.3%	0.0%	92%	85.4%
Bosch Rexroth Ltd	13.0%	-185.4%	100%	100%
BSH Home Appliances Ltd	39.2%	45.9%	93.5%	90.1%
Protec Fire Detection Plc	80.3%	77.6%	93.5%	90.1%
Average	41.3%	-5.8%	94.7%	89.0%



What is driving our gap?

The main drivers of our gender pay gap are:

1

Female associates in senior leadership roles

There remains an underrepresentation of women in senior leadership roles, driving our gender pay gap. We are addressing this challenge with initiatives like tailored learning and development measures targeted at our female talent pools. In addition, we continue to enhance and review our recruitment processes to improve our reach across the labour market; we offer flexible working arrangements, job sharing, job rotation, mentoring and coaching programmes to encourage women to embrace more senior roles within our organisation.

2

Differences in gender representation

The company’s gender pay gap is due to the higher proportion of men in senior roles. We want to ensure we use our talents in the organisation and remove the barriers to progress. It is part of our DEI strategy to increase female representation in leadership roles.

3

Equity and fair compensation

Our pay banding scales are reviewed regularly and take into account movements in the market as well as changes in the roles and responsibilities of our associates. We ensure that men and women performing similar positions are paid within the same pay bands.

A message from our DEI management team sponsors:

We are proud sponsors of the Diversity, Equity and Inclusion focus group for the UK and Ireland. We are privileged to be working with more than 40 team members. We want to foster a culture where Diversity, Equity and Inclusion are embedded in our actions and how we think, say and feel.

We have organised ourselves into three sub-teams: Accountability, Awareness and Accessibility, to put the initiatives in place to support Diversity, Equity and Inclusion and focus on critical initiatives to encourage equal opportunities for our associates across Bosch UK & Ireland.



Andrew Rose



Martina McGrath



Arun Srinivasan



Gunjan Srivastava

Closing the gap

Initiatives & steps

As a business, we are working to close the gender pay gap through our DEI strategies and a range of initiatives generated by our 40 DEI team members. The DEI team is segregated into the following three areas: accountability, awareness, and accessibility. The progress of these subgroups is being reported and followed up regularly.

Accountability

- We have appointed five Board Level DEI representatives who are responsible and accountable for implementing our strategic approach to DEI across the region.
- We are fostering a respectable and inclusive culture for all our associates through the creation of regular dialogues and the implementation of meaningful actions.
- To monitor our progress, we are collecting more granular DEI data to help us better understand the demographic of our workforce. This will enable us to identify possible barriers relating to workforce equality and diversity.

Awareness

- Associates sit at the heart of our business. Regular engagement and feedback is crucial and enables us to understand where improvements can be made.
- We have set-up many internal networks providing a platform for associate groups to discuss and propose improvements to our processes and policies to improve inclusivity.

- We engage with our stakeholders to champion DEI initiatives and learn from best practice whenever possible.

Accessibility

- First and foremost, we have updated our policies to support our associates, present and future, to build a successful and rewarding career in Bosch. Our focus is on achievements.
- In 2022, we appointed DEI representatives across all levels within our business. This team is fully accessible to our associates and provides a clear point of contact enabling concerns to be raised through a confidential escalation process.
- We continue to improve our recruitment and development practices, increasing the diversity of applicants and talent throughout our organisation, as well as the removal of bias.



Our diversity - ethnicity

Inclusivity across our business is an integral part of our culture. We value all our associates’ combined experiences, perspectives and talents.

We are committed to bringing people from diverse backgrounds together to assist our business now and in the future. We are dedicated to ensuring that everyone has access to equal opportunities.

While promotion and progression at Bosch will always remain linked to capabilities and performance, our actions will ensure we make objective decisions. We do this by identifying barriers and planning specific measures to eliminate disadvantages, in addition to collecting data in five focus areas: ethnicity, disability, sexual orientation and gender identity.

“Our long-term goal is to reduce our gender pay gap through achieving equal gender representation across our business.”