

# Givaudan UK

## Gender pay gap report

MARCH 2018



Givaudan

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# About the gender pay gap report

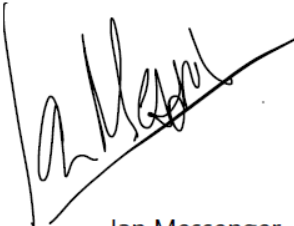
Gender Pay Gap Regulations came into force in the UK in April 2017. The regulations require all private and voluntary-sector employers with 250 or more employees to publish data on their gender pay gap by April 2018.

This report compares the overall company average pay and bonuses for men to the overall company average pay and bonuses for women.

In the UK in general it reflects that women are more likely than men to be in low paid or part time roles. And women are also less likely to be in senior leadership roles that pay more. It does not mean people are not being paid equally and fairly for doing the same job.

While it is typical in general in the UK that men are better represented in higher paid roles, it does not make it right. Givaudan is committed to doing all it can to promote women into more senior and higher paid roles in order to redress the balance. Reporting on and recognising our own position on the gender pay gap is one step to help in that direction.

Comments and questions can be sent to [global.hrcommunications@givaudan.com](mailto:global.hrcommunications@givaudan.com)

A handwritten signature in black ink, appearing to read 'Ian Messenger', with a long horizontal stroke extending to the right.

Ian Messenger  
UK Company Manager

At Givaudan, we embrace a balanced workforce throughout our organisation and are fully committed to increasing inclusiveness and diversity in our workforce.

Our Diversity Position Statement outlines our commitment to ensuring a representative workforce that reflects the diverse communities in which we operate. We aim to increase the representation of high growth market nationalities and women in managerial positions, and we produce analytics to track progress in this regard.

Our Principles of Conduct, approved by the Board of Directors in 2016, state: “It is Givaudan’s policy to recruit, employ and promote employees on the sole basis of the qualifications and abilities needed for the work to be performed without regard to race, age, gender, national origin or any other non-relevant category.”

With our commitment to an empowered workforce comes our commitment that all employees are paid at least – and in most cases well above – the minimum salary stipulated by law or collective agreements.

A robust process and a continuously updated rewards strategy for employees are in place to ensure our compensation offering is competitive and enables us to attract, retain and motivate qualified employees. This process includes all markets where we operate, all job functions and all levels. We achieve this by conducting annual (and in some cases bi-annual) benchmarking studies.

Salaries are reviewed by taking into account various macroeconomic data (including cost of living) and market evolution. In developing markets and high-inflation environments, we may review compensation more frequently. We also have a profit sharing scheme which allows our non-management employees globally to share in Company profits. These elements are also reviewed at the senior management level each year.

# Pay and bonus gap

## Difference between women and men

	mean	median
gender pay gap	35%	28%
bonus gender pay gap	83%	0%

This data shows the average differences between the pay and bonus pay of women and men across our whole population.

This reflects the fact that Givaudan UK has a significantly higher number of men than women represented in more senior and therefore higher paid roles on its payroll (and higher number of women in parttime roles) - rather than indicating that we do not pay women fairly for the roles that they do.

The median bonus gender pay gap is 0% because the majority of employees regardless of gender receive the same bonus based on our profit sharing scheme.

### How we manage these issues?

- Equal pay is part of our compensation philosophy. To support this, there are tools in place to review salaries in a fair and equitable way.
- Continue the effective practices we have in place to foster and encourage diversity in our teams and ways of working across the world
- Increase the number of women in our senior leadership positions

In 2018, we will review recruitment and talent management processes for bias and build awareness training for leaders to drive inclusiveness and a better balance in our senior leadership roles in a sustainable way.

## Proportion of Givaudan UK employees receiving a bonus in 2016

women	94%
men	95%

This data shows that Givaudan pays bonuses equally to employees regardless of gender.

The reason these figures are not 100% and that they will often be different between men and women is due to:

- the timing of bonus payments made during the year;
- a small number of ineligible employees each year on the reporting date, for example due to their start date that year.

Givaudan's pay for performance culture will continue to be reflected in its bonus pay practice regardless of gender.

Gender distribution across our pay quartiles

	low	low-mid	high-mid	high
men	14%	52%	49%	65%
women	86%	48%	51%	35%

This data shows the distribution of men and women at Givaudan UK across four equally sized pay quartiles.

This again reflects the fact that women are represented more than men in lower paid roles and men more than women in senior higher paid roles.

We are confident that men and women are paid equally for doing similar jobs across the organisation - if we find instances where this is not the case we will act to correct this.

We will continue to act to ensure that in the future women are better represented in more senior higher paid roles.