



BOSCH

Invented for life



Bosch UK Gender Pay Gap Report 2017



The Bosch Group is a leading global supplier of technology and services. It employs roughly 400,500 associates worldwide (as of December 31, 2017). According to preliminary figures, the company generated sales of 78 billion euros in 2017. Its operations are divided into four business sectors: Mobility Solutions, Industrial Technology, Consumer Goods, and Energy and Building Technology.

Bosch has been present in the UK since 1898, when Robert Bosch opened the company's first office outside Germany. Every one of the Bosch Group's business sectors has a presence in the UK. Bosch operates in the UK employing around 5,300 associates across 40 locations.



From Our President

Bosch's strong engineering heritage is an important factor in explaining our success. Yet, more important is our ability to adapt to a rapidly changing world. In this new environment, it is crucial for everyone to play their part because greater diversity means greater long-term business success.

We appreciate and make use of different mindsets, experiences, perspectives and life plans at Bosch for this reason. Diversity is now an integral part of our corporate strategy. This gives us an edge in competition because our corporate slogan, "Invented for Life," refers to a wide range of diverse solutions.

Bosch launched a diversity initiative in 2011, aiming to promote an understanding of diversity by showing positive examples. Our message, "Diversity is our advantage," is communicated through channels worldwide and invites all associates to participate. This initiative is broad and focuses on gender, generations, internationality and culture.

When it comes to gender diversity in particular, Bosch promotes mixed teams at all levels and draws on our entire talent pool. Some goals of our diversity initiative have therefore included targets such as achieving a 20% proportion of women in leadership positions by 2020, creating flexible working conditions, supporting associate

networking groups and developing progressive and transparent human resource processes.

Women@Bosch, a networking group, which pre-dates our Diversity Initiative by 16 years, is now firmly anchored in Bosch. It offers women in Bosch across the world the opportunity to exchange ideas and information through activities such as events, speeches, site visits and workshops, and is an ideal platform to promote careers and personal development.

Bosch has received numerous awards across the world for our efforts to promote greater gender diversity but there is, by our own admission, further progress to be made. In this spirit, we very much welcome the introduction of gender pay gap reporting legislation in the UK.

You will find data herein as required by the legislation and I can confirm that our data has been calculated based on the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Steffen Hoffmann, President, Bosch UK



Associate Stories

Jenny Patten

Business Development Manager, Bosch, Denham

I chose to work for Bosch because I felt they offered an opportunity for exciting career advancement through varied roles and business areas. I also think Bosch is an innovative company that offers many career development opportunities for women.

I started with Bosch on a one year student placement in 2006 in the car multimedia aftermarket department. After finishing university, I came back through the graduate programme to work in the automotive aftermarket (AA) business. In 2010, I got the chance to move into a newly created role for Cross Selling, helping to deliver additional sales opportunities by supporting closer cooperation between different Bosch units. After this, I took on the challenge of supporting a new business unit entering the UK market, Bosch Energy Building Solutions.

In May 2016, I was lucky enough to welcome my son into the world. After 11 months maternity leave, I returned to work on a part-time basis working on the project 'Smart Buildings' with the Cross Selling and Business Development team.

I have seen Bosch's approach to gender diversity and flexible working change during my 11 years at Bosch. Whilst there is still room for improvement, particularly with regards to flexible working arrangements in some parts of the business, I believe the company's approach has improved greatly. For me, the possibility of coming back part time has allowed me to continue in my career at Bosch whilst also spending two days a week with my son.



Associate Stories

Sarah Gilleard

Regional Business Representative – Bosch, Derby

I was delighted to join Bosch in 2006 because it gave me the opportunity to be part of a global business. I was able to apply my skills and experience to our Packaging Technology division. Personally, I get huge job satisfaction from working with colleagues from around the world to deliver service support to our local customers. I have enjoyed a variety of positions at Bosch Packaging including Business Systems Manager, Spares Manager and now Regional Business Responsible for Food Packaging Services in the UK and Ireland.

We all know that gender diversity is an issue across many companies and industries alike; I remain confident that Bosch is working hard to change that by choosing the right people for the job, regardless of gender or race. The 'We LEAD Bosch' initiative, which promotes our leadership principles, covers the key elements to empower and encourage all of us to have mutual respect and achieve excellence together.

Since joining Bosch I have been lucky enough to start a family and I am blessed with two fun-filled little girls aged 3 and 6. My working hours are very demanding and at times it has been difficult to get the support for flexible working. Whilst there is still potential for improvement, it is clear to me that Bosch's approach to flexible working is improving considerably and with the backing of my manager I have been able to find a balance that works for us.

It is challenging for mothers and fathers to raise a family and simultaneously deliver business results. There is no "one solution fits all." Every business and every family is different. I know first-hand from my own experiences that support from management is essential to success. The importance of trust, open communication and mutual understanding should not be underestimated. My experiences over the last 10 years have only strengthened my resolve to demonstrate to both my own team and my colleagues that Bosch rewards hard work and results indiscriminately.



Associate Stories

Marianne Serré

Managing Director, Bosch, Greetland

“What I love about Bosch is the many opportunities to transfer between functions. I started in the Thermotechnology division in 1995, as a Senior Buyer in a plant located in the periphery of Paris, France. Later, I became a Manager for Purchasing, then Logistics and finally Bosch Production Systems. In 2008, I moved to a global role in Stuttgart, where I was traveling every week from one country to another and it was a great learning period. In 2012, I moved back to France, in Brittany, where I took over the position of Technical Plant Manager. Since April 2017, I am the Managing Director of sia in the UK. sia is the abrasives division of the Power Tools business unit. It is a new position and new country for me, but a great opportunity to learn even more!

I must say that I feel that today Bosch is really making a lot of effort towards greater gender balance. Throughout my time at Bosch, I can feel the difference, not only for me but also for the younger generation. I have participated in the mentoring programme for women, as a mentee and also as a mentor for bright women early in their careers. I can see that they will have more opportunities for their future careers than ever before. I also participated in the creation of the Women@Bosch initiative in France to support the new generation.

I'm very proud to be where I am today, in a managing role abroad with many other opportunities for future steps. As a forerunner I'm trying to be a role model for the new generation of women at Bosch.”



Gender Pay Gap Legislation & Bosch

In 2017, the UK Government introduced a requirement that employers with more than 250 staff must disclose gender pay gap information from 2018 onwards.

Increasing pay gap transparency is an initiative that we welcome warmly at Bosch and which offers an excellent opportunity to support our gender diversity goal of promoting mixed teams at all levels and drawing on our entire talent pool. We will discuss measures that we have undertaken in detail throughout this report.

Employers from 2018 onwards are required to publish:

- ▶ *Gender pay gap (mean and median averages)*
- ▶ *Gender bonus gap (mean and median averages)*
- ▶ *Proportion of men and women receiving bonuses*
- ▶ *Proportion of men and women in each quartile of the organisation's pay structure*

It is important to highlight the distinction between equal pay and gender pay gap. Equal pay refers to men and women being paid the same for performing the same or comparable work, as required under the Equality Act 2010. Gender pay gap, on the other hand, is the difference in average pay between men and women irrespective of their role or level of seniority.

For organisations with a group structure like Bosch, the data should be reported for those individual legal entities that have more than 250 employees (as opposed to a total figure being reported for the entire Group). Bosch operates across 40 locations and employs close to 5,300 associates in the UK and Republic of Ireland. Every one of the Bosch Group's business sectors has a presence in the UK in the shape of 19 registered legal entities. Bosch companies that are required to disclose gender pay gap data are: Robert Bosch Ltd., Bosch Lawn & Garden Ltd., Bosch Thermotechnology Ltd., Bosch Rexroth Ltd. and BSH Home Appliances Ltd. The tables to the right reveal gender composition data and numbers of relevant employees for each of these legal entities.

Gender composition:

Bosch Divisions	Male	Female
Robert Bosch Ltd.	68.08%	31.92%
Bosch Thermotechnology Ltd.	82.65%	17.35%
Bosch Rexroth Ltd.	86.54%	13.46%
Bosch Lawn & Garden Ltd.	81.15%	18.85%
BSH Home Appliances Ltd.	61.86%	38.14%

Number of relevant employees:

Bosch Divisions	Total Employees
Robert Bosch Ltd.	542
Bosch Thermotechnology Ltd.	1787
Bosch Rexroth Ltd.	706
Bosch Lawn & Garden Ltd.	313
BSH Home Appliances Ltd.	1282

Gender Pay Gap Legislation & Bosch

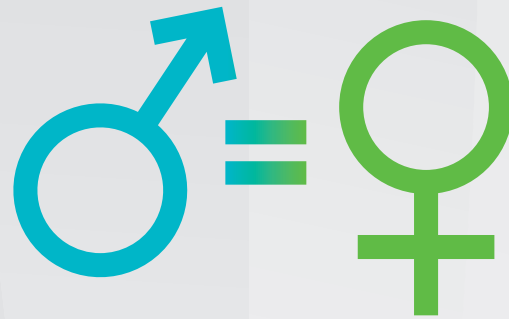
In the UK, there is a national average gender pay gap of 18.1% for full-time and part-time workers. The Bosch Group operates in a sector where there are recognised supply challenges to recruit women into engineering positions, often integral to the business. In view of our “Diversity is our advantage” initiative, it is with disappointment that our companies in the UK have reported a gender pay gap.

We believe that it is important to acknowledge the unique nature of each of our businesses when discussing gender pay gap statistics. Pay gaps across the Group in the UK are influenced by the type of operations that each company engages in. Bosch companies that manufacture products in the UK and who employ a significant proportion of men in industrial labour have reported different figures than entities that have exclusively sales offices in the country and who employ a significant proportion of women in administrative services.

Encouraging more women into Science, Technology, Engineering and Mathematics (STEM) roles and supporting their career development are key ways to achieve greater gender balance, particularly in more senior positions. Globally, Bosch has targeted to achieve a greater gender balance in senior positions, meaning 20% of these roles should be filled by women by 2020. In the UK, 25% of all employees that were being actively developed in 2017 to management and senior management level were women. As of 1 January 2018, our statistics show that 20.1% of all senior positions in the UK are filled by women – meaning that the targeted number of women in management positions has been achieved two years ahead of time. In this context, it should be noted that: the acquisition of BSH Home Appliances Ltd. (BSH) was completed in 2015, this entity was included in the Group’s gender diversity KPIs for the first time this year and that they continue to have unique human resource systems and job grade structures.

Equally, it is worth pointing out that 30.31% of employees in BSH’s highest pay quartile are women and that this entity accounts for approximately 23% of all Group associates in the UK. On the whole, it is therefore fair to say that Bosch in the UK has taken some important and proactive steps in recruiting and retaining more female talent in key positions.

For example, improvements to our parental leave policies in 2017, which included enhancing company maternity pay to 18 weeks’ full base salary, may help to narrow the gender pay gap in the long term by ensuring that Bosch is a more attractive employer. Positive action has also been taken in some staffing processes to encourage women to apply and achieve greater balance in selection pools for some strategically important positions, including graduate programme roles.



Societal influences that actively shape children from a young age and have an impact on important educational decisions can, however, directly influence differences in pay later in life. Such factors may well be a contributing factor to the paucity of women studying STEM subjects, which is a well-known obstacle towards achieving pay parity, particularly in technology organisations.

Even so, Bosch engages in CSR initiatives that assist in encouraging more women into STEM careers. For example, Bosch currently supports the STEM ambassadors programme, which encourages associates to engage in STEM projects in their local communities. The programme aims to help students consider further study of STEM subjects and progression into related careers, and some projects specifically target young women, who may be interested in pursuing such opportunities.

Other Bosch initiatives that are conducive to closing our gender pay gap have included more active encouragement of flexible working, particularly in recent years, as well as organising focus groups to identify further measures that can be implemented to support individual aspirations and desires. In early 2018, we arranged a workshop to brainstorm actions to support further progress towards gender equality. The workshop involved having detailed discussions around topics such as promoting a supportive working culture, transparency and consistency within Bosch and human resource policies. We are confident that such initiatives, our ethos and persistence will enable us to ensure we make diversity our advantage.

Gender Pay Gap Data

These statistics show our median and mean gender pay and bonus gaps, the proportion of men and women who receive bonuses, as well as the proportion of males and females in each quartile pay band, as of 5 April 2017.

Key terms explained

- ▶ A “mean” involves adding up all figures and dividing the sum by how many figures were in the list.
- ▶ A “median” involves listing all figures in numerical order. If there is an odd number of figures, the median is the middle number. If there is an even number of figures, the median is found by adding the two central figures and dividing this sum by 2.
- ▶ The entire salary range is divided into four equal parts, a so-called “quartile”. Within each quartile, the gender distribution is presented. Quartile 1 represents the lowest paid 25% of relevant employees; Quartile 4 represents the highest paid 25% of relevant employees.

30.21% 29.87% 42.18% 35.07% 77.78% 64.16%



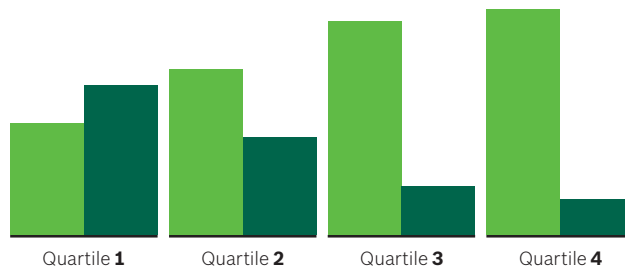
Robert Bosch Ltd.

16.96% 17.55% 20.51% 15.62% 53.01% 40.00%



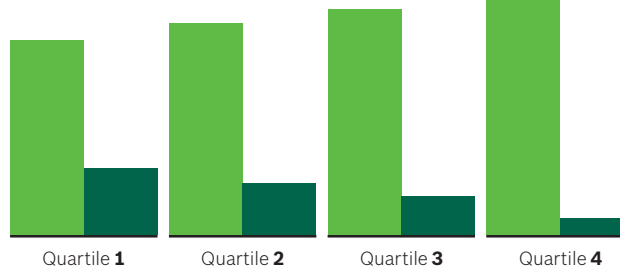
Bosch Thermotechnology Ltd.

42.65% 57.35% 62.22% 37.78% 80.74% 19.26% 86.76% 13.24%



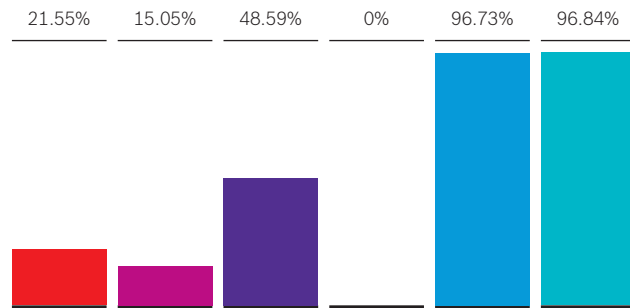
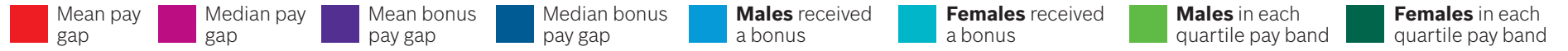
Robert Bosch Ltd.

73.09% 26.91% 80.09% 19.91% 85.01% 14.99% 92.39% 7.61%

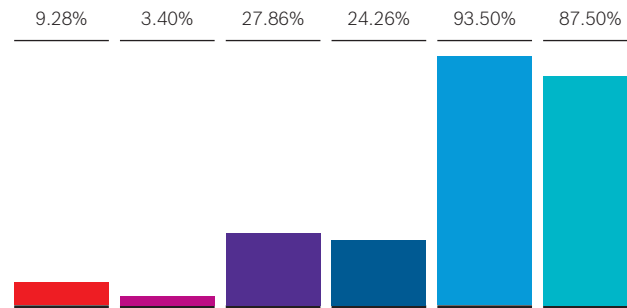


Bosch Thermotechnology Ltd.

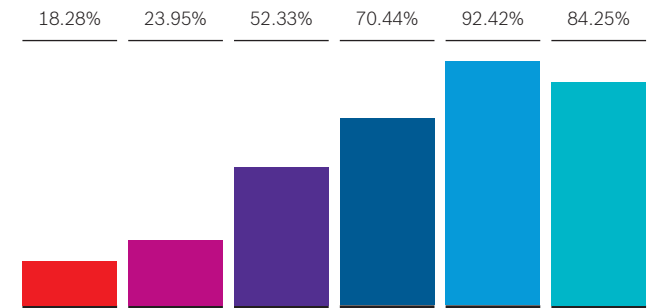
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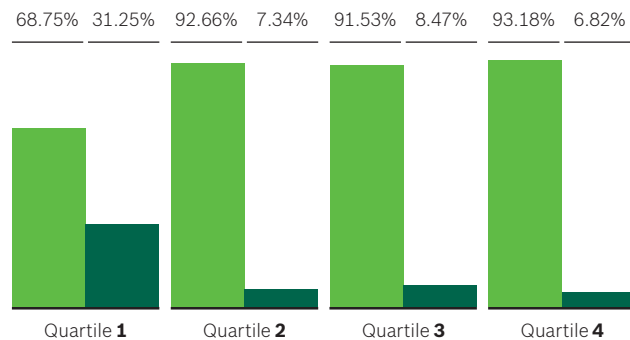
Bosch Rexroth Ltd.



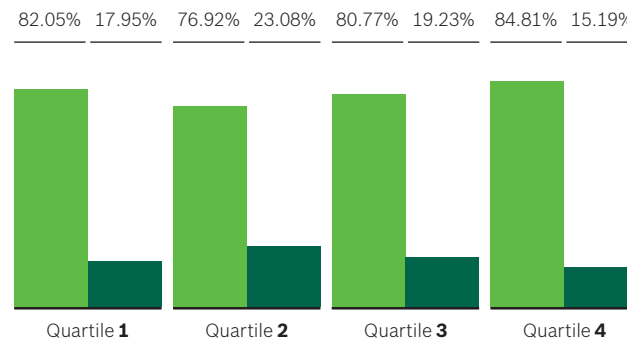
Bosch Lawn & Garden Ltd.



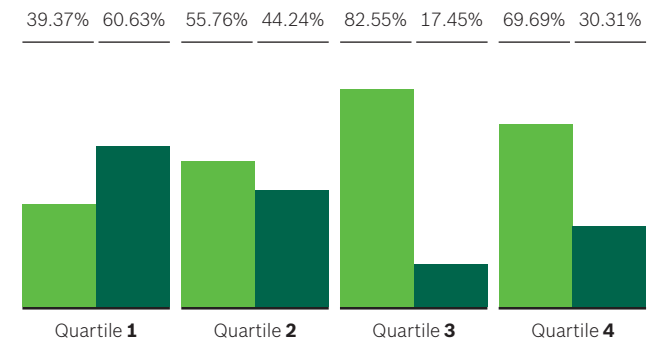
BSH Home Appliances Ltd.



Bosch Rexroth Ltd.



Bosch Lawn & Garden Ltd.



BSH Home Appliances Ltd.

The Bosch Group

Robert Bosch UK Holdings Ltd.

www.bosch-career.co.uk

Printed in the UK
RBGB/HRC
March 2018



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