



# Gender Pay Gap Report

# 2018

CRODA



“ Croda believes in the value of diversity and we are starting to see positive improvements from the actions we have taken so far in our programme to create a more inclusive organisation.

We recognise that creating a balance for the better is a long-term endeavour that we are committed to. We want to ensure gender balance at Croda and promote the exciting career opportunities available in the Chemical Industry for both men and women ”



**Maarten Heybroek**  
President Croda Europe

A handwritten signature in black ink, appearing to be 'M. Heybroek', written in a cursive style.

## Inclusion at Croda



As a truly global company, it is important that we provide an inclusive work environment that ensures everyone, wherever they are and wherever they are in the world, can be supported to give their best.

We are working, as a company, to deliver on actions that assist in increasing the representation of women at Croda, across all levels and roles, but particularly in senior leadership positions.

# Gender Pay Gap at Croda

The gender pay gap sets out a Company's difference in the pay between men and women, using a variety of statistical measures.

It is not a review of 'equal pay', which is specifically a woman receiving the same compensation for the same or similar job.

## The data:

**Mean gender pay gap** – this is the difference in the average hourly or bonus pay for women when compared to men

**Median gender pay gap** – this is the middle point of the reviewed workforce, comparing the person who is at the mid-point of the data

“ We are confident our gender pay gap is not an equal pay issue but is a result of a lack of female representation across our business; at senior levels, and in production roles, which represent the bulk of our workforce between the 25th and 75th percentile. In addition, our workforce below the 25th percentile is largely female ”

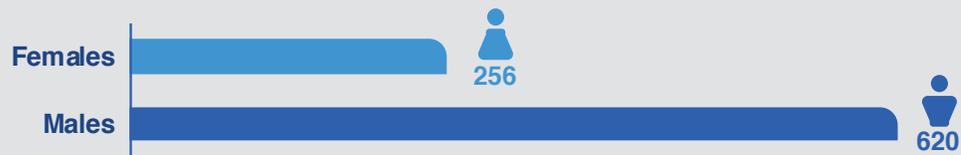


**Tracy Sheedy**  
Group HR Director

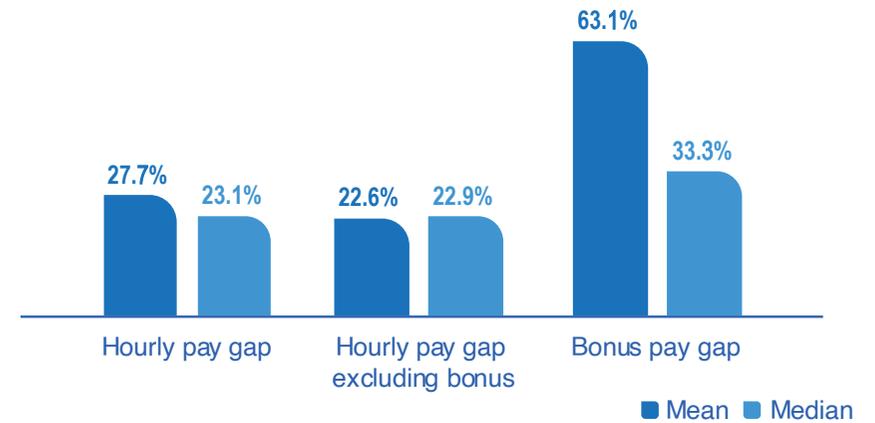
*Tracy Sheedy*

# Croda Europe – UK Gender Pay Gap Results 2018

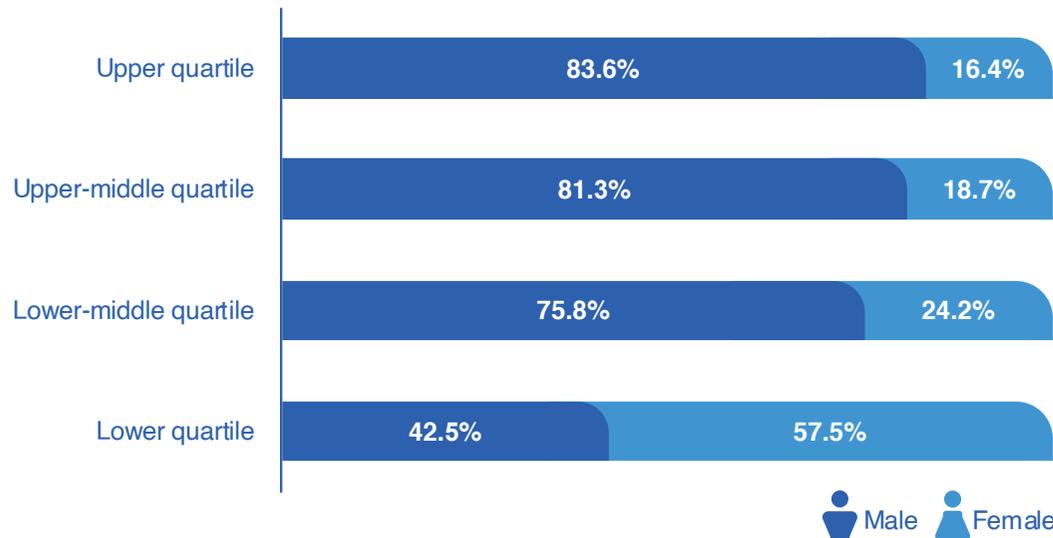
## Number of employees



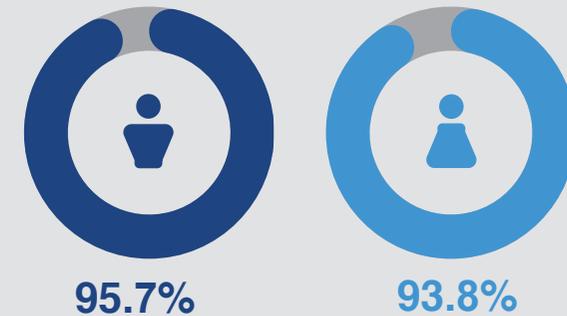
## Pay and Bonus pay gap



## Population of men and women in each pay quartile



## Proportion of employees receiving a bonus



# Progress & Plans

## Recruitment

- After a trial in Europe, we are implementing balanced shortlists and tracking progress on a global basis.
- We are continuing to invest in our STEM activities to encourage a wide range of applicants to apply for roles in our business.
- In Asia, each operation conducted an awareness session that included a diversity self-assessment review, which now forms part of new starter inductions; we are discussing utilising this review globally.



## Family Friendly Policies

- We have implemented a global minimum parental leave policy providing 16 weeks primary care leave on full pay.
- We have introduced flexible working arrangements at the majority of sites globally; these range from improved home working, to summer hours providing a short Friday working day, to flexible hours within a core hours system.
- We are looking at ways to automate our production to reduce the manual aspect of our operations roles, as well as ways to improve the general working environment.



## Development

- We are providing women with specific training courses to focus on confidence and development of their unique leadership styles.
- Our new learning portal is available to all our employees, providing opportunities for training and development at times to suit our employees.
- We are rolling out leadership development programmes that are focussed on values, emotional intelligence and authenticity.



## Culture

- We have set up a global Diversity and Inclusion Steering Committee with representatives from all regions and markets to promote and debate D&I activities globally.
- Following our 2017 global culture survey, we continue to hold listening and networking groups that, amongst other things, focus on gender issues.

