



## Crane Building Services and Utilities Gender Pay Gap Report - 2017

At Crane Building Services and Utilities (BSU), we are proud of our values driven culture. We value our associates and the contribution they make. Respect for associates and equality are at the heart of our organisation. That includes the way we pay and reward all our associates.

From April 2017, the UK government introduced regulations on gender pay gap reporting for companies in the UK. Every year, companies with more than 250 employees must report the following:

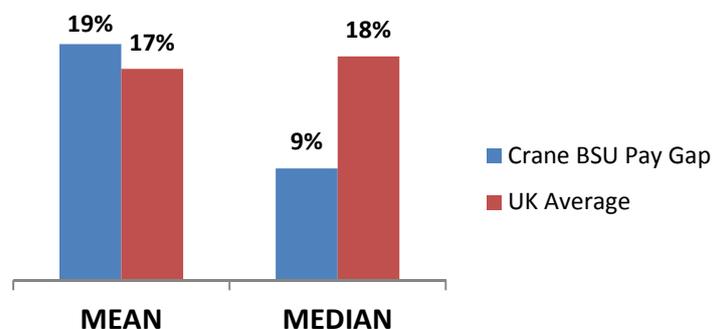
- Mean & Median gender pay gap in hourly pay
- Mean & Median bonus gender pay gap
- Proportion of men and women who receive a bonus
- Distribution of men and women across pay quartiles

It is important to note that this is not the same as Equal Pay. The Equal Pay Act of 1970 deals with pay differences between men and women who carry out like work, work of equal value or work rated as equal. Having reviewed our data, we can confidently say that we pay men and women equally for doing the same role. We have a working environment where there are equal opportunities for all our associates, so they can fulfil their potential and contribute to the success of our business, irrespective of gender.

The gender pay gap shows the difference between the mean (average) and median (mid-point) hourly earnings and bonus of male and female associates, expressed as a percentage of male associate's earnings or bonus. Various factors influence the gap such as demographics of the associates and the types of roles men and women undertake. The gender pay reporting is not broken down by experience, job classification or position.

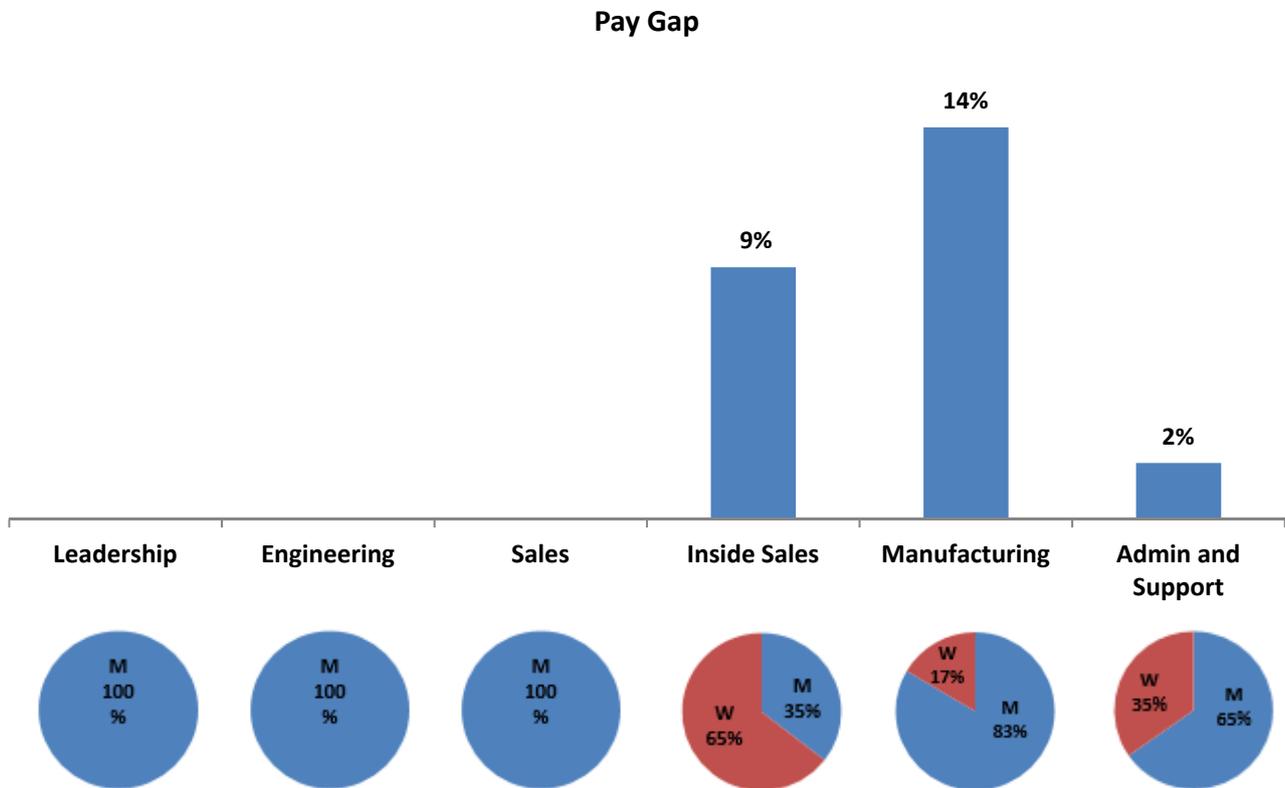
### Gender Pay Gap Report

The chart below shows our gender pay gap between male and female associates. Based on the mean average, women's hourly pay is 19% less than men's and 9% less based on the median average. This compares to the UK averages of 17% and 18% respectively (*Office for National Statistics*).



Our data shows a gender pay gap in favour of men. At Crane BSU we have a clear and common approach to pay and compensation. We pay associates equally for the same or equivalent work, regardless of gender, and therefore are confident that the gender pay gap does not stem from paying men and women differently.

**Pay Gap & Proportion of Men vs Women in Roles**

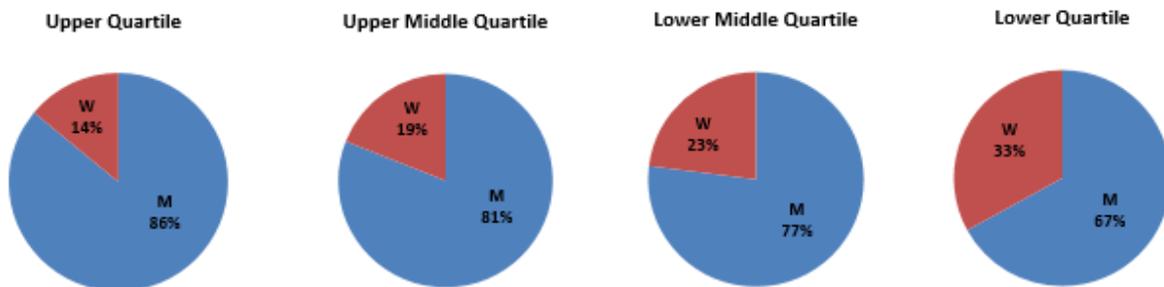


Crane BSU is an engineering and manufacturing company. This trend is not unusual for companies like ours because we employ many associates with qualifications in STEM (science, technology, engineering and math) related fields. The number of women who study and work in these fields is significantly less than the number of men. In 2017, 15% of engineering graduates and less than 10% of engineering professionals were women (*WES research, Jan 2018*).

- Our overall gender pay gap results are heavily influenced by the exclusively male populations in leadership, engineering, and sales management roles.
- Within Inside Sales the difference relates to the split of males and females across technical or non-technical inside sales roles.
- Our manufacturing associates are paid equally for the same type of work. The pay gap of 14% is due to the type of work being undertaken, with the heavier manufacturing work being dominated by males with significantly longer service.

## Gender Split by Pay Quartile

The Gender Pay Gap results are also impacted by having an imbalance of male and female associates in professional disciplines, which tend to be higher compensated in comparison to non-professional disciplines which fall within the lower two quartiles.

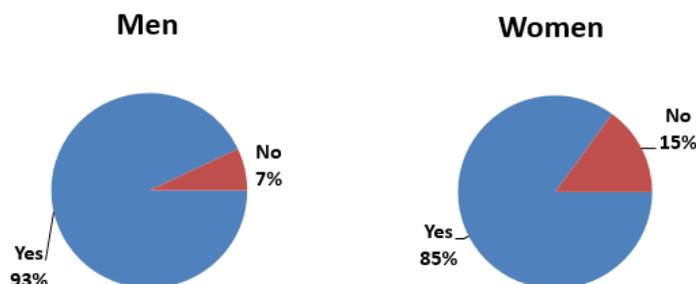


In the UK, women make up just 25% of the workforce in manufacturing and engineering organisations according to the Engineering Employers Federation and this is reading through into our gender pay information. At Crane BSU the upper two quartiles are heavily populated by leadership, engineering and sales management roles, which is also not uncommon across the UK engineering and manufacturing sector.

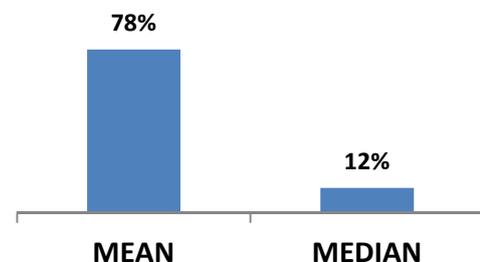
## Bonus

Rewarding our associates is important to us. All our associates participate in the Crane BSU bonus program, except associates who joined in the 4<sup>th</sup> quarter of the previous year.

### Bonus Recipients



### Bonus Gap



We have a consistent and uniform bonus plan. The Crane BSU bonus plan is based on a percentage of the associate's base salary and the overall company performance. The above mean and median bonus gaps are therefore to be expected as our quartile data shows that we have more males than females in the higher earning quartiles.

## Our Actions and commitments

- We are proud of our values driven culture.
- We make sure we have the right associates in the right roles and that they are rewarded for their skills and contribution.
- We are committed to maintaining equal pay and reward practices.
- We have a robust Intellectual Capital process to drive in house talent development and provide opportunities and support for career progression, irrespective of race, ethnic origin, gender, religion, disability, age and sexual identity.

**Accuracy of information**

I can confirm that this report is accurate.

A handwritten signature in black ink, appearing to read 'SD', with a stylized flourish extending to the right.

Scott Dalrymple, HR Vice President