



**Infineum UK Ltd**  
Gender pay gap report 2020

# Gender pay gap report 2020



Trevor Russell  
CEO

*“Creating a safe and supportive environment at Infineum has always been our number one priority, and this has never been more difficult than during the global pandemic of 2020. Our inclusive and diverse culture enabled us to support one another, our customers and our communities through difficult circumstances and I could not be more proud of the colleagues in this organisation. As Infineum grows, we will continue to help every colleague to reach their full potential. Our actions to achieve greater inclusion and diversity will help to improve our gender balance, which will ultimately improve our gender pay gap and I am absolutely committed to that.”*

## Intro

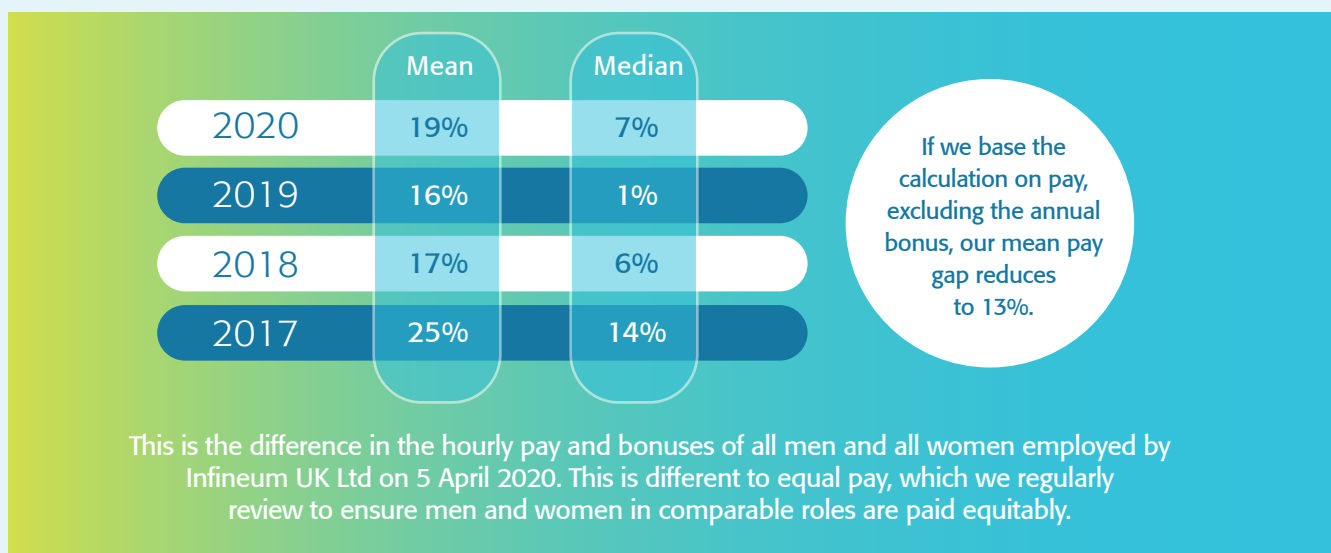
At Infineum UK Ltd, we continue to be passionate about creating an increasingly diverse and inclusive environment where all colleagues, regardless of differences, are valued for being themselves and inspired to fulfil their potential. We are delighted to have more women in our workforce at all levels in the organisation this year than last. We believe this reflects our ongoing focus on providing both our female colleagues opportunities to progress and attracting women to join our business.

We know that inclusiveness is vital to our future success. We need both men and women, as well as people from a wide variety of backgrounds, to increase our diversity of thought as we continue on our journey to create a sustainable future through innovative chemistry and build a culture that we can all be proud of.

## Gender Pay Gap 2020

Our gender pay gap continues to be driven by the larger proportion of men than women in senior leadership positions, which is a historical consequence of our industry being more male-dominated and there being fewer women with the relevant skills and experience. This year our pay gap was also impacted by having only female placement students, who earn less than our

permanent colleagues. We have very high retention rates and are proud that our colleagues choose to remain with us for long and fulfilling careers. This does however mean that it will take time to achieve gender balance in our senior leadership positions and consequently in our gender pay gap. We hold ourselves accountable for driving these changes.

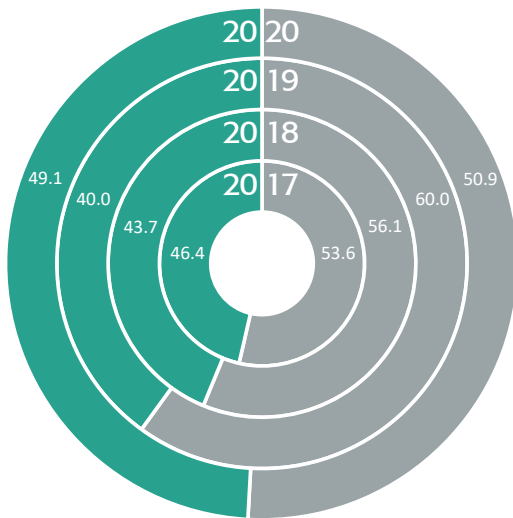


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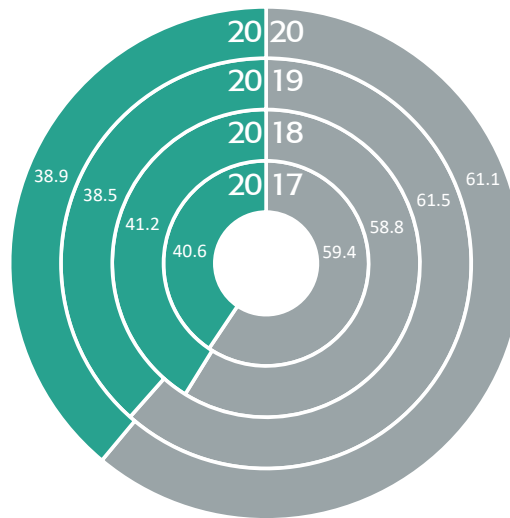


## Proportion of males and females in each pay quartile

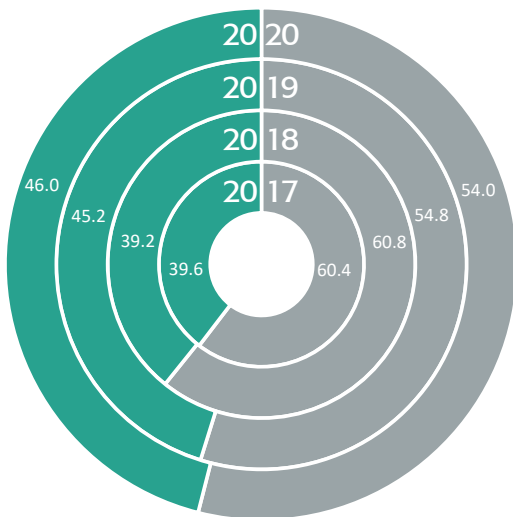
This shows the relative proportion of men and women throughout the organisation in each equally-sized pay quartile once put in order of hourly earnings.



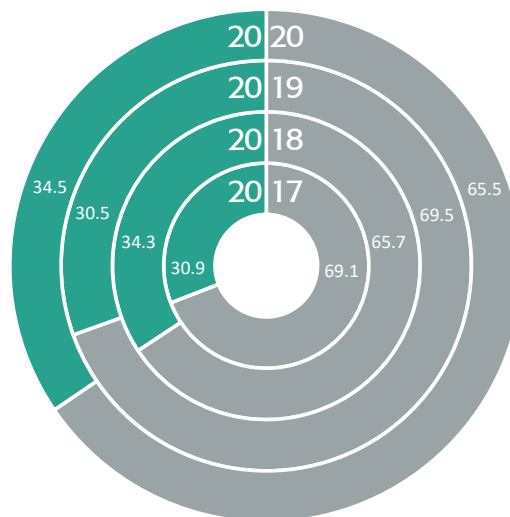
LOWER QUARTILE



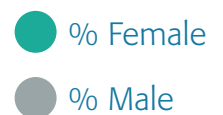
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE



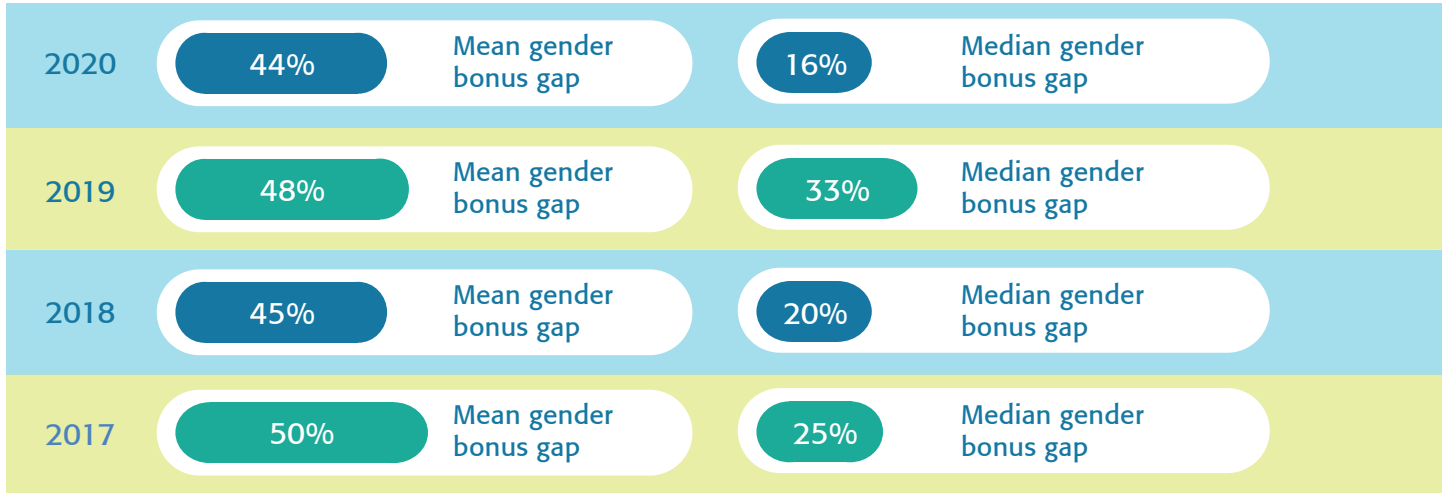
Infineum UK Ltd has over 450 employees, of which 42% are women. Across all the quartiles, 2020 saw progress made towards greater gender balance. In fact, 50% of all new starters in the reportable year were women which we believe is a significant achievement especially in the context of there being fewer female graduates in STEM subjects. While the biggest proportion of women are currently found in the lower quartile, we expect to see positive changes in the higher quartiles as these women develop and progress in their careers.

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## Bonus pay gap

This is the difference in the bonus paid to all men and all women employed by Infineum UK Ltd on 5 April 2020.



The main reason for our bonus pay gap remains the higher proportion of men in senior leadership positions, where the bonus target is higher. The mean bonus pay gap would drop from 44% to 15% if our senior leadership team were excluded from the calculations. Our business performance impacts bonus payments which can vary year on year.

Facilitating flexible working options for our colleagues to help them better manage work and home life is important however as 20% of women work reduced hours compared with 3% of men, pro-rated bonuses also have an impact on the bonus pay gap figures reported.

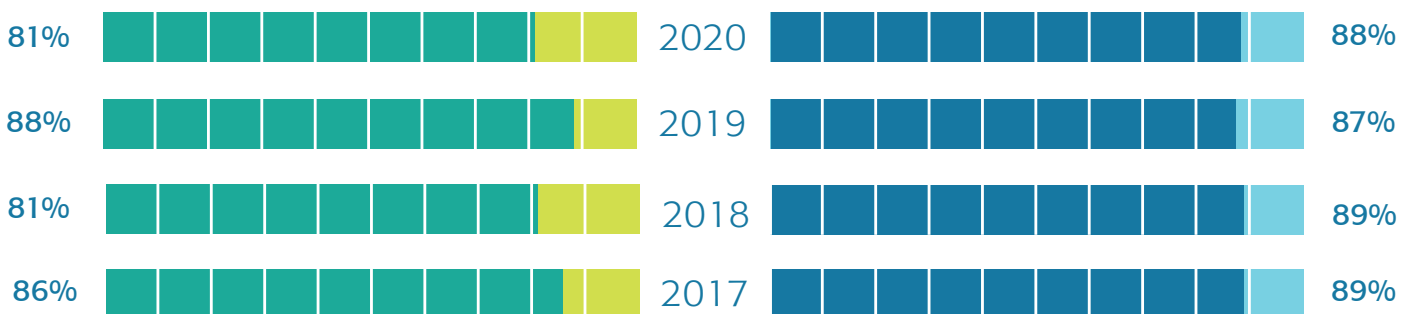
All colleagues are eligible to receive a performance related annual bonus regardless of gender. To align with the legislative reporting requirements, the way this is calculated excludes bonus payments for those who joined Infineum UK Ltd within the last year.

## Proportion of males and females receiving a bonus payment



Proportion of females receiving a bonus payment

Proportion of males receiving a bonus payment



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## How are we addressing the gender pay gap?

We are fully committed to reducing our gender pay gap and recognise that our success as a global business depends upon our ability to collaborate with and engage a diverse set of stakeholders. True inclusion and diversity are not just a deep held belief but are essential enablers to innovation and to propel the business forward. We are taking a multi-faceted approach to ensure that diversity and inclusion are at the forefront of our policies, decisions and culture.

## Inclusive and diverse (I&D) culture

We value all aspects of diversity - visible and invisible. We want every colleague to be themselves, to feel valued, have their voice heard, and have equal opportunity to reach their highest potential. It is our differences that enable us to spark new ideas and drive our creativity and our innovation. I&D is very important to us and it sits at the heart of our interactions with one another. We deliberately put inclusion first because we believe this is the key to each colleague being able to fully contribute and be themselves at work.

Our Diversity of Thought initiative was launched to all colleagues with a library of materials to shine a light on the benefits of diversity of thought and help enable conversations that will make tangible progress on valuing visible difference and recognising the importance of invisible differences; acknowledging that the things that make us truly diverse are the ways we think, and the way we all approach situations with a different point of view.

Through our network of I&D Champions and executive I&D Sponsors, we ensure that I&D is a priority throughout the entire organisation and that new ideas and perspectives are brought to life. For example, we hold an I&D Book Club, showcasing literature and media from a diverse range of authors and creators raising awareness of different stereotypes and prejudices.



*"I joined Infineum in 2019 and have been constantly impressed at how the organisation values diversity and the way in which all colleagues are able to bring their whole selves to work in a truly inclusive workplace. Being a parent to three young children, I have encountered complete flexibility during the challenges this year has brought to us all, in particular through changing my working hours to allow for home schooling.*

*Specific teams at each Infineum location, work to further improve inclusion and diversity and identify and remove barriers such as potential bias. This continuous pursuit to learn from and adapt to best practice includes bringing in new ideas and delivering training on I&D issues to all colleagues. I have been delighted to participate in Infineum's STEM outreach programme, including a number of activities with Schools and directly hosting a student from the University of Exeter to promote work experience in STEM. This activity is crucial for the future success of our business and an invaluable addition to a student's CV looking to enter a STEM career. I look forward to developing Infineum's outreach further in the future."*

**Michael Savage**  
Sustainability Advisor

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## Personal development

We want all colleagues to reach their fullest potential, and we have a strong track record of developing talent internally, up to the most senior positions within the organisation. We believe in providing stretching roles and opportunities where colleagues can make a real impact on our business. Continuous learning is supported for all colleagues and everyone is encouraged to have a personalised development plan based on their personal areas of focus and career aspirations.

We provide wide range of formal and informal development solutions, including advanced online learning solutions, mentoring programmes, coaching opportunities, educational assistance programmes and attendance at external conferences and seminars.

Building further on our focus on personal development, this year we introduced a new Assessment & Development Programme, designed to benchmark our talent against the external market and accelerate individual development with specific, actionable gap and strengths indications. This will help us develop a diverse leadership pipeline, reducing the opportunity for unconscious bias.

## Policies and procedures

We aim for equity throughout the complete colleague life cycle, from external recruitment to family-friendly policies and the systems that underpin our support infrastructure. We regularly review our policies and practices, making updates to minimise bias and improve the working environment for our colleague.

This year, changes to our compassionate leave policy better enable colleagues facing challenging circumstances or emergencies in their personal lives some time off work to deal with the situation.

Our flexible working policy has been in place for a long time but through the coronavirus pandemic we have facilitated greater flexibility for our colleagues, with a wide variety of working patterns so colleagues can better manage the unprecedented challenges this year has brought, balancing work with other requirements such as home schooling.

As we look to our future ways of working, we recognise that many colleagues can work remotely successfully and with ease. We have therefore updated our approach so that it is now more usual to work from home, rather than being an exception, with leaders and colleagues exploring customised approaches that work for both the colleague and the business.



"As part of the senior leadership team, I have witnessed first-hand the achievements Infineum have made towards I&D objectives. This culture recognises diversity and skills in women and men and focusing these towards high impact company opportunities. This win-win enables longevity of career paths and business growth."

**Mary McKiernan**  
Product Innovation and Engineering Director

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## Outreach

Our future workforce will depend on more young people, including young women, expressing an interest in STEM, being encouraged to take STEM subjects and entering STEM careers as well as being inspired to work in the chemical industry. Cultivating strong partnerships with universities and schools is crucial for our business capabilities and success. In addition to hosting students through many different programmes such as internships, placements and work experience, our Schools Outreach Programme sees a group of colleagues volunteering to organise and deliver STEM outreach work with local schools. We have partnered with STEM.org to train 25 volunteer STEM Ambassadors who now deliver workshops, experiments and career discussions to schools in the UK.



## Talent Targets

In 2015 we had already set our first I&D targets, pursuing 25% female leaders and 25% leaders in Asia. We have made good progress towards achieving these aims and have further enhanced our I&D leadership ambitions for 2025 to ensure that our leadership population is progressively reflective of the communities in which we operate. Our targets are as follows:

- > 25% females at Executive Leadership, 33% females at broader senior leadership levels
- > 25% of Executive Leadership roles and 30% broader senior leadership roles to be based in Asia, and held by Asians
- > Globally, 30% of Executive Leaders to be non-Caucasians

While it's hard to measure inclusiveness, we can measure diversity so we have set ourselves targets against which we will hold ourselves to account. This will help us to ensure our diversity reflects the markets in which we compete and the talent pools from which we are trying to attract outstanding future colleagues.



We are encouraged by the progress we are making and by how much we have learned about flexible working during the pandemic. More flexible ways of working combined with many other Inclusiveness and Diversity initiatives will help to create greater balance across all levels of our organisation.

I confirm the gender pay gap data contained in this report for Infineum UK Ltd is accurate and has been produced in accordance with the guidance on managing gender pay developed by the Arbitration and Conciliation Service (ACAS).

**Rebecca Oldfield**  
Executive Vice President