



# W. L. Gore & Associates (UK) Ltd

## Gender Pay Gap Report 2017

20 March 2018

At Gore, our founders envisioned an Enterprise where every Associate is believed in and empowered to grow their contributions and reach their potential. We have maintained this vision for the last 60 years and we intend to preserve this for our future. We will work diligently to address any concerns and remain committed to achieving our aspiration of an engaging work environment for all Associates.

As part of the UK Government's wish to provide greater transparency and dialogue on the subject of gender pay and for companies to make progress in bridging the pay gap that may exist, new legislation requires all businesses with more than 250 employees to publish data on their gender pay gap.

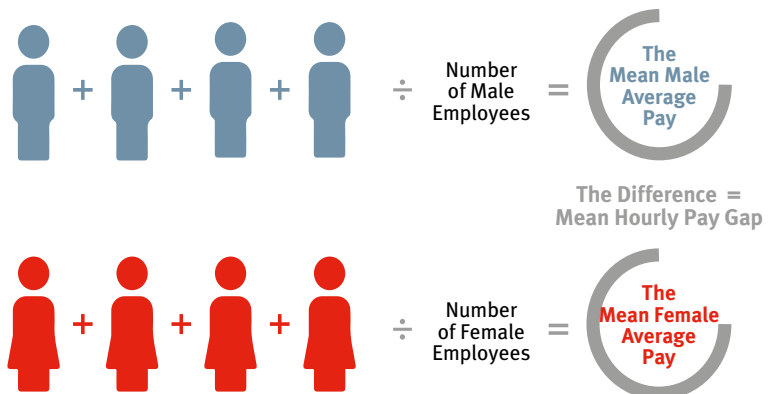
### What is the gender pay gap?

The gender pay gap is a measure of the difference between the average earnings of men and women across the organisation regardless of their role. The gender pay gap is not the same as equal pay. Equal pay relates to men and women being paid equally for doing the same or equivalent work. Paying our Associates fairly and competitively relative to their roles, skills, experience and performance is core to our compensation philosophy.

### How do we calculate the mean and median pay gap?

#### How we Calculate the Mean Difference

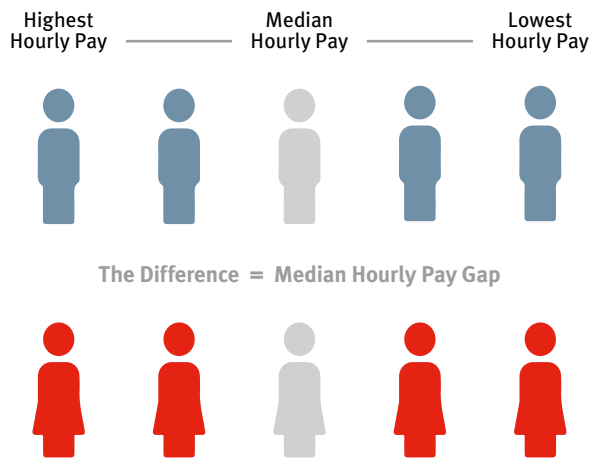
The mean pay gap is the difference between the hourly pay of all male and female employees when added up separately and divided by the total number of the males and females in the workforce.



A company reporting a positive pay gap means its male employees are paid on average more than its female ones. A negative gap means its female employees are paid more than its male ones on average.

### How we Calculate the Median Difference

The median pay gap is the difference between the pay of the middle male and middle female, when all of the employees are listed from the highest to the lowest paid.



The data presented below has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The figures are taken from Associates data correct as at 5 April 2017, we had 253 Associates at that time.

### Gender Pay Gap

The mean gender pay gap is the difference in average hourly rates of pay that male and female Associates receive. The median shows the difference in the midpoints of the range.

Mean Gender Pay Gap:  
**12.3%**

Median Gender Pay Gap:  
**17.9%**



### Bonus Pay Gap

The mean bonus gap is the difference in average bonus pay that male and female Associates receive. The median shows the difference in the midpoints of the ranges of bonus pay received.

Mean Bonus Pay Gap:  
**13.4%**

Median Bonus Pay Gap:  
**20.6%**



### Proportion of Male and Female Associates Receiving a Bonus

This is the percentage of men and women Associates who received bonus pay in the 12 months leading up to 5 April 2017.

Male:

**95.4%**



Female:

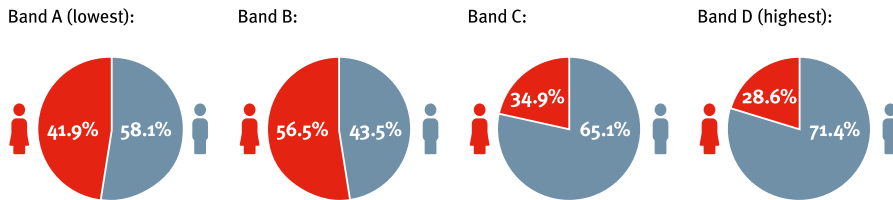
**98%**



Bonus pay includes ASOP and profit share.

## Associates Gender by Pay Quartiles

This shows the percentage of male and female Associates in each of four quartile pay bands with A being the lowest paid 25% of Associates and D the highest paid 25%.



Whilst we are in no way complacent we are pleased to note that our Gender Pay Gap and Bonus Pay Gap figures compare very favourably to most other organisations in the manufacturing sector and those with a similar number of employees, and that we are significantly below the national mean gender pay gap of 17.4%.

We recognise that every Associate has a part to play in contributing to the success of our Enterprise and we believe that all Associates are rewarded fairly for the performance of our business through profit share and employee shares scheme. We are pleased to see this being reflected positively in the 'Bonus Pay' category.

We do however, recognise that we have an opportunity to continue to make improvements. As indicated in the 'Gender Pay Quartiles' figures, there are currently more male Associates than female Associates in leadership roles and other roles that typically attract higher salaries. This is the key factor driving the pay gap that we see and our biggest challenge in addressing our gender pay gap.

This information reinforces the need to pro-actively manage our female talent pipeline. We will therefore continue to focus on ensuring that Gore attracts, engages develops and retains female Associates in our Enterprise by investing in the following:

- Enhanced maternity provisions
- Flexible working practices
- Diversity training
- Diversity scans in our Contribution & Compensation process

We will also continue to scrutinise our recruiting processes to eliminate bias, provide training to our hiring managers and hiring teams, and ensure our job adverts are gender neutral and inclusive.

Gore is committed to providing equal employment and development opportunities for all Associates and our culture in turn is built on a deeply held belief in the value of every Associate and the unique contributions and commitments we all make to the success of the Enterprise.

I confirm that the information and data reported is accurate as of the snapshot date of 5 April 2017.

Mike McCollam  
Director