



# Gender Pay Gap Report 2025

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# 1 Diversity, Equity and Inclusion at BOC

A diverse and inclusive organisation, one that brings together different perspectives, backgrounds, and experiences, creates stronger ideas, better outcomes, and a more dynamic workplace for everyone. We want every colleague to feel empowered to contribute their unique strengths and to play an active role in our collective success.

Progress in diversity, equity, and inclusion requires purposeful action. By fostering an environment where voices are heard, opportunities are fair, and contributions are valued, we build the foundations for innovation, sustainable growth, and high performance across our business. An inclusive workforce that reflects the communities we serve is essential to delivering long-term results.

Our commitment remains unwavering: to nurture a culture where all colleagues feel respected, supported, and able to do their best work every day. Inclusion is embedded throughout the employee experience shaping our policies, guiding our decisions, and influencing how we operate as a responsible and forward-looking business.

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Read more:

[www.linde.com/about-linde/diversity-and-inclusion](http://www.linde.com/about-linde/diversity-and-inclusion)

## Reflection from members of our Employee Networks:



Equity doesn't happen by accident, it requires intention, transparency and accountability. At BOC, we are committed to closing our gender pay gap through deliberate action, inclusive leadership and sustained focus on representation across all levels.

Closing the gender pay gap requires more than intention, it demands action. Our data gives us clarity, and we are using that clarity to challenge structural barriers, strengthen representation, and ensure equitable progression across BOC.

This is long-term work, but it is work we are committed to leading with transparency and accountability.



Equity and inclusion are vital for a thriving organisation. Embracing diverse perspectives enhances innovation, engagement, and belonging, driving success. I've witnessed tangible progress in bridging the Gender Pay Gap, especially in new areas of our business that previously overlooked it. It's encouraging to see focused action, awareness, and a commitment to fairness in processes that foster development and opportunity. As part of our efforts to celebrate and accelerate racial diversity, I appreciate the support for our ERGs, DEI Champions, and leadership.

While there's still work to do, each step forward contributes to a workplace where diversity is celebrated and fairness is integral. I'm proud to be part of this journey towards a more inclusive organisation.

# 2 What is the Gender Pay Gap?

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The Gender Pay Gap is the difference in pay between women and men explained through various statistics. It is influenced by a range of factors, including the demographics of a company's workforce.



## How is the Gender Pay Gap Different from Equal Pay?

Equal Pay is about women and men receiving the same pay for the same or similar job. The Gender Pay Gap is a methodology defined by UK Government regulations and is looking at the average pay received by women and men, irrespective of the job they do.



Women



Men

- A positive number indicates men on average earn more than women
- A negative number indicates women on average earn more than men



## How do we Calculate Mean Pay Gap?

The mean gender pay gap is the difference in the average hourly pay for women compared to men within a company. Calculating the Mean Average involves adding up all the pay received by men/women and dividing that result by the total number of men/women in the company.



## What is the Median Pay Gap?

The median represents the middle point of a population. If you separately lined up all the women in a company and all the men in numerical order, the median pay gap is the difference between the hourly pay rate for the middle woman compared to that of the middle man.

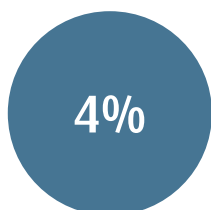


# 3 Our 2025 Results

## Gender Pay



The mean pay for women is 1% higher than that of men



The median pay for men is 4% higher than that of women

## Bonus Pay

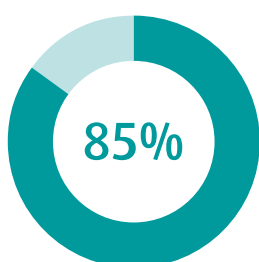


The mean bonus is 24% higher for women

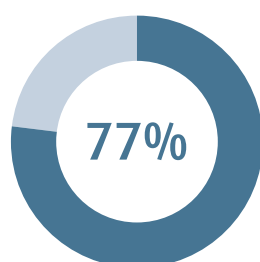


The median bonus is 50% higher for women

## Proportion of women and men receiving a bonus



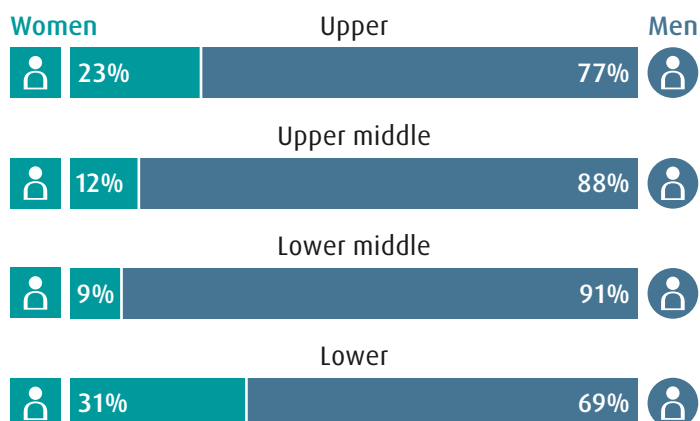
Women



Men

## Proportion of women and men in each pay quartile

Quartiles divide our workforce into four equal parts, with an equal number of employees in each section. The quartiles represent the pay rates from the lowest to the highest for our UK employees with the percentage of men and women in each quartile.



### Data footnote

\*\*Under the UK Government's Gender Pay Gap regulations, companies must report their gender pay gap for all legal entities in Great Britain with more than 250 employees. On the snapshot date of 5 April 2025, BOC/Linde UK employed 2,228 people in Great Britain who were within scope of the regulations. Our figures exclude our employees in Northern Ireland, as Northern Ireland is not covered by these reporting regulations.

# Looking at Our Data

Our 2025 results show clear progress in closing the gender pay gap. The mean gender pay gap has shifted from +1% in 2024 to -1% in 2025. The median gender pay gap has also reduced, moving from 6% to 4%. These changes reflect the continued impact of our work to strengthen female representation.

Between 2024 and 2025, female headcount across the organisation rose by 2%, with particularly strong gains across our white-collar professional workforce. While at Executive level female representation rose by 12%, it remains majority male. As a result, shifts within this smaller female cohort can have a greater influence on the mean figures, contributing to the year-on-year changes we see.

When looking at our bonus mean and median, between 2024 and 2025 there has been a significant shift from the mean being in favour of men (+6%) to in favour of women (-24%). This is primarily driven by our Executive population. While all employees at senior levels continue to earn competitive bonus outcomes, the smaller number of women in these roles results in a widening mean and median gender bonus gap.

Looking ahead, we will continue to maintain strong pay governance, focus on supporting progression, and increase representation in operational roles. These priorities will ensure that we remain focused to reduce the gap and continue to build a more balanced and inclusive workforce for the future.

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Over the last year, we have implemented several initiatives and tools aimed at preparing our company not only to achieve our 30 by 30 objective but to sustain and retain our female employees by actively supporting the creation of an inclusive workplace:

- We continue to strengthen female representation each year as part of our broader commitment to building an inclusive workforce.
- We created targeted recruitment campaigns across multiple areas of our business to attract women into our organisation.
- We have maintained continuous engagement and updates across the organisation to continue to drive this key topic forward, in particular with our leadership team and our managers through quarterly updates and workshops.
- We have rolled out an Inclusive Leadership in-person training to all line managers to ensure a broader understanding of the topic and to enable sustained progress.
- We are looking to opening onsite learning hubs at our sites with one opened in Belfast this year to provide support for all employees to be able to develop and progress in their roles.
- We have continued our menopause awareness campaign, including awareness webinars, training, celebration of key dates and built a successful group of 13 menopause champions across the business.
- Our Employee Resource Group 'Talking About Gender' (TAG) have organised events, training and awareness sessions covering topics including International Women's Day, Breast Cancer Awareness Month and Endometriosis Awareness.

# 4 Our Plans

An inclusive culture embraces diversity and equity, where every employee feels valued, has the tools and resources they need to be their ideal and best selves at work, whilst recognising and valuing their differences and the contribution these differences make.

Our business imperative for embracing Inclusion is based on the diversity of our markets, the businesses and products we offer and our customer base. We strive to create a work environment that treats all employees with respect, supports new thoughts and ideas, encourages growth and development, recognises our differences, and embraces inclusion.

We do our best work in an environment where differences are recognised, appreciated and valued.

## Our Objectives

- To foster a more inclusive workplace
- To create wider opportunities to engage with our workforce on Diversity, Equity and Inclusion topics
- To promote best practice for the recruitment and development of an inclusive workforce
- To increase female representation in our business in line with our 2030 goal (at least 30% female representation by 2030) in a meaningful way

We drive business ownership and accountability through our pulse survey action plan where inclusion is a core theme.

### In 2026 we will:

- Continue to improve inclusion-related knowledge of all people in our business through our learning management system and roll-out of our 'Inclusive Leadership' training for all line managers in the business.
- Continue to invest in our managers and aspiring managers, ensuring they are not only skilled in their roles but are effective managers through our internal development programmes.
- Utilise our data to make evidence-based decisions to attract, develop and retain our talent.
- Build a strong early talent pipeline through our graduate and apprentice programmes.
- Develop our inclusive recruitment toolkit further to ensure we remain innovative with the latest recruitment approaches.
- Collaborate with a broad spectrum of partners that aid in empowering women to return to work and assist women who are contemplating a career in STEM.

## Long Term Goal

We want there to be no structural basis for a gender pay gap, based on consistent representation of women at all levels throughout the organisation. To achieve this, we have action plans across our regional business to improve representation and drive faster change. We know that this will take time to achieve but we are committed to getting there.

## Declaration

We confirm the information and data reported is accurate as of 5 April 2025.



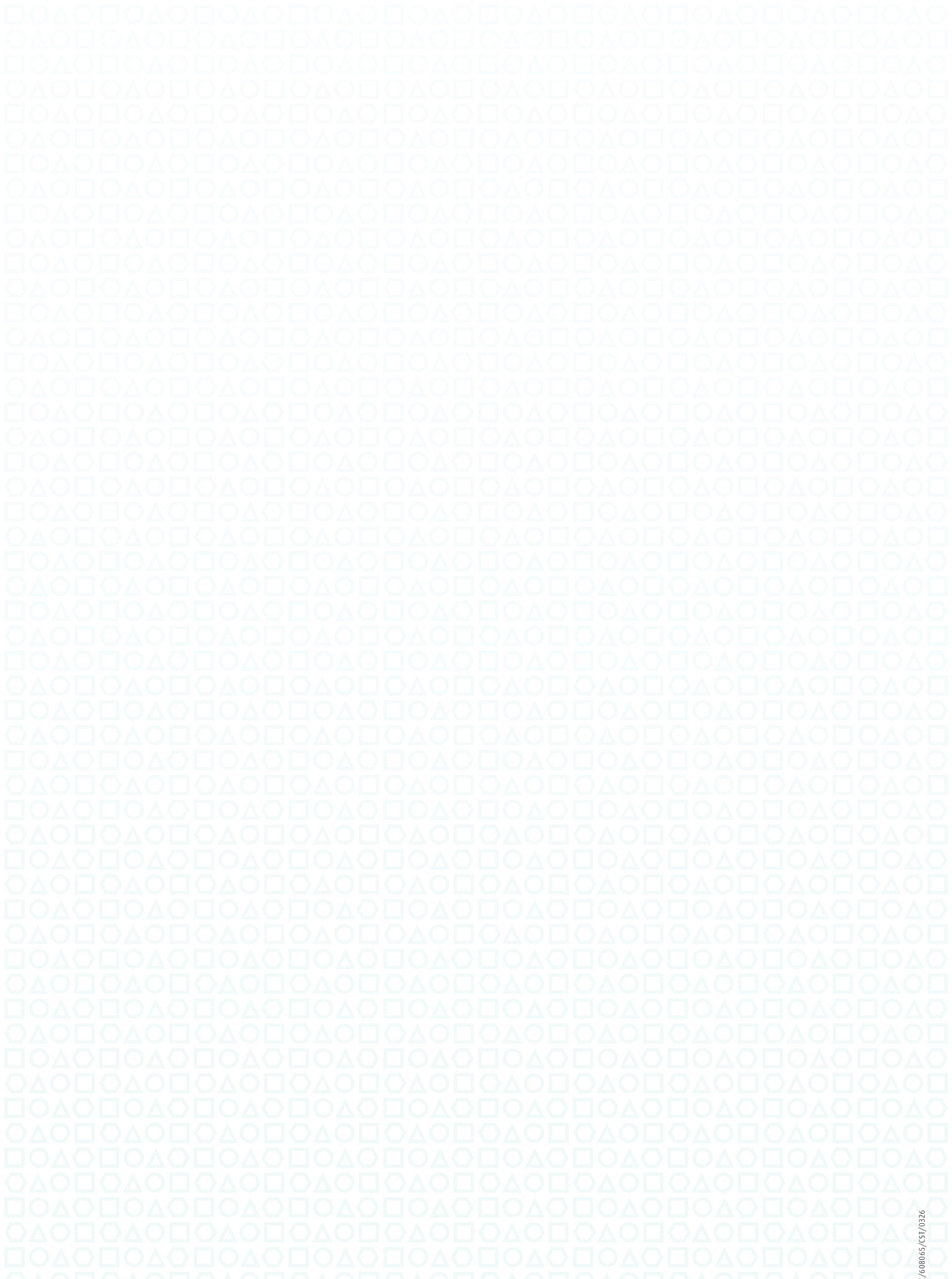
Sally Williams

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Participant selection was based on a variety of criteria, including, high performance and future development opportunity within Linde and BOC Ltd.

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